

# Merton Council Overview and Scrutiny Commission



Date: 24 November 2015  
Time: 7.15 pm  
Venue: Committee rooms C, D & E - Merton Civic Centre, London Road, Morden  
SM4 5DX

## AGENDA

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**This is a public meeting – members of the public are very welcome to attend.  
The meeting room will be open to members of the public from 7.00 p.m.**

For more information about the work of this and other overview and scrutiny panels, please telephone 020 8545 3864 or e-mail [scrutiny@merton.gov.uk](mailto:scrutiny@merton.gov.uk). Alternatively, visit [www.merton.gov.uk/scrutiny](http://www.merton.gov.uk/scrutiny)

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## Overview and Scrutiny Commission membership

### Councillors:

Peter Southgate (Chair)  
Peter McCabe (Vice-Chair)  
Stan Anderson  
Hamish Badenoch  
Brenda Fraser  
Suzanne Grocott  
Jeff Hanna  
Abigail Jones  
Oonagh Moulton  
Katy Neep

### Substitute Members:

David Simpson CBE  
John Dehaney  
Russell Makin  
John Sargeant  
David Williams

### Co-opted Representatives

Simon Bennett, Secondary and Special School Parent Governor Representative  
Peter Connellan, Roman Catholic diocese  
Denis Popovs, Primary School Parent Governor Representative  
Colin Powell, Church of England diocese  
Geoffrey Newman (Co-opted member, non-voting)

### Note on declarations of interest

Members are advised to declare any Disclosable Pecuniary Interest in any matter to be considered at the meeting. If a pecuniary interest is declared they should withdraw from the meeting room during the whole of the consideration of that matter and must not participate in any vote on that matter. If members consider they should not participate because of a non-pecuniary interest which may give rise to a perception of bias, they should declare this, withdraw and not participate in consideration of the item. For further advice please speak with the Assistant Director of Corporate Governance.

### What is Overview and Scrutiny?

Overview and Scrutiny describes the way Merton's scrutiny councillors hold the Council's Executive (the Cabinet) to account to make sure that they take the right decisions for the Borough. Scrutiny panels also carry out reviews of Council services or issues to identify ways the Council can improve or develop new policy to meet the needs of local people. From May 2008, the Overview & Scrutiny Commission and Panels have been restructured and the Panels renamed to reflect the Local Area Agreement strategic themes.

Scrutiny's work falls into four broad areas:

- ⇒ **Call-in:** If three (non-executive) councillors feel that a decision made by the Cabinet is inappropriate they can 'call the decision in' after it has been made to prevent the decision taking immediate effect. They can then interview the Cabinet Member or Council Officers and make recommendations to the decision-maker suggesting improvements.
- ⇒ **Policy Reviews:** The panels carry out detailed, evidence-based assessments of Council services or issues that affect the lives of local people. At the end of the review the panels issue a report setting out their findings and recommendations for improvement and present it to Cabinet and other partner agencies. During the reviews, panels will gather information, evidence and opinions from Council officers, external bodies and organisations and members of the public to help them understand the key issues relating to the review topic.
- ⇒ **One-Off Reviews:** Panels often want to have a quick, one-off review of a topic and will ask Council officers to come and speak to them about a particular service or issue before making recommendations to the Cabinet.
- ⇒ **Scrutiny of Council Documents:** Panels also examine key Council documents, such as the budget, the Business Plan and the Best Value Performance Plan.

Scrutiny panels need the help of local people, partners and community groups to make sure that Merton delivers effective services. If you think there is something that scrutiny should look at, or have views on current reviews being carried out by scrutiny, let us know.

For more information, please contact the Scrutiny Team on 020 8545 3864 or by e-mail on [scrutiny@merton.gov.uk](mailto:scrutiny@merton.gov.uk). Alternatively, visit [www.merton.gov.uk/scrutiny](http://www.merton.gov.uk/scrutiny)



# Agenda Item 3

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CH56 Coffee shop franchise in 6 libraries	80	

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# Cabinet

**Date: 19 October 2015**

**Subject: Draft Business Plan 2016-20**

**Lead officer:** Caroline Holland – Director of Corporate Services

**Lead member:** Councillor Mark Allison – Deputy Leader and Cabinet Member  
for Finance

**Contact Officer:** Paul Dale

## **Urgent report:**

Reason for urgency: The chairman has approved the submission of this report as a matter of urgency as it provides the latest available information on the Business Plan and Budget 2016/17 and requires consideration of issues relating to the Budget process and Medium Term Financial Strategy 2016-2020. It is important that this consideration is not delayed in order that the Council can work towards a balanced budget at its meeting on 2 March 2016 and set a Council Tax as appropriate for 2016/17.

## **Recommendations:**

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1. That Cabinet agree the proposed amendments to savings set out in Appendix 1 and incorporate the financial implications into the draft MTFS 2016-20.
  2. That Cabinet agrees the latest draft Capital Programme 2016-20 detailed in Appendix 3 for consideration by scrutiny in November and notes the indicative programme for 2021-25.
  3. That Cabinet considers and agrees the draft savings/income proposals (Appendix 4) and associated equalities analyses (Appendix 5) put forward by officers and refers them to the Overview and Scrutiny panels and Commission in November 2015 for consideration and comment.
- 

## **1. Purpose of report and executive summary**

- 1.1 This report provides an update on progress towards preparing the Business Plan 2016-20 and requests Cabinet to consider and agree the initial savings/income proposals put forward by officers and refer them to the Overview and Scrutiny panels and Commission for consideration.
- 1.2 It also requests Cabinet to consider and agree some proposed amendments to savings, including replacement savings, which have been approved previously and are incorporated into the current MTFS considered and approved by Cabinet at its meeting on 14 September 2015.
- 1.3 The report also provides details of the latest capital programme, including new bids and an indicative programme for 2021- 2025

## Details

### 2. Medium Term Financial Strategy 2016-20

- 2.1 At its meeting on 14 September 2015 Cabinet considered a report which updated the Business Plan 2016-20. At the meeting it was resolved that Cabinet:-
1. notes the rolled forward MTFS for 2016 - 20.
  2. confirms the latest position with regards to savings already in the MTFS.
  3. agrees the approach to setting a balanced budget using weighted controllable expenditure for each department as the basis for the setting of targets.
  4. agrees the proposed departmental targets to be met from savings and income.
  5. agrees the timetable for the Business Plan 2016-20 including the revenue budget 2016/17, the MTFS 2016-20 and the Capital Programme for 2016-20.
  6. notes the process for the Service Plan 2016-20 and the progress made so far.
- 2.2 In the report, the following budget gap was identified before identifying any new savings and income proposals:-

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
<b>Budget Gap in MTFS</b>	<b>0</b>	<b>0</b>	<b>3,515</b>	<b>15,301</b>

- 2.3 The September Cabinet agreed initial targets set for each department as follows:-

<b>SERVICE DEPARTMENT'S SAVINGS TARGETS FOR 2016-2020 BUSINESS PLANNING PROCESS</b>	<b>Total £000</b>
Corporate Services	2,338
Children, Schools & Families	2,580
Environment & Regeneration	6,568
Community & Housing	3,815
<b>Total Savings/Income Proposals</b>	<b>15,301</b>

### 3. Proposed Amendments to Previously Agreed Savings

- 3.1 In recent years, the introduction of multi-year financial planning has resulted in savings agreed in a particular financial year having an impact on future years. These have been incorporated into the Council's Medium Term Financial Strategy. The full year effect of savings in the current MTFS from 2016/17 onwards is shown in the following table:-

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
Corporate Services	2,898	1,656	165	0	4,719
Children, Schools & Families	2,191	621	0	0	2,812
Environment & Regeneration	5,514	935	(212)	0	6,237
Community & Housing	5,357	2,220	1,195	0	8,772
<b>Total</b>	<b>15,960</b>	<b>5,432</b>	<b>1,148</b>	<b>0</b>	<b>22,540</b>
<b>Cumulative total</b>	<b>15,960</b>	<b>21,392</b>	<b>22,540</b>	<b>22,540</b>	

3.2 Monitoring of the delivery of savings is important and it is essential to recognise as quickly as possible where circumstances change and savings previously agreed are either not achievable in full or in part or are delayed. The following changes to agreed savings are proposed in this report:-

### 3.2.1 Corporate Services

The delay in implementing the new financial systems means that two savings agreed in 2013/14 (CS46) and 2014/15 (CS65) need to be reprofiled. There is a replacement saving in Customer Services for savings CS12 and CS13 from 2012/13 and it is proposed to defer a number of staffing savings in Human Resources Division from 2016/17 to 2018/19 to assist the new service.

### 3.2.2 Children, Schools and Families

It is proposed to replace a 2016/17 saving in Commissioning, Strategy and Performance with alternatives.

### 3.2.3 Environment and Regeneration

In Regulatory Services there are proposals to defer one saving (ER14) and an alternative saving for ER10 in 2015/16.

### 3.2.4 Community and Housing

It is proposed to delete a number of savings in Adult Social Care in 2016/17 and replace most of them with alternative savings. However, it produces a shortfall going forward which will need to be addressed.

3.2.5 Further details of the proposed amendments to previously agreed savings are provided in Appendix 1.

### 3.3 Summary

The overall effect of the proposed amendments is set out in the following table:-

<b>SUMMARY (cumulative)</b>	<b>2015/16 £000</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>
Corporate Services	-	495	448	-	-
Children, Schools & Families	-	-	-	-	-
Environment and Regeneration	-	100	-	-	-
Community and Housing	-	178	778	978	978
<b>Net Cumulative total</b>	-	<b>773</b>	<b>1,226</b>	<b>978</b>	<b>978</b>

3.4 All departments except Community and Housing have identified replacement savings for those deleted. The Director of Community and Housing will come back later in the budget process with the replacement £978,000 in addition to the new savings discussed later in this report to ensure that Community and Housing deliver their previously agreed savings targets.

#### **4. Progress towards meeting Savings Targets**

4.1 As part of the business planning process, service departments have been reviewing their budgets and formulating proposals to address their targets. The progress made to date is set out in this report.

4.3 Proposals that Cabinet agree at this meeting will be referred to the Overview and Scrutiny Commission and panels for review and comment in the November 2015 cycle.

4.4 The proposals submitted by each department are summarised in the following table and set out in detail in Appendix 4.

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

4.5 The balances remaining against the initial targets are as follows:-



	<b>Targets £'000</b>	<b>Proposals £'000</b>	<b>Balance £'000</b>
Corporate Services	2,338	438	1,900
Children, Schools & Families	2,580	555	2,025
Environment & Regeneration	6,568	2,537	4,031
Community & Housing	3,815	2,435	1,380
<b>Total Surplus/(Shortfall)</b>	<b>15,301</b>	<b>5,965</b>	<b>9,336</b>
Community & Housing replacements for £809,000	978	0	978
<b>Total Savings/Income Proposals</b>	<b>16,279</b>	<b>5,965</b>	<b>10,314</b>

## 5. Capital Programme for 2016-20

- 5.1 The report to Cabinet in September 2015 provided information on the capital financing costs of the Capital Programme based on the July monitoring position and assumed the maximum use of capital receipts.
- 5.2 In this report, the draft Capital Programme 2016-20 is discussed. It includes the latest information based on August monitoring information and also includes the addition of new schemes commencing in 2019/20. An indicative programme for 2021-25 is also provided. The draft programme is set out in Appendix 3.
- 5.3 The bidding process for 2019/20 was launched at the Capital Programme Board on 16 June 2015.
- 5.4 The current capital provision and associated revenue implications in the currently approved capital programme, based on August 2015 monitoring information, are as follows:-

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Capital Programme	45,175	39,702	21,641	21,794
Revenue Implications	13,623	13,682	13,706	14,129

- 5.5 The change in the capital programme since that reported to Cabinet on 14 September 2015, based on July 2015 monitoring information, is summarised in the following table:-

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
Capital Programme:						
- Cabinet 14 September 2015	35,423	51,822	41,645	29,098	23,074	181,062
- Revised Position with Slippage revisions and new schemes	32,591	45,175	39,702	21,641	21,794	160,903
Change	(2,832)	(6,647)	(1,943)	(7,457)	(1,280)	(20,159)
Revenue impact						
Cabinet 14 September 2015	13,325	13,655	14,015	14,264	15,259	70,518
Revised	13,322	13,623	13,682	13,706	14,129	68,462
Change	(3)	(32)	(333)	(558)	(1,130)	(2,056)

5.6 The programme has been rigorously reviewed and reduced where appropriate. The changes made to the programme are detailed within Appendix 3, along with movements when compared to the current programme. This review is continuing and it is envisaged that further information will be presented to December 2015 Cabinet.

## 6. Update to MTFS 2016-20

6.1 If the changes outlined in this report are agreed the forecast budget gap over the MTFS period is:-

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
<b>Budget Gap in MTFS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,132</b>

6.2 A more detailed MTFS is included as Appendix 2.

6.3 It is anticipated that there will be further revenue savings/income proposals and revisions to the capital programme identified during the business planning process which will be included in future reports to Cabinet in accordance with the agreed timetable and these will go onto Overview and Scrutiny Panels and the Commission in early 2016.

## 7. Alternative Options

7.1 The range of options available to the Council relating to the Business Plan 2016-20 and for setting a balanced revenue budget and fully financed capital programme will be presented in reports to Cabinet and Council in accordance with the agreed timetable.

## 8. Consultation Undertaken or Proposed

8.1 All relevant bodies have been consulted.

8.2 The details in this report will be considered by the Overview and Scrutiny Panels and Commission on the following dates:-

Children and Younger People	3 November 2015
Healthier Communities and Older People	10 November 2015
Sustainable Communities	11 November 2015
Overview and Scrutiny Commission	24 November 2015

8.3 It is proposed that a savings proposals consultation pack will be prepared and distributed to all councillors at the end of December 2015 that can be brought to all Scrutiny and Cabinet meetings from 7 January 2016 onwards and to Budget Council. This should be an improvement for both councillors and officers - more manageable for councillors and it will ensure that only one version of those documents is available so referring to page numbers at meetings will be easier. It will also considerably reduce printing costs and reduce the amount of printing that needs to take place immediately prior to Budget Council.

8.4 The pack will include:

- Savings proposals
- Equality impact assessment for each saving proposal
- Service plans (these will also be printed in A3 to lay round at scrutiny meetings)

## 9. Timetable

9.1 In accordance with current financial reporting timetables.

9.2 The proposed timetable for developing the business plan and service plans was approved by Cabinet on 14 September 2015.

## 10. Financial, resource and property implications

10.1 As contained in the body of the report.

10.2 The Chancellor of the Exchequer launched a Spending Review on 21 July 2015 and this will be published on 25 November 2015. Overall funding allocations for local government will be notified in the review but details of provisional funding allocations for each local authority will not be known until the provisional Local Government Finance Settlement is published in mid/late December 2015.

**11. Legal and statutory implications**

11.1 As outlined in the report.

**12. Human rights, equalities and community cohesion implications**

12.1 None for the purposes of this report, these will be dealt with as the budget is developed for 2016 – 2020.

**13. Crime and Disorder Implications**

13.1 Not applicable.

**14. Risk Management and health and safety implications**

14.1 There is a specific key strategic risk for the Business Plan, which is monitored in line with the corporate risk monitoring timetable.

**15. Appendices – The following documents are to be published with this Report and form part of the Report.**

Appendix 1 – Proposed Amendments to previously agreed savings  
Appendix 2 – Latest draft MTFS 2016-20  
Appendix 3 – Draft Capital Programme 2016-20  
Appendix 4 – Draft Savings and income proposals 2016-20  
Appendix 5 - Equalities analyses for new and replacement savings

**16. Background Papers**

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

2014/15 Budgetary Control and Final Accounts Working Papers in the Corporate Services Department.  
Budget Monitoring working papers  
MTFS working papers

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## 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 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverabi lity	Risk Analysis Reputatio nal Impact	Type of Saving (see key)
O&S	CS46	<b>Service Description</b>	<b>Resources -Deletion of 3 Posts within the Division</b> 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 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverabi lity	Risk Analysis Reputatio nal Impact	Type of Saving (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			
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## PROPOSED RE-PROFILED SAVINGS

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

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

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

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

			<b>TOTAL</b>	(91)	(78)	0			
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			Change	47	(47)	0			
			Cumulative Change	47	0	0			

## CURRENT SAVINGS IN MTF5 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> 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. Deleting 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> 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							

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## 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> 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			
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**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	<b>Service</b>	<b>Further rationalisation of HR Services</b>	543	(130)			High	High	SS1
		<b>Description</b>	Reduction of HR business partner (HRBP's) posts							
		<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</b>	<b>HR Transactions - including COT</b>	265	(90)			Medium	High	SS1
		<b>Description</b>	HR Support - centralisation							
		<b>Service Implication</b>	More self service							
		<b>Staffing Implications</b>	Reduction in staff numbers							
		<b>Business Plan implications</b>	HR transactions review part of long-term HR business plans							
		<b>Impact on other departments</b>	resistance to change							
		<b>Equalities Implications</b>	Will impact women in the division as a high number of HR employees are female							



## 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>	<u>Human Resources - Business Partners</u> Further consolidation of HR advisory work	585	(140)			High	High	SS2
		<b>Service Implication</b>								
		<b>Staffing Implications</b>	Delete X4 advisor posts							
		<b>Business Plan implications</b>								
		<b>Impact on other departments</b>	Some reduction in capacity to support depts but mitigated by the introduction of iTrent							
		<b>Equalities Implications</b>	Significant loss of capacity may affect service provision. Selection of staff for redundancy needs careful handling and EIA							

**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> <b>Description</b> <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b>	<u>Human Resources</u> <b>COT review</b> Reduced business support Reduced staffing levels Less transactional support Less transactional support Proposals affect a female workforce	425	(38)			M	M	SS2
	CSD29	<b>Division</b> <b>Description</b> <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b>	<u>Human Resources</u> <b>Recruitment and DBS review</b> Reduction in HR managerial support Reduction in staffing Reduction in transactional support Reduction in transactional support Impacts on a largely female workforce	425	(50)			M	M	SS1
		Total: Human Resources Savings to be Deferred			(448)	0	0			

**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> 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							

**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> <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b>  <b>Equalities Implications</b>	<u>Human Resources - Business Partners</u> <b>Further consolidation of HR advisory work</b>  Delete X4 advisor posts  Some reduction in capacity to support depts but mitigated by the introduction of iTrent  Significant loss of capacity may affect service provision. Selection of staff for redundancy needs careful handling and EIA	585	140		(140)	High	High	SS2

**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> <b>Description</b> <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b>	<b>Human Resources</b> <b>COT review</b> Reduced business support Reduced staffing levels Less transactional support Less transactional support Proposals affect a female workforce	425	38		(38)	M	M	SS2
	CSD29	<b>Division</b> <b>Description</b> <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b>	<b>Human Resources</b> <b>Recruitment and DBS review</b> Reduction in HR managerial support Reduction in staffing Reduction in transactional support Reduction in transactional support Impacts on a largely female workforce	425	50		(50)	M	M	SS1
			Net Change: Human Resources		448	0	(448)			

## Draft

## 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	<p><b>Service Description</b>  <b>Commissioning, Strategy and Performance</b>            Reduction in commissioning of early intervention and prevention services.</p> <p><b>Service Implication</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 &amp; young people and their families. Reduced investment in early help services could result in increased pressure on children's social care services.</p> <p><b>Staffing 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.</p> <p><b>Business Plan implications</b>            Reduced service offer for children and families in Merton.</p> <p><b>Impact on other departments</b>            None.</p> <p><b>Equalities Implications</b>            These services are focussed on disadvantaged groups within the community.</p> <p><b>TOM Implications</b>            Commissioning approach being delivered within reduced budgets available</p>	700	400				Medium	High
<b>Total Children, Schools and Families Savings</b>				<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>		

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## 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	<p><b>Service Description</b>  <b>Commissioning, Strategy and Performance</b>            Reduction in commissioning of early intervention and prevention services.</p> <p><b>Service Implication</b>  <b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b>  <b>TOM Implications</b></p> <p>AS PER THE ABOVE BUT SAVING REDUCED BY £100k.</p>	700	300				Medium	High

Draft

## 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	<p><u>Service</u> <b>Description</b> <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b> <b>TOM Implications</b></p> <p><u>Children Social Care</u> <b>Remove Serious Case Review.</b> Any future reviews will be funding from MSCB/CSC learning and development underspends and Health commissioners. N/a N/A Request for ad hoc funding for SCR. Possible risk if other agencies will not contribute. N/A None</p>	77	77				Low	Medium
C&YP	CSF2015-02	<p><u>Service</u> <b>Description</b> <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b> <b>TOM Implications</b></p> <p><u>Cross Cutting</u> <b>Service management review across CSF Department</b> 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. Estimated 0.4 FTE ( part year effect of 1 from 13 service manager posts) We will prioritise our core statutory education and social care functions however there will likely be reductions in volume and outcomes. 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 We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs. The TOM refresh will include an increased focus on delivering the restructure. The continued focus on LEAN processes and disciplined performance management will be critical.</p>	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>		

**Previously Agreed Savings****DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS**

Budget Process	Ref	Description of Saving		2015/16 £000	2016/17 £000	2017/18 £000
2012/15	ER10	Service/Section Description	<b>Regulatory Services</b> 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.	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 £000	2016/17 £000	2017/18 £000
2012/15	ER10	Service/Section Description	<b>Regulatory Services</b> 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.  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).  N.B. Neither of these proposals will result in an increase to actual fees being charged.	230		
<b>Total Environment and Regeneration Savings</b>				<b>230</b>	<b>0</b>	<b>0</b>



Previously Agreed Savings**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS**

Budget Process	Ref	Description of Saving		2016/17 £000	2017/18 £000	2018/19 £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>

Page 29 Deferred Savings Proposals**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS**

Budget Process	Ref	Description of Saving		2016/17 £000	2017/18 £000	2018/19 £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 Implications</b>	None			
<b>Total Environment and Regeneration Savings</b>				<b>-100</b>	<b>100</b>	<b>0</b>

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> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications</p>	<p><u>Adult Social Care</u> <b>Below inflation uplift to third party suppliers</b> The proposal aims to continue the below inflation uplift. This will be a total of 7 years at 0% or below inflation uplift to 16/17. There will be resistance and challenge from providers who may require that clients are removed from their care and support, or refuse to take newly referred clients. To date Merton has been acting consistently with neighbouring authorities. None Contributes to efficiency savings None See overall EA</p>	38,465	500	High	High		SP1
HC&OP	CH03	<p><u>Service</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications</p>	<p><b>Brokerage Efficiency savings, by finding the best value option and setting personal budgets on this basis</b> 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. None In line with the aim of delivering cost effective, person centred services. None See overall EA</p>	5,357	150	High	High		SP1
HC&OP	CH10	<p><u>Service</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications</p>	<p><b>Procurement Opportunities</b> Delivering further efficiencies through contract negotiations. None In line with the aim of delivering cost effective, person centred services. None See overall EA</p>	5,357	250	High	Medium		SP1

## 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><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>Commissioning</b></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: 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><b>Placements</b></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><b>Placements</b></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

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)
HIC&OP	CH38	<p><b>Service 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>Assessment and Commissioning</b></p> <p>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>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>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>We would continue to follow the appropriate model of promoting independence for the client group.</p> <p>None</p> <p>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					

**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						
CH20  2015/16	<b>Description</b>	<b>Adult Social Care</b> Staff reductions in Assessment and Commissioning teams. (Bring forward staff savings proposals from 2017/18 & 2018/19)	(700)	500	200	0	H	M		SS2	CH58
	Service Implications	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.									
	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									
CH3  2014/15	<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 .									
	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									

**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						
CH38 2015/16	<p><b>Description</b> CONTRACTS - South Thames Crossroads Caring for Carers</p> <p>Service Implications Decommission the crossroads service for carers. Replace with domiciliary care service/ Direct Payment offer and commissioned holistic carers support service from voluntary sector.</p> <p>Staffing Implications None</p> <p>Business Plan Implications In line with TOM and ASC commissioning and procurement plan</p> <p>Impact on other departments None</p> <p>Equalities Implications See EA</p>	(294)	0	0	0	M	H			SP1	CH60
CH1 2015/16	<p><b>Description</b> CONTRACTS - Meals on Wheels (Sodexo )</p> <p>Service Implications Decommissioning service and embed support within community, neighbourhood and voluntary support infrastructure</p> <p>Staffing Implications None</p> <p>Business Plan Implications In line with TOM and ASC commissioning and procurement plan</p> <p>Impact on other departments None</p> <p>Equalities Implications See EA</p>	(153)	0	0	0	M	H			SP1	CH61
CH01 2013/14	<p><b>Description</b> CONTRACTS - Supported accommodation mental health -Family Mosaic (Waldemar Road)</p> <p>Service Implications Decommission service as a result of Provider notice to cease service in Merton</p> <p>Staffing Implications None</p> <p>Business Plan Implications In line with TOM and ASC commissioning and procurement plan</p> <p>Impact on other departments None</p> <p>Equalities Implications See EA</p>	(106)	0	0	0	L	M			SP1	CH62

**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	Description of Saving	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000						
CH02 2013/14	<b>Description</b> Service Implications Staffing Implications Business Plan Implications Impact on other departments Equalities Implications	CONTRACTS - day support Imagine Independence Decommission service and recommission cost effective peer led day opportunities for people with mental health None In line with TOM None See EA	(84)	0	0	0	M	H			SP1	CH63
	<b>Description</b> Service Implications Staffing Implications Business Plan Implications Impact on other departments Equalities Implications	Staffing savings- Directorate. This position is now funded from Public Health budget and no longer required. None None None None 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						

<b>DRAFT MTFS 2015-19: RE-PRICED AND ROLLED FORWARD</b>				
	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Departmental Base Budget 2015/16</b>	<b>150,913</b>	<b>150,913</b>	<b>150,913</b>	<b>150,913</b>
Inflation (Pay, Prices)	1,624	4,731	7,837	10,944
Autoenrolment/Nat. ins changes	1,000	2,000	2,000	2,000
FYE – Previous Years Savings	(15,902)	(21,334)	(22,482)	(22,482)
Amendments to previously agreed savings	773	1,226	978	978
Change in Net Appropriations to/(from) Reserves	(5,260)	(5,418)	(5,887)	(4,486)
Revenuisation	(102)	(102)	(102)	(102)
Taxi card/Concessionary Fares	450	900	1,350	1,350
Other	1,622	1,692	1,765	1,841
<b>Re-Priced Departmental Budget</b>	<b>135,118</b>	<b>134,608</b>	<b>136,372</b>	<b>140,956</b>
Treasury/Capital financing	13,623	13,682	13,706	14,129
Pensions	4,395	4,592	4,799	5,015
Other Corporate items	(13,289)	(13,131)	(12,659)	(14,063)
Levies	632	632	632	632
<b>Sub-total: Corporate provisions</b>	<b>5,361</b>	<b>5,775</b>	<b>6,478</b>	<b>5,713</b>
<b>BUDGET REQUIREMENT</b>	<b>140,479</b>	<b>140,383</b>	<b>142,850</b>	<b>146,668</b>
<b>Funded by:</b>				
Revenue Support Grant	(23,161)	(16,691)	(12,256)	(10,617)
Business Rates (inc. Section 31 grant)	(34,432)	(35,121)	(35,823)	(36,540)
C. Tax Freeze Grant 2015/16	0	0	0	0
PFI Grant	(4,797)	(4,797)	(4,797)	(4,797)
New Homes Bonus	(2,904)	(2,615)	(2,294)	(968)
Council Tax inc. WPCC	(77,435)	(77,821)	(78,208)	(78,598)
Collection Fund – (Surplus)/Deficit	1,566	0	0	0
<b>TOTAL FUNDING</b>	<b>(141,164)</b>	<b>(137,044)</b>	<b>(133,378)</b>	<b>(131,519)</b>
<b>GAP excluding Use of Reserves (Cumulative)</b>	<b>(685)</b>	<b>3,339</b>	<b>9,472</b>	<b>15,149</b>
Savings/Income Proposals 2016/17	(200)	(3,456)	(5,965)	(5,965)
<b>Sub-total</b>	<b>(885)</b>	<b>(117)</b>	<b>3,507</b>	<b>9,184</b>
Use of Reserves	885	117	(3,507)	(4,052)
<b>GAP including Use of Reserves (Cumulative)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,132</b>



Proposed Summary Capital Programme 2016-20 and Summary Indicative Programme 2021/25

Appendix 3a

Merton	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25
Corporate Services	5,603,270	5,196,000	2,977,000	2,605,000	2,985,000	2,562,000	1,935,000	1,775,000	2,917,000
Community and Housing	2,263,900	580,000	280,000	280,000	630,000	280,000	280,000	280,000	280,000
Children, Schools & Families	15,581,010	18,497,550	11,189,950	4,805,000	6,650,000	4,658,000	650,000	755,000	650,000
Environment & Regeneration	22,311,500	15,346,500	6,361,500	4,277,000	4,217,000	4,252,000	4,217,000	4,217,000	4,277,000
<b>Total Merton</b>	<b>45,759,680</b>	<b>39,620,050</b>	<b>20,808,450</b>	<b>11,967,000</b>	<b>14,482,000</b>	<b>11,752,000</b>	<b>7,082,000</b>	<b>7,027,000</b>	<b>8,124,000</b>

Merton	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25
Total Corporate Budgets	982,000	0	0	0	0	0	0	0	0
Total Business Improvement	550,000	175,000	442,000	0	100,000	592,000	175,000	0	542,000
Total Resources	0	0	0	0	825,000	0	0	0	0
Total Information Technology	1,525,000	2,021,000	785,000	1,230,000	1,060,000	970,000	760,000	775,000	1,375,000
Total Facilities Management	2,546,270	3,000,000	1,750,000	1,375,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
<b>Total Corporate Services</b>	<b>5,603,270</b>	<b>5,196,000</b>	<b>2,977,000</b>	<b>2,605,000</b>	<b>2,985,000</b>	<b>2,562,000</b>	<b>1,935,000</b>	<b>1,775,000</b>	<b>2,917,000</b>
<b>Community and Housing</b>									
Housing									
Western Road	875,000	0	0	0	0	0	0	0	0
Disabled Facilities	1,188,900	280,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000
Total Libraries	200,000	300,000	0	0	350,000	0	0	0	0
<b>Total Community and Housing</b>	<b>2,263,900</b>	<b>580,000</b>	<b>280,000</b>	<b>280,000</b>	<b>630,000</b>	<b>280,000</b>	<b>280,000</b>	<b>280,000</b>	<b>280,000</b>
<b>Children, Schools and Families</b>									
Primary School Expansions	3,052,200	0	0	0	0	0	0	0	0
Secondary School Expansions	8,976,510	12,748,740	9,689,950	3,200,000	6,000,000	4,008,000	0	0	0
SEN	2,797,850	4,994,360	850,000	850,000	0	0	0	0	0
Other	754,450	754,450	650,000	755,000	650,000	650,000	650,000	755,000	650,000
<b>Children, Schools &amp; Families</b>	<b>15,581,010</b>	<b>18,497,550</b>	<b>11,189,950</b>	<b>4,805,000</b>	<b>6,650,000</b>	<b>4,658,000</b>	<b>650,000</b>	<b>755,000</b>	<b>650,000</b>

## Proposed Summary Capital Programme 2016-20 and Summary Indicative Programme 2021/25 Continued...

## Appendix 3a

<b>Environment &amp; Regeneration</b>									
Footways Planned Works	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Greenspaces	478,000	250,000	350,000	385,000	325,000	325,000	325,000	325,000	385,000
Highways General Planned Works	419,000	419,000	422,000	427,000	427,000	427,000	427,000	427,000	427,000
Highways Planned Road Works	1,500,000	1,500,000	1,500,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000
Leisure Centres	9,300,000	1,300,000	1,800,000	300,000	300,000	300,000	300,000	300,000	300,000
Other E&R	100,000	0	0	0	0	0	0	0	0
On and Off Street Parking	35,000	0	0	0	0	35,000	0	0	0
Regeneration Partnerships	6,136,000	3,000,000	0	0	0	0	0	0	0
Street Lighting	462,000	290,000	509,000	290,000	290,000	290,000	290,000	290,000	290,000
Street Scene	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Transport for London	1,826,000	1,826,000	0	0	0	0	0	0	0
Traffic and Parking Management	150,000	156,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000
Transport and Plant	500,000	5,500,000	500,000	350,000	350,000	350,000	350,000	350,000	350,000
Safer Merton - CCTV & ASB	300,000	0	0	0	0	0	0	0	0
Waste Operations	45,500	45,500	45,500	40,000	40,000	40,000	40,000	40,000	40,000
<b>Environment &amp; Regeneration</b>	<b>22,311,500</b>	<b>15,346,500</b>	<b>6,361,500</b>	<b>4,277,000</b>	<b>4,217,000</b>	<b>4,252,000</b>	<b>4,217,000</b>	<b>4,217,000</b>	<b>4,277,000</b>

**Movement from Current to Proposed Summary Capital Programme 2016-20 and Summary Indicative Programme 2021/25**

**Appendix 3b**

<b>Merton</b>	<b>Updated Budget 16/17</b>	<b>Updated Budget 17/18</b>	<b>Updated Budget 18/19</b>	<b>Updated Budget 19/20</b>	<b>Updated Budget 20/21</b>	<b>Updated Budget 21/22</b>	<b>Updated Budget 22/23</b>	<b>Updated Budget 23/24</b>	<b>Updated Budget 24/25</b>
Corporate Services	713,000	2,315,000	220,000	1,105,000	1,225,000	917,000	500,000	325,000	1,467,000
Community and Housing	(60,000)	240,000	(60,000)	(60,000)	290,000	(60,000)	(60,000)	(60,000)	(60,000)
Children, Schools & Families	(13,429,240)	(2,481,260)	(8,913,850)	1,539,400	(596,800)	(401,580)	(8,800)	96,200	(8,800)
Environment & Regeneration	155,000	20,000	(17,000)	(596,000)	(437,000)	(402,000)	(437,000)	(437,000)	(377,000)
<b>Total Merton</b>	<b>(12,621,240)</b>	<b>93,740</b>	<b>(8,770,850)</b>	<b>1,988,400</b>	<b>481,200</b>	<b>53,420</b>	<b>(5,800)</b>	<b>(75,800)</b>	<b>1,021,200</b>

Merton	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25
Total Corporate Budgets	0	0	0	0	0	0	0	0	0
Total Business Improvement	550,000	175,000	442,000	0	100,000	592,000	175,000	0	542,000
Total Resources	0	0	0	0	825,000	0	0	0	0
Total Information Technology	(337,000)	140,000	(222,000)	655,000	200,000	200,000	200,000	200,000	800,000
Total Facilities Management	500,000	2,000,000	0	450,000	100,000	125,000	125,000	125,000	125,000
<b>Total Corporate Services</b>	<b>713,000</b>	<b>2,315,000</b>	<b>220,000</b>	<b>1,105,000</b>	<b>1,225,000</b>	<b>917,000</b>	<b>500,000</b>	<b>325,000</b>	<b>1,467,000</b>
<b>Community and Housing</b>									
Housing									
Western Road	0	0	0	0	0	0	0	0	0
Disabled Facilities	0	0	0	0	0	0	0	0	0
Other Housing	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
Libraries	0	300,000	0	0	350,000	0	0	0	0
<b>Community and Housing</b>	<b>(60,000)</b>	<b>240,000</b>	<b>(60,000)</b>	<b>(60,000)</b>	<b>290,000</b>	<b>(60,000)</b>	<b>(60,000)</b>	<b>(60,000)</b>	<b>(60,000)</b>
<b>Children, Schools and Families</b>									
Primary School Expansions	(2,675,000)	(3,848,780)	(2,575,000)	(1,600,000)	0	0	0	0	0
Secondary School Expansions	(6,398,490)	1,248,740	(4,264,320)	3,200,000	0	0	0	0	0
SEN	(1,921,890)	1,994,360	0	0	0	0	0	0	0
Other	(2,433,860)	(1,875,580)	(2,074,530)	(60,600)	(596,800)	(401,580)	(8,800)	96,200	(8,800)
<b>Children, Schools &amp; Families</b>	<b>(13,429,240)</b>	<b>(2,481,260)</b>	<b>(8,913,850)</b>	<b>1,539,400</b>	<b>(596,800)</b>	<b>(401,580)</b>	<b>(8,800)</b>	<b>96,200</b>	<b>(8,800)</b>

**Movement from Current to Proposed Summary Capital Programme 2016-20 and Summary Indicative Programme 2021/25 Continued..**

**Appendix 3b**

<b>Environment &amp; Regeneration</b>									
Total Footways Planned Works	0	0	0	0	0	0	0	0	0
Total Greenspaces	0	0	0	35,000	(25,000)	(25,000)	(25,000)	(25,000)	35,000
Highways General Planned Works	0	0	3,000	8,000	8,000	8,000	8,000	8,000	8,000
Highways Planned Road Works	0	0	0	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Total Leisure Centres	0	0	0	0	0	0	0	0	0
Total Other E&R	100,000	0	0	0	0	0	0	0	0
On and Off Street Parking	35,000	0	0	0	0	35,000	0	0	0
Regeneration Partnerships	0	0	0	0	0	0	0	0	0
Total Street Lighting	0	0	0	(219,000)	0	0	0	0	0
Total Street Scene	0	0	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
Total Transport for London	0	0	0	0	0	0	0	0	0
Traffic and Parking Management	0	0	0	0	0	0	0	0	0
Total Transport and Plant	0	0	0	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
Safer Merton - CCTV & ASB	0	0	0	0	0	0	0	0	0
Total Waste Operations	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
<b>Environment &amp; Regeneration</b>	<b>155,000</b>	<b>20,000</b>	<b>(17,000)</b>	<b>(596,000)</b>	<b>(437,000)</b>	<b>(402,000)</b>	<b>(437,000)</b>	<b>(437,000)</b>	<b>(377,000)</b>

Corporate Services	Scrutiny	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25
<b>Corporate Budgets</b>										
Acquisitions Budget	O&SC	500,000	0	0	0	0	0	0	0	0
Capital Bidding Fund	O&SC	482,000	0	0	0	0	0	0	0	0
<b>Total Corporate Budgets</b>		<b>982,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Business Improvements</b>										
Planweb/Stratus Update	O&SC	0	0	42,000	0	0	42,000	0	0	42,000
M3 LP and PP	O&SC	500,000	0	0	0	0	500,000	0	0	0
Map Information	O&SC	50,000	0	0	0	0	50,000	0	0	0
Aligned Assets	O&SC	0	75,000	0	0	0	0	75,000	0	0
Customer Contact Programme	O&SC	0	0	0	0	0	0	0	0	0
Electronic Asset Management	O&SC	0	0	0	0	100,000	0	0	0	100,000
Revenue & Benefits	O&SC	0	0	400,000	0	0	0	0	0	400,000
Capita Housing	O&SC	0	100,000	0	0	0	0	100,000	0	0
Replacement SC System	O&SC	0	0	0	0	0	0	0	0	0
<b>Total Business Improvement</b>		<b>550,000</b>	<b>175,000</b>	<b>442,000</b>	<b>0</b>	<b>100,000</b>	<b>592,000</b>	<b>175,000</b>	<b>0</b>	<b>542,000</b>
<b>Resources</b>										
Replacement of Civica Icon	O&SC	0	0	0	0	125,000	0	0	0	0
Improving Information Systems	O&SC	0	0	0	0	700,000	0	0	0	0
<b>Total Resources</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>825,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Information Technology</b>										
Planned Replacement Programme	O&SC	1,125,000	1,746,000	510,000	430,000	860,000	770,000	560,000	575,000	575,000
ITSD Enhancements	O&SC	200,000	200,000	275,000	200,000	200,000	200,000	200,000	200,000	200,000
Multi-Functioning Device (MFD)	O&SC	200,000	75,000	0	600,000	0	0	0	0	600,000
<b>Total Information Technology</b>		<b>1,525,000</b>	<b>2,021,000</b>	<b>785,000</b>	<b>1,230,000</b>	<b>1,060,000</b>	<b>970,000</b>	<b>760,000</b>	<b>775,000</b>	<b>1,375,000</b>

Corporate Services	Scrutiny	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25
Invest to Save Schemes	O&SC	1,300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Water Safety Works	O&SC	150,000	150,000	100,000	0	0	0	0	0	0
Asbestos Safety Works	O&SC	250,000	250,000	250,000	0	0	0	0	0	0
Capital Works - Facilities	O&SC	300,000	300,000	300,000	700,000	700,000	700,000	700,000	700,000	700,000
Civic Centre Passenger Lifts	O&SC	46,270	0	0	0	0	0	0	0	0
Civic Centre Boilers	O&SC	0	0	300,000	0	0	0	0	0	0
Data Centre Support Equipment	O&SC	0	0	300,000	0	0	0	0	0	0
Civic Centre Staff Entrance Improvement	O&SC	0	0	200,000	0	0	0	0	0	0
Photovoltaics (PV) and Energy Conservation	O&SC	500,000	2,000,000	0	0	0	0	0	0	0
Civic Centre Lightning Upgrade	O&SC	0	0	0	300,000	0	0	0	0	0
Civic Centre Block Paving	O&SC	0	0	0	75,000	0	0	0	0	0
<b>Total Facilities Management</b>		<b>2,546,270</b>	<b>3,000,000</b>	<b>1,750,000</b>	<b>1,375,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>
<b>TOTAL</b>		<b>5,603,270</b>	<b>5,196,000</b>	<b>2,977,000</b>	<b>2,605,000</b>	<b>2,985,000</b>	<b>2,562,000</b>	<b>1,935,000</b>	<b>1,775,000</b>	<b>2,917,000</b>

Community and Housing	Scrutiny	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25
<b>Housing</b>										
191-193 Western Road	HC&OP	115,000	0	0	0	0	0	0	0	0
Western Road *	HC&OP	760,000	0	0	0	0	0	0	0	0
Disabled Facilities Grant	HC&OP	1,188,900	280,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000
Small Repairs Grant	HC&OP	0	0	0	0	0	0	0	0	0
<b>Total Housing</b>		<b>2,063,900</b>	<b>280,000</b>	<b>280,000</b>	<b>280,000</b>	<b>280,000</b>	<b>280,000</b>	<b>280,000</b>	<b>280,000</b>	<b>280,000</b>
<b>Libraries</b>										
Colliers Wood Library Re-Fit	SC	200,000	0	0	0	0	0	0	0	0
West Barnes Library Re-Fit	SC	0	200,000	0	0	0	0	0	0	0
Library Management System	SC	0	100,000	0	0	0	0	0	0	0
Library Self Service	SC	0	0	0	0	350,000	0	0	0	0
<b>Total Libraries</b>		<b>200,000</b>	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>350,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>		<b>2,263,900</b>	<b>580,000</b>	<b>280,000</b>	<b>280,000</b>	<b>630,000</b>	<b>280,000</b>	<b>280,000</b>	<b>280,000</b>	<b>280,000</b>

Children, Schools and Families	Scrutiny	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25
<b>Primary School Expansions</b>										
Dundonald expansion	C&YP	2,120,200	0	0	0	0	0	0	0	0
Singlegate expansion	C&YP	932,000	0	0	0	0	0	0	0	0
Beecholme	C&YP	0	0	0	0	0	0	0	0	0
23 FE School Expansion 1fe Expans	C&YP	0	0	0	0	0	0	0	0	0
26 FE School Expansion - Temp Cla	C&YP	0	0	0	0	0	0	0	0	0
27 FE School Expansion - Temp Cla	C&YP	0	0	0	0	0	0	0	0	0
28 FE School Expansion - Temp Cla	C&YP	0	0	0	0	0	0	0	0	0
<b>Total Primary School Expansions</b>		<b>3,052,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Scheme 1 Phased Extra 4fe	C&YP	2,778,710	1,500,000	0	0	0	0	0	0	0
Scheme 2 Phased Extra 4fe	C&YP	0	2,948,740	2,681,000	0	0	0	0	0	0
Scheme 3 Phased Extra 2fe	C&YP	1,217,800	1,200,000	0	0	0	0	0	0	0
Scheme 5 Phased Extra 2fe	C&YP	0	100,000	2,530,000	3,200,000	0	0	0	0	0
Scheme 6 Phased Extra 2fe	C&YP	0	0	0	0	0	0	0	0	0
Scheme 4 New School Extra 6fe	C&YP	4,980,000	7,000,000	4,478,950	0	6,000,000	4,008,000	0	0	0
<b>Total Secondary School Expansions</b>		<b>8,976,510</b>	<b>12,748,740</b>	<b>9,689,950</b>	<b>3,200,000</b>	<b>6,000,000</b>	<b>4,008,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
Cricket Green	C&YP	0	0	0	0	0	0	0	0	0
Perseid	C&YP	0	0	850,000	850,000	0	0	0	0	0
Perseid - Further 28 Places Primary	C&YP	2,197,850	4,434,360	0	0	0	0	0	0	0
Secondary School Autism Unit	C&YP	600,000	560,000	0	0	0	0	0	0	0
<b>Total SEN</b>		<b>2,797,850</b>	<b>4,994,360</b>	<b>850,000</b>	<b>850,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other										
Inflation Contingency	C&YP	0	0	0	0	0	0	0	0	0
Devolved Formula Capital	C&YP	0	0	0	0	0	0	0	0	0
Schs Cap Maint & Accessibility	C&YP	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000
Schools Equipment Loans	C&YP	104,450	104,450	0	0	0	0	0	0	0
Admissions IT System	C&YP	0	0	0	105,000	0	0	0	105,000	0
<b>Total Other</b>		<b>754,450</b>	<b>754,450</b>	<b>650,000</b>	<b>755,000</b>	<b>650,000</b>	<b>650,000</b>	<b>650,000</b>	<b>755,000</b>	<b>650,000</b>
<b>TOTAL</b>		<b>15,581,010</b>	<b>18,497,550</b>	<b>11,189,950</b>	<b>4,805,000</b>	<b>6,650,000</b>	<b>4,658,000</b>	<b>650,000</b>	<b>755,000</b>	<b>650,000</b>



Environment and Regeneration	Scrutiny	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25
<b>Footways Planned Works</b>										
Repairs to Footways	SC	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
<b>Total Footways Planned Works</b>		<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>
<b>Greenspaces</b>										
Parks Investment	SC	331,000	216,000	322,500	325,000	325,000	325,000	325,000	325,000	325,000
Canons Parks for People Dev HLF	SC	113,000	0	0	0	0	0	0	0	0
Pay and Display Machines	SC	0	0	0	60,000	0	0	0	0	60,000
Parks Bins - Finance Lease	SC	34,000	34,000	27,500	0	0	0	0	0	0
<b>Total Greenspaces</b>		<b>478,000</b>	<b>250,000</b>	<b>350,000</b>	<b>385,000</b>	<b>325,000</b>	<b>325,000</b>	<b>325,000</b>	<b>325,000</b>	<b>385,000</b>
<b>Highways General Planned Works</b>										
Surface Water Drainage	SC	69,000	69,000	72,000	77,000	77,000	77,000	77,000	77,000	77,000
Highways bridges & structures	SC	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000
Maintain AntiSkid and Coloured	SC	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
<b>Total Highways General Planned Works</b>		<b>419,000</b>	<b>419,000</b>	<b>422,000</b>	<b>427,000</b>	<b>427,000</b>	<b>427,000</b>	<b>427,000</b>	<b>427,000</b>	<b>427,000</b>
<b>Highways Planned Road Works</b>										
Borough Roads Maintenance	SC	1,500,000	1,500,000	1,500,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000
<b>Total Highways Planned Road Works</b>		<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,250,000</b>	<b>1,250,000</b>	<b>1,250,000</b>	<b>1,250,000</b>	<b>1,250,000</b>	<b>1,250,000</b>
<b>Leisure Centres</b>										
Leisure Centre Plant & Machine	SC	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Morden Leisure Centre	SC	9,000,000	1,000,000	0	0	0	0	0	0	0
Wimbledon Park Lake De-Silting	SC	0	0	1,500,000	0	0	0	0	0	0
<b>Total Leisure Centres</b>		<b>9,300,000</b>	<b>1,300,000</b>	<b>1,800,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>
<b>Other E&amp;R</b>										
Mortuary Provision	SC	100,000	0	0	0	0	0	0	0	0
<b>Total Other E&amp;R</b>		<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>On and Off Street Parking</b>										
Replacing Handheld Computers	SC	35,000	0	0	0	0	35,000	0	0	0
<b>Total On and Off Street Parking</b>		<b>35,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>35,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

Environment and Regeneration	Scrutiny	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25
<b>Regeneration Partnerships</b>										
Industrial Estate Investment	SC	450,000	0	0	0	0	0	0	0	0
Mitcham Major schemes - TfL	SC	884,000	0	0	0	0	0	0	0	0
Town Centre Investment	SC	1,037,000	0	0	0	0	0	0	0	0
Morden shopping parades	SC	410,000	0	0	0	0	0	0	0	0
Brighter Business	SC	55,000	0	0	0	0	0	0	0	0
Wimbledon - TfL	SC	3,000,000	0	0	0	0	0	0	0	0
Morden - TfL	SC	300,000	3,000,000	0	0	0	0	0	0	0
<b>Total Regeneration Partnerships</b>		<b>6,136,000</b>	<b>3,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Street Lighting</b>										
Street Lighting Replacement Pr	SC	462,000	290,000	509,000	290,000	290,000	290,000	290,000	290,000	290,000
<b>Total Street Lighting</b>		<b>462,000</b>	<b>290,000</b>	<b>509,000</b>	<b>290,000</b>	<b>290,000</b>	<b>290,000</b>	<b>290,000</b>	<b>290,000</b>	<b>290,000</b>
<b>Street Scene</b>										
Street Tree Programme	SC	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
<b>Total Street Scene</b>		<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>
<b>Transport for London</b>										
Unallocated	SC	1,826,000	1,826,000	0	0	0	0	0	0	0
<b>Total Transport for London</b>		<b>1,826,000</b>	<b>1,826,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Traffic and Parking Management</b>										
Traffic Schemes	SC	150,000	156,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000
<b>Total Traffic and Parking Management</b>		<b>150,000</b>	<b>156,000</b>	<b>175,000</b>	<b>175,000</b>	<b>175,000</b>	<b>175,000</b>	<b>175,000</b>	<b>175,000</b>	<b>175,000</b>
<b>Transport and Plant</b>										
Replacement of Fleet Vehicles	SC	500,000	500,000	500,000	350,000	350,000	350,000	350,000	350,000	350,000
Transportation Enhancements	SC	0	5,000,000	0	0	0	0	0	0	0
<b>Total Transport and Plant</b>		<b>500,000</b>	<b>5,500,000</b>	<b>500,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>
<b>Safer Merton - CCTV &amp; ASB</b>										
CCTV (match funding)	O&S	300,000	0	0	0	0	0	0	0	0
<b>Total Safer Merton - CCTV &amp; ASB</b>		<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Waste Operations</b>										
Alley Gating Scheme - Fly Tip	SC	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Waste Bins - Finance Lease	SC	5,500	5,500	5,500	0	0	0	0	0	0
<b>Total Waste Operations</b>		<b>45,500</b>	<b>45,500</b>	<b>45,500</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>
<b>TOTAL</b>		<b>22,311,500</b>	<b>15,346,500</b>	<b>6,361,500</b>	<b>4,277,000</b>	<b>4,217,000</b>	<b>4,252,000</b>	<b>4,217,000</b>	<b>4,217,000</b>	<b>4,277,000</b>

**Movement from Current to Proposed Detailed Capital Programme 2016-20 and Detailed Indicative Programme 2021/25**

**Appendix 3d**

	Scrutiny	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25
<b>Corporate Services</b>										
<b>Corporate Budgets</b>										
Acquisitions Budget	O&SC	0	0	0	0	0	0	0	0	0
Capital Bidding Fund	O&SC	0	0	0	0	0	0	0	0	0
<b>Total Corporate Budgets</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Business Improvements</b>										
Planweb/Stratus Update	O&SC	0	0	42,000	0	0	42,000	0	0	42,000
M3 LP and PP	O&SC	500,000	0	0	0	0	500,000	0	0	0
Map Information	O&SC	50,000	0	0	0	0	50,000	0	0	0
Aligned Assets	O&SC	0	75,000	0	0	0	0	75,000	0	0
Customer Contact Programme	O&SC	0	0	0	0	0	0	0	0	0
Electronic Asset Management	O&SC	0	0	0	0	100,000	0	0	0	100,000
Revenue & Benefits	O&SC	0	0	400,000	0	0	0	0	0	400,000
Capita Housing	O&SC	0	100,000	0	0	0	0	100,000	0	0
Replacement SC System	O&SC	0	0	0	0	0	0	0	0	0
<b>Total Business Improvement</b>		<b>550,000</b>	<b>175,000</b>	<b>442,000</b>	<b>0</b>	<b>100,000</b>	<b>592,000</b>	<b>175,000</b>	<b>0</b>	<b>542,000</b>
<b>Resources</b>										
Replacement of Civica Icon	O&SC	0	0	0	0	125,000	0	0	0	0
Improving Information Systems	O&SC	0	0	0	0	700,000	0	0	0	0
<b>Total Resources</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>825,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Information Technology</b>										
Planned Replacement Programme	O&SC	(287,000)	60,000	(447,000)	(145,000)	0	0	0	0	0
ITSD Enhancements	O&SC	(50,000)	80,000	225,000	200,000	200,000	200,000	200,000	200,000	200,000
Multi-Functioning Device (MFD)	O&SC	0	0	0	600,000	0	0	0	0	600,000
<b>Total Information Technology</b>		<b>(337,000)</b>	<b>140,000</b>	<b>(222,000)</b>	<b>655,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>800,000</b>

	Scrutiny	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25
<b>Corporate Services</b>										
<b>Facilities Management</b>										
Invest to Save Schemes	O&SC	0	0	0	0	0	0	0	0	0
Water Safety Works	O&SC	0	0	0	(75,000)	(50,000)	(25,000)	(25,000)	(25,000)	(25,000)
Asbestos Safety Works	O&SC	0	0	0	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Capital Works - Facilities	O&SC	0	0	0	400,000	400,000	400,000	400,000	400,000	400,000
Civic Centre Passenger Lifts	O&SC	0	0	0	0	0	0	0	0	0
Civic Centre Boilers	O&SC	0	0	0	0	0	0	0	0	0
Data Centre Support Equipment	O&SC	0	0	0	0	0	0	0	0	0
Civic Centre Staff Entrance Improvement	O&SC	0	0	0	0	0	0	0	0	0
Photovoltaics (PV) and Energy Conservation	O&SC	500,000	2,000,000	0	0	0	0	0	0	0
Civic Centre Lightning Upgrade	O&SC	0	0	0	300,000	0	0	0	0	0
Civic Centre Block Paving	O&SC	0	0	0	75,000	0	0	0	0	0
<b>Total Facilities Management</b>		<b>500,000</b>	<b>2,000,000</b>	<b>0</b>	<b>450,000</b>	<b>100,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>
<b>TOTAL</b>		<b>713,000</b>	<b>2,315,000</b>	<b>220,000</b>	<b>1,105,000</b>	<b>1,225,000</b>	<b>917,000</b>	<b>500,000</b>	<b>325,000</b>	<b>1,467,000</b>

	Scrutiny	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25
<b>Community and Housing</b>										
<b>Housing</b>										
<b>Birches Close</b>	SC	0	0	0	0	0	0	0	0	0
191-193 Western Road	SC	0	0	0	0	0	0	0	0	0
Western Road *	SC	0	0	0	0	0	0	0	0	0
Disabled Facilities Grant	SC	0	0	0	0	0	0	0	0	0
Small Repairs Grant	SC	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
<b>Total Housing</b>		<b>(60,000)</b>	<b>(60,000)</b>	<b>(60,000)</b>	<b>(60,000)</b>	<b>(60,000)</b>	<b>(60,000)</b>	<b>(60,000)</b>	<b>(60,000)</b>	<b>(60,000)</b>
<b>Libraries</b>										
Colliers Wood Library Re-Fit	SC	0	0	0	0	0	0	0	0	0
West Barnes Library Re-Fit	SC	0	200,000	0	0	0	0	0	0	0
Library Management System	SC	0	100,000	0	0	0	0	0	0	0
Library Self Service	SC	0	0	0	0	350,000	0	0	0	0
<b>Total Libraries</b>		<b>0</b>	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>350,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>		<b>(60,000)</b>	<b>240,000</b>	<b>(60,000)</b>	<b>(60,000)</b>	<b>290,000</b>	<b>(60,000)</b>	<b>(60,000)</b>	<b>(60,000)</b>	<b>(60,000)</b>

Children, Schools and Families	Scrutiny	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25
<b>Primary School Expansions</b>										
Dundonald expansion	C&YP	0	0	0	0	0	0	0	0	0
Singlegate expansion	C&YP	0	0	0	0	0	0	0	0	0
Beecholme	C&YP	(2,575,000)	(2,075,000)	0	0	0	0	0	0	0
23 FE School Expansion 1fe Expans	C&YP	(100,000)	(555,000)	(2,575,000)	(1,600,000)	0	0	0	0	0
26 FE School Expansion - Temp Cla	C&YP	0	(618,780)	0	0	0	0	0	0	0
27 FE School Expansion - Temp Cla	C&YP	0	(300,000)	0	0	0	0	0	0	0
28 FE School Expansion - Temp Cla	C&YP	0	(300,000)	0	0	0	0	0	0	0
<b>Total Primary School Expansions</b>		<b>(2,675,000)</b>	<b>(3,848,780)</b>	<b>(2,575,000)</b>	<b>(1,600,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Scheme 1 Phased Extra 4fe	C&YP	(21,290)	1,500,000	(3,677,560)	0	0	0	0	0	0
Scheme 2 Phased Extra 4fe	C&YP	(2,800,000)	2,948,740	410,880	0	0	0	0	0	0
Scheme 3 Phased Extra 2fe	C&YP	(1,582,200)	1,200,000	0	0	0	0	0	0	0
Scheme 5 Phased Extra 2fe	C&YP	(95,000)	(1,400,000)	1,002,360	3,200,000	0	0	0	0	0
Scheme 6 Phased Extra 2fe	C&YP	(1,900,000)	(3,000,000)	(2,000,000)	0	0	0	0	0	0
Scheme 4 New School Extra 6fe	C&YP	0	0	0	0	0	0	0	0	0
<b>Total Secondary School Expansions</b>		<b>(6,398,490)</b>	<b>1,248,740</b>	<b>(4,264,320)</b>	<b>3,200,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Cricket Green	C&YP	(1,959,740)	(1,500,000)	0	0	0	0	0	0	0
Primary school autism unit	C&YP	0	0	0	0	0	0	0	0	0
Perseid	C&YP	0	0	0	0	0	0	0	0	0
Perseid - Further 28 Places Primary	C&YP	597,850	2,934,360	0	0	0	0	0	0	0
Secondary School Autism Unit	C&YP	(560,000)	560,000	0	0	0	0	0	0	0
<b>Total SEN</b>		<b>(1,921,890)</b>	<b>1,994,360</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other	C&YP	0	0	0	0	0	0	0	0	0
Inflation Contingency	C&YP	(2,433,860)	(1,875,580)	(2,074,530)	(165,600)	(596,800)	(401,580)	(8,800)	(8,800)	(8,800)
Devolved Formula Capital	C&YP	0	0	0	0	0	0	0	0	0
Schools Equipment Loans	C&YP	0	0	0	0	0	0	0	0	0
Admissions IT System	C&YP	0	0	0	105,000	0	0	0	105,000	0
<b>Total Other</b>		<b>(2,433,860)</b>	<b>(1,875,580)</b>	<b>(2,074,530)</b>	<b>(60,600)</b>	<b>(596,800)</b>	<b>(401,580)</b>	<b>(8,800)</b>	<b>96,200</b>	<b>(8,800)</b>
<b>TOTAL</b>		<b>(13,429,240)</b>	<b>(2,481,260)</b>	<b>(8,913,850)</b>	<b>1,539,400</b>	<b>(596,800)</b>	<b>(401,580)</b>	<b>(8,800)</b>	<b>96,200</b>	<b>(8,800)</b>

Environment and Regeneration	Scrutiny	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25
<b>Footways Planned Works</b>										
Repairs to Footways	SC	0	0	0	0	0	0	0	0	0
<b>Total Footways Planned Works</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Greenspaces</b>										
Parks Investment	SC	0	0	0	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
Canons Parks for People Dev HLF	SC	0	0	0	0	0	0	0	0	0
Pay and Display Machines	SC	0	0	0	60,000	0	0	0	0	60,000
Parks Bins - Finance Lease	SC	0	0	0	0	0	0	0	0	0
<b>Total Greenspaces</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>35,000</b>	<b>(25,000)</b>	<b>(25,000)</b>	<b>(25,000)</b>	<b>(25,000)</b>	<b>35,000</b>
<b>Highways General Planned Works</b>										
Surface Water Drainage	SC	0	0	3,000	8,000	8,000	8,000	8,000	8,000	8,000
Highways bridges & structures	SC	0	0	0	0	0	0	0	0	0
Maintain AntiSkid and Coloured	SC	0	0	0	0	0	0	0	0	0
<b>Total Highways General Planned Works</b>		<b>0</b>	<b>0</b>	<b>3,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>
<b>Highways Planned Road Works</b>										
Borough Roads Maintenance	SC	0	0	0	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
<b>Total Highways Planned Road Works</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>(250,000)</b>	<b>(250,000)</b>	<b>(250,000)</b>	<b>(250,000)</b>	<b>(250,000)</b>	<b>(250,000)</b>
<b>Leisure Centres</b>										
Leisure Centre Plant & Machine	SC	0	0	0	0	0	0	0	0	0
Morden Leisure Centre	SC	0	0	0	0	0	0	0	0	0
Wimbledon Park Lake De-Silting	SC	0	0	0	0	0	0	0	0	0
<b>Total Leisure Centres</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other E&amp;R</b>										
Mortuary Provision	SC	100,000	0	0	0	0	0	0	0	0
<b>Total Other E&amp;R</b>		<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>On and Off Street Parking</b>										
Replacing Handheld Computers	SC	35,000	0	0	0	0	35,000	0	0	0
<b>Total On and Off Street Parking</b>		<b>35,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>35,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

Environment and Regeneration	Scrutiny	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25
<b>Regeneration Partnerships</b>										
Industrial Estate Investment	SC	0	0	0	0	0	0	0	0	0
Mitcham Major schemes - TfL	SC	0	0	0	0	0	0	0	0	0
Town Centre Investment	SC	0	0	0	0	0	0	0	0	0
Morden shopping parades	SC	0	0	0	0	0	0	0	0	0
Brighter Business	SC	0	0	0	0	0	0	0	0	0
Wimbledon - TfL	SC	0	0	0	0	0	0	0	0	0
Morden - TfL	SC	0	0	0	0	0	0	0	0	0
<b>Total Regeneration Partnerships</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Street Lighting</b>										
Street Lighting Replacement Pr	SC	0	0	0	(219,000)	0	0	0	0	0
<b>Total Street Lighting</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>(219,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Street Scene</b>										
Street Tree Programme	SC	0	0	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
Raynes Park Street Scene		0	0	0	0	0	0	0	0	0
<b>Total Street Scene</b>		<b>0</b>	<b>0</b>	<b>(40,000)</b>	<b>(40,000)</b>	<b>(40,000)</b>	<b>(40,000)</b>	<b>(40,000)</b>	<b>(40,000)</b>	<b>(40,000)</b>
<b>Transport for London</b>										
Unallocated	SC	0	0	0	0	0	0	0	0	0
<b>Total Transport for London</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Traffic and Parking Management</b>										
Traffic Schemes	SC	0	0	0	0	0	0	0	0	0
<b>Total Traffic and Parking Management</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transport and Plant</b>										
Replacement of Fleet Vehicles	SC	0	0	0	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
Transportation Enhancements	SC	0	0	0	0	0	0	0	0	0
<b>Total Transport and Plant</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Safer Merton - CCTV &amp; ASB</b>										
CCTV (match funding)	O&S	0	0	0	0	0	0	0	0	0
<b>Total Safer Merton - CCTV &amp; ASB</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>(150,000)</b>	<b>(150,000)</b>	<b>(150,000)</b>	<b>(150,000)</b>	<b>(150,000)</b>	<b>(150,000)</b>
<b>Waste Operations</b>										
Alley Gating Scheme - Fly Tip	SC	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Waste Bins - Finance Lease	SC	0	0	0	0	0	0	0	0	0
<b>Total Waste Operations</b>		<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>
<b>TOTAL</b>		<b>155,000</b>	<b>20,000</b>	<b>(17,000)</b>	<b>(596,000)</b>	<b>(437,000)</b>	<b>(402,000)</b>	<b>(437,000)</b>	<b>(437,000)</b>	<b>(377,000)</b>

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

### 1. Targets set

	TARGET 2016/17 £'000	TARGET 2017/18 £'000	TARGET 2018/19 £'000	Additional Target £'000	TARGET Total £'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 identified to date - October 2015

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	Proposals 2016/17 £'000	Proposals 2017/18 £'000	Proposals 2018/19 £'000	Additional Target £'000	Proposals Total £'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 against target

	Balance 2016/17 £'000	Balance 2017/18 £'000	Balance 2018/19 £'000	Additional Target £'000	Balance Total £'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>



**DEPARTMENT: Corporate Services**  
**SECTION: Business Improvement**

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> Description Service Implication Staffing Implications  <u>Business Plan implications</u> Impact on other departments Equalities Implications TOM Implications	<u>Business Improvement</u> <b>Reduction in IT support/maintenance contracts</b> Rationalisation of IT systems, removal of support for some None  In line with IT Strategy  Requires procurement support/advice. May affect support arrangements and require more controlled investment through TDA. None None	616		0	3	L	L	SP1
Page 53	CS2015-02	<u>Service</u> Description Service Implication Staffing Implications  <u>Business Plan implications</u> Impact on other departments Equalities Implications TOM Implications	<u>Business Improvement</u> <b>Expiration of salary protection</b> None None  None None None None	1124			16	L	L	??
	<b>Total</b>					0	0	19		
Total BI (Corporate Services) Target Savings					0	13	169			
(Shortfall)/Surplus					0	(13)	(150)			

**NB: The division is being abolished by 2017/18 so implementation will rest elsewhere.**

**DEPARTMENT: CORPORATE SERVICES**  
**SECTION: Infrastructure and Transactions**

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)
O&S	CS2015-03	<b>Service</b>	<b>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 implications</b>	Existing BP targets will need to be revised to align with reduced resources							
		<b>Impact on other departments</b>	Will increase the time taken to process payments and requests for new vendors to be set up on the financial system.							
<b>Equalities Implications</b>	TBA									
<b>TOM Implications</b>	To be determined as the potential benefits of both the new financial and Social Care Information systems are currently unknown.									
<b>Total</b>					0	0	100			
<b>Total I&amp;T (Corporate Services) Target Savings</b>					0	18	853			
<b>(Shortfall)/Surplus</b>					0	(18)	(753)			

## DEPARTMENT: CORPORATE SERVICES

## SECTION: Customer Services

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)
O&S	CS2015-04	<u>Service Description</u>	<u>Programme Management</u>	-102		25		L	L	SI2
		<b>Service Implication</b>	Increase in Registrars income Achieveable 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							
Total					0	25	0			
Total Customer Service Target Savings					0	25	309			
(Shortfall)/Surplus					0	0	(309)			

**DEPARTMENT:Corporate Services**

**SECTION: Resources - Policy**

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)
<b>Total</b>				0	0	0			
<b>Total Resources - Policy (Corporate Services) Target Savings</b>						19			
<b>(Shortfall)/Surplus</b>				0	0	(19)			

DEPARTMENT:Corporate Services

SECTION: Resources

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 57	CS2015-05	<b>Service Description</b>	<b>Staffing Costs and income budgets</b> 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 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	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									
<b>Total</b>					<b>0</b>	<b>0</b>	<b>216</b>			
<b>Total Resources (Corporate Services) Target Savings</b>							<b>216</b>			
<b>(Shortfall)/Surplus</b>					<b>0</b>	<b>0</b>	<b>0</b>			

SECTION: Corporate Governance

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)
	CS2015-06	<b>Division Description</b>	<b>Corporate governance - audit service</b> delete auditor post and fees				50		L	SS2
		<b>Service Implication</b>	reduced audit resource							
		<b>Staffing Implications</b>	1 possible redundancy							
		<b>Business Plan implications</b>	none							
		<b>Impact on other departments</b>	None							
		<b>Equalities Implications</b>	None							
<b>Total</b>					0	0	50			
Total Corporate Governance (Corporate Services) Target Savings					0	73	236			
(Shortfall)/Surplus					0	(73)	(186)			

Total Corporate Governance (Corporate Services) Target Savings

(Shortfall)/Surplus

**DEPARTMENT: Corporate Services**  
**SECTION: Chief Executive's Office**

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)
	CS2015-07	<u>Service</u> Description	<u>Running Costs</u> Reduction in running cost budgets			28		L	L	SNS1
		Service Implication	A small reduction in the services that can be purchased							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							
		TOM Implications	None							
Total					0	28	0			
Total Resources (Corporate Services) Target Savings						28	113			
(Shortfall)/Surplus					0	0	(113)			

## DEPARTMENT: Children, Schools and Families

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> <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

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	<b>Service Description</b>	<b><u>Commissioning, Strategy and Performance</u></b> <b>Commissioning rationalisation.</b>	203			60	Medium	Low	SS1
		<b>Service Implication</b>	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.							
Page 61		<b>Staffing Implications</b>	1 FTE post reduction from a total of 2.44FTE.							
		<b>Business Plan implications</b>	None specific - the reductions in volumes and outcomes will result from fewer and more targeted commissioned services.							
		<b>Impact on other departments</b>	CSF will need to work with Public Health to maintain appropriate commissioning capacity.							
		<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>	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.							
C&YP	CSF2015-05	<b>Service Description</b>	<b><u>Commissioning, Strategy and Performance</u></b> <b>Property and contracts service review.</b>	451			55	Medium	Medium	SS1
		<b>Service Implication</b>	There will be a lower volume of capital works to expand school provision by 2018-19 enabling a reduction in project management capacity.							
		<b>Staffing Implications</b>	1 FTE project manager post of 3.							
		<b>Business Plan implications</b>	None specific							
		<b>Impact on other departments</b>	None specific							
		<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>	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.							

## DEPARTMENT: Children, Schools and Families

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>	377		40		Medium	Low	SS2
		<b>Description</b>	<b>Data review &amp; centralisation.</b>							
		<b>Service Implication</b>	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.							
		<b>Staffing Implications</b>	1 FTE staffing of overall pool of 8 posts.							
		<b>Business Plan implications</b>	None							
		<b>Impact on other departments</b>	We will focus on statutory returns which may impact on requests from other departments.							
		<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. This saving is in line with TOM direction of travel to focus on statutory responsibilities and organisation layer strategy.							
<b>Total</b>					<b>0</b>	<b>240</b>	<b>315</b>			
<b>Total CSF Target Savings</b>					<b>0</b>	<b>540</b>	<b>1,853</b>			
<b>(Shortfall)/Surplus</b>					<b>0</b>	<b>(300)</b>	<b>(1,538)</b>			

Savings Type

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

Panel

<b>C&amp;YP</b>	<b>Children &amp; Young People</b>
<b>O&amp;S</b>	<b>Overview &amp; Scrutiny</b>
<b>HC&amp;OP</b>	<b>Healthier Communities &amp; Older People</b>
<b>SC</b>	<b>Sustainable Communities</b>

## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2016/17

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>  <b>Service Implication</b>  <b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b>  <b>TOM Implications</b></p>	<p><b>Senior Management &amp; Support</b>  Reduce the level of PA support to Heads of Service by 0.6fte.  None  Reduction of 0.6fte [of 2.6fte]  None  None  None  Consistent with TOM direction of travel in reducing back office support service costs</p>	95		19		Low	Low	SS2
Page 63	ENV02	<p><b>Service/Section Description</b>  <b>Service Implication</b>  <b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b>  <b>TOM Implications</b></p>	<p><b>Parking Services (CEO team)</b>  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.  Better deployment of enforcement resources.  Deletion of 5 FTE's [of 35fte] whilst retaining existing capacity in CEO hours per annum to achieve same outcomes  No impact on business plan - allows same outputs with fewer staff  None  Will require consultation but no immediate equalities implications  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>  <b>Service Implication</b>  <b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b>  <b>TOM Implications</b></p>	<p><b>Parking Services (CEO team)</b>  Reduction number of team leader posts from 4 to 3  Reduced overall management  Loss of 1 team leaders post [of 4fte]  Potential drop in compliance rates.  None  None  Consistent with direction of travel in reducing management overheads .</p>	1,311		45		Low	Medium	SS2

## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2016/17

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 64	ENV04	<p><b>Service/Section Description</b>  <b>Parking Services (CEO team)</b>  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>  Improvement in overall enforcement strategy</p> <p><b>Staffing Implications</b>  None projected at this stage.</p> <p><b>Business Plan implications</b>  None</p> <p><b>Impact on other departments</b>  None</p> <p><b>Equalities Implications</b>  None</p> <p><b>TOM Implications</b>  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>  <b>Parking Services</b>  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>  Could impact upon the level of service provided</p> <p><b>Staffing Implications</b>  To be assessed but could mean the deletion of 2 management posts [of 10fte]</p> <p><b>Business Plan implications</b>  Reduction in the costs of 2 posts</p> <p><b>Impact on other departments</b>  None</p> <p><b>Equalities Implications</b>  None</p> <p><b>TOM Implications</b>  Consistent with TOM direction of travel in reducing back office costs</p>	1,189		70		Medium	Medium	SS2

## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2016/17

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>  <b>Service Implication</b>  <b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b>  <b>TOM Implications</b></p>	<p><b>Parking Services</b>  Reduction in transport related budgets  May result in slight reduction in quality of some areas of service, particularly in respect of civil enforcement  some changes in staff travel arrangements to ensure on site as effectively and efficiently as possible.  None  None  None  consistent with TOM direction of travel</p>	140		46		Low	Low	SNS1
Page 65	ENV07	<p><b>Service/Section Description</b>  <b>Service Implication</b>  <b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b>  <b>TOM Implications</b></p>	<p><b>Parking Services</b>  Reduction in supplies &amp; services/third party payment budgets.  May result in slight reduction in quality of some areas of service.  None  None  None  None  consistent with TOM direction of travel</p>	571			60	Low	Low	SNS1
	ENV08	<p><b>Service/Section Description</b>  <b>Service Implication</b>  <b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b>  <b>TOM Implications</b></p>	<p><b>Regulatory Services</b>  Funding of EH FTE by public health subsidy. As agreed between DPH and Head of PP .  None  One FTE funded by Public Health  Not known at this stage  None  Not known at this stage  Not known at this stage</p>	190			40	Medium	Medium	SG1

## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2016/17

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 66	ENV09	<p><b>Service/Section Description</b>  <b>Regulatory Services</b>            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>            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>            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>            Increase in income</p> <p><b>Impact on other departments</b>            None</p> <p><b>Equalities Implications</b>            None</p> <p><b>TOM Implications</b>            Consistent with drive to increase commercialisation in TOM generally</p>	N/A		50	50	Medium	Low	S12
	ENV10	<p><b>Service/Section Description</b>  <b>Regulatory Services</b>            Reduction in Transport/Supplies and Services budget through greater efficiency</p> <p><b>Service Implication</b>            May result in slight reduction in quality of some areas of service</p> <p><b>Staffing Implications</b>            None</p> <p><b>Business Plan implications</b>            None</p> <p><b>Impact on other departments</b>            None</p> <p><b>Equalities Implications</b>            None</p> <p><b>TOM Implications</b>            consistent with TOM direction of travel</p>	123		10		Low	Low	SNS1

## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2016/17

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> Outsource leisure and sports activities - commissioning of the arts and sports development to an external organisation to replace the in-house provision.	589		59		Low	Low	SP1
		<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 67	ENV12	<b>Service/Section Description</b>	<b>Leisure &amp; Culture</b> Loss of head of section/amalgamated with head of Greenspaces	158		70		Low	Low	SS2
		<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 - BUDGET PROCESS 2016/17

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>  <b>Service Implication</b>  <b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b>  <b>TOM Implications</b></p>	<p><b>Leisure &amp; Culture</b>  Staff savings through the reorganisation of the back office through channel shift from phone and face to face contact.  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.  Reduction of 3 fte [of 9.6fte]  None  None  None  consistent with TOM direction of travel</p>	336		70		Low	Low	SS1
Page 68	ENV14	<p><b>Service/Section Description</b>  <b>Service Implication</b>  <b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b>  <b>TOM Implications</b></p>	<p><b>Property Management</b>  Increase in income from rent reviews of c60 properties.  none - would be within existing resources  Part of the current team's core work.  In line with the TOM outcomes  None  None  consistent with TOM direction of travel</p>	(4,022)			100	Medium	Low	SI2



## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2016/17

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)
	ENV15	<p><b>Service/Section Description</b>  <b>Traffic &amp; Highways</b>  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</p> <p><b>Service Implication</b>  Would require additional specialist staffing resource - costs contained within the business case that is being prepared.</p> <p><b>Staffing Implications</b>  None</p> <p><b>Business Plan implications</b>  In line with the TOM outcomes</p> <p><b>Impact on other departments</b>  None</p> <p><b>Equalities Implications</b>  None</p> <p><b>TOM Implications</b>  consistent with TOM direction of travel</p>	884		148		Low	Low	SNS1
Page 69	ENV16	<p><b>Service/Section Description</b>  <b>Traffic &amp; Highways</b>  Further reductions in the highways maintenance contract costs following reprocurement. Part year effect in 17/18 due to contract start date mid year.</p> <p><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</p> <p><b>Staffing Implications</b>  None</p> <p><b>Business Plan implications</b>  will almost certainly require specification / service standard changes to deliver required savings levels</p> <p><b>Impact on other departments</b>  None</p> <p><b>Equalities Implications</b>  None</p> <p><b>TOM Implications</b>  consistent with TOM direction of travel in maximising procurement savings .</p>	650		65	65	Medium	Medium	SP2

## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2016/17

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>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b> <b>TOM Implications</b>	<b>Traffic &amp; Highways</b> Reduction in reactive works budget Reduction in carriageway and footpath reactive maintenance with possible increase in insurance claims. None Reduction in response times and possibly intervention threshold. Increase in corporate services insurance workload None consistent with TOM direction of travel	650		30	35	Low	Medium	SNS2
Page 70	ENV18	<b>Service/Section Description</b> <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b> <b>TOM Implications</b>	<b>Greenspaces</b> Increased income from events in parks Increased income through a broader range of commercial opportunities - over and above those previously agreed. Some unquantified extra resource likely to be required, linked to the business case for each initiative. In line with the TOM outcomes None None In line with the TOM direction of travel	231		100	100	Medium	Medium	SI2

## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2016/17

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)
	ENV19	<p><b>Service/Section Description</b>  <b>Greenspaces</b>  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 .</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> None</p> <p><b>Equalities Implications</b> None</p> <p><b>TOM Implications</b> No TOM implications</p>	N/A		90		Low	Low	SNS1
Page 71	ENV20	<p><b>Service/Section Description</b>  <b>Development &amp; Building Control</b>  Increased income from building control services.</p> <p><b>Service Implication</b> Increased income through a broader range of commercial opportunities - over and above those previously agreed.</p> <p><b>Staffing Implications</b> None</p> <p><b>Business Plan implications</b> In line with the TOM outcomes</p> <p><b>Impact on other departments</b> None</p> <p><b>Equalities Implications</b> None</p> <p><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 .</p>	935		35	35	Medium	Low	SI2
	ENV21	<p><b>Service/Section Description</b>  <b>Greenspaces</b>  Reduction in the grant to Wandle Valley Parks Trust</p> <p><b>Service Implication</b> Impact on the core operating budget of the Wandle Valley Parks Trust.</p> <p><b>Staffing Implications</b> None</p> <p><b>Business Plan implications</b> None</p> <p><b>Impact on other departments</b> None</p> <p><b>Equalities Implications</b> None</p> <p><b>TOM Implications</b> Consistent with TOM direction of travel</p>	12		6		Low	Medium	SG2

## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2016/17

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	<p><b>Service/Section Description</b>  <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><b>Greenspaces</b>  Reduction in grant to Mitcham Common Conservators. May result in reduction in grant from LB Croydon and Sutton; would be offset by the income generation of the Conservators through their assets.</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>Consistent with TOM direction of travel</p>	48		24		Low	Medium	SG2
Page 72	ENV23	<p><b>Service/Section Description</b>  <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><b>Greenspaces</b>  Further savings from the phase C procurement of Lot 2. Anticipated additional savings through the commercial dialogue that will take place as part of the phase C procurement of Lot 2.</p> <p>None; in line with current procurement process</p> <p>None; in line with current procurement process</p> <p>None</p> <p>None</p> <p>Consistent with TOM direction of travel</p>	3,648		160		Medium	Medium	SP1

## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2016/17

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 73	ENV24	<p><b>Service/Section Description</b>  <b>Future Merton</b>            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>  <b>Waste</b>            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 - BUDGET PROCESS 2016/17

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	<p><b>Service/Section</b> Waste Operations: waste collection</p> <p><b>Description</b> Re-balancing of rounds</p> <p><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)</p> <p><b>Staffing Implications</b> Reduction in overtime and agency usage</p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities</b> TBC</p> <p><b>Implications</b></p> <p><b>TOM Implications</b> Consistent with TOM direction of travel</p>	2,568		20		Medium	Medium	SNS1
Page 74	ENV27	<p><b>Service/Section</b> Waste Services</p> <p><b>Description</b> Remove free provision of food waste liners</p> <p><b>Service Implication</b> Potential reduction in participations levels</p> <p><b>Staffing Implications</b> None</p> <p><b>Business Plan implications</b> Potential reduction in recycling / composting performance.</p> <p><b>Impact on other departments</b> None</p> <p><b>Equalities</b> To be completed</p> <p><b>Implications</b></p> <p><b>TOM Implications</b> Consistent with TOM direction of travel</p>	137		66		Low	Medium	SNS2

## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2016/17

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	<b>Service/Section Description</b> <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b> <b>TOM Implications</b>	<b>Waste Services: waste disposal</b> Divert gully waste and mechanical Street sweepings from landfill through pre-treatment and recycling None( assumes tipping at Garth Rd WTS) None Increase in waste diversion None - procurement will be required None Consistent with TOM direction of travel	4,360		37		Low	Low	SP1
Page 75	ENV29	<b>Service/Section Description</b> <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b> <b>TOM Implications</b>	<b>Waste Services: recyclate income</b> Realign budget to reflect actual income achieved through sale of textiles None None None None None Consistent with TOM direction of travel	N/A		20		Low	Low	SP1
	ENV30	<b>Service/Section Description</b> <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b> <b>TOM Implications</b>	<b>Waste Services: Garden waste service</b> Increase annual subscription fees by £5 p.a. Possible reduction in subscriptions None Potential reduction in recycling / composting performance. None To be undertaken Consistent with TOM direction of travel	(329)		30		Low	High	SI1

## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2016/17

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>  <b>Service Implication</b>  <b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b>  <b>TOM Implications</b></p>	<p><b>Waste Operations</b>  Commencing charging schools for recyclable waste (17/18) and food waste (18/19) collection  Possible loss of contracts to private sector  None  Potential impact on overall waste diversion  tbc  to be completed  Consistent with TOM direction of travel</p>	N/A		102	9	Low	Medium	SI1
Page 76	ENV32	<p><b>Service/Section Description</b>  <b>Service Implication</b>  <b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b>  <b>TOM Implications</b></p>	<p><b>Transport Services:</b>  Review of Business Support requirements  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  Reduction of 1 fte [of 8.33fte]  Saving would result in a reduction in client budgets.  Consistent with TOM direction of travel</p>	311			30			SS2
<b>Total Environment and Regeneration Savings</b>					0	2,013	524			
<b>Total Environment and Regeneration Savings Target</b>					0	1,435	4,764		6,199	
<b>(SURPLUS)/ SHORTFALL</b>					0	(578)	4,240		3,662	



## 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>									
		<b>Service</b>	<b>NHS Income</b>						
HC&OP	CH51	<p><b>Description</b> Negotiate extra NHS funding for extra costs of Hospital Discharges - Circa £150k on packages, £50k on staff.</p> <p><b>Service Implication</b> This funds the increased volume of work to assess people and arrange packages of support for them.</p> <p><b>Staffing Implications</b> Need to work efficiently and effectively to undertake the higher volume of work.</p> <p><b>Business Plan implications</b> This support to ensure prompt discharge is consistent with the business plan commitment to support independence.</p> <p><b>Impact on other departments</b> None.</p> <p><b>Equalities Implications</b> None.</p> <p><b>TOM Implications</b> None. This plan achieves a better alignment between funding levels and increased activity levels.</p>	<b>(£2,596)</b>	£200	£0	0	H	L	SI2
		<b>Service</b>	<b>Supporting People Contracts</b>						
HC&OP	CH52	<p><b>Description</b> Review of remaining Supporting People Expenditure as much of it is a discretionary spending area.</p> <p><b>Service Implication</b> 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> None.</p> <p><b>Business Plan implications</b> The risk is that this could increase pressure on the Housing Needs budget.</p> <p><b>Impact on other departments</b> There is a potential internal pressure within the department on the Housing Needs and Enabling Service</p> <p><b>Equalities Implications</b> 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> 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	0	H	H	SP2

## 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>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

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> 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  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

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>	<b>Assessment &amp; Commissioning 3rd Party Payments</b> 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. 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>	<b>Library &amp; Heritage Service</b> <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

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>					0	50	118			
<b>Total C&amp;H Savings Proposals</b>					200	950	1,285	2,435		
<b>Total Community and Housing Targets</b>					0	783	2,601	3,384		
<b>(Shortfall)/Surplus</b>					200	167	(1,316)	(949)		

# 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 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. 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.  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.

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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).

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 (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		✓	✓		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.

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Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

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

Improvement action plan signed off by Director/ Head of Service	<a href="#">Add name/ job title</a>	Signature:	Date:
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# 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 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

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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).

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)?**

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

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**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**

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

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

Assessment completed by	Mark Humphries – Assistant Director Infrastructure & Transactions	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

<b>Stage 1: Overview</b>	
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.

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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).

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)?

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Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		x	x		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? 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. . 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

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

**Stage 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**

<b>Assessment completed by</b>	Paul Dale Assistant Director of Resources	<b>Signature:</b>	<b>Date:12/10/2015</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	Paul Dale Assistant Director of Resources	<b>Signature:</b>	<b>Date:12/10/2015</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?	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.

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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).

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)?

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		X			
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**

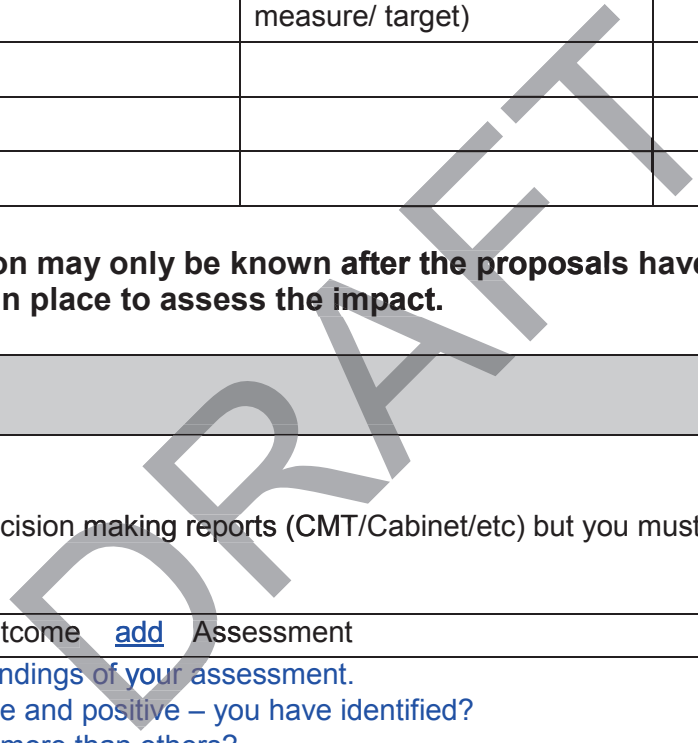
This section can also be used in your decision making reports (CMT/Cabinet/etc) but you must also attach the assessment to the report, or provide a hyperlink

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.

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Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Margaret Culleton	Signature: M Culleton	Date: 14.10.15
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

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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

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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 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

#### 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

- Page 100
- 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?
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			
Assessment completed by	Leanne Wallder	Signature:	Date: 30/09/15
Improvement action plan signed off by Director/ Head of Service	Paul Ballatt	Signature:	Date: 30/09/15
	Yvette Stanley	Signature: <i>Yvette Stanley</i>	Date 07/10/15

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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. 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.

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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).

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 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

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## 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.**

**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.

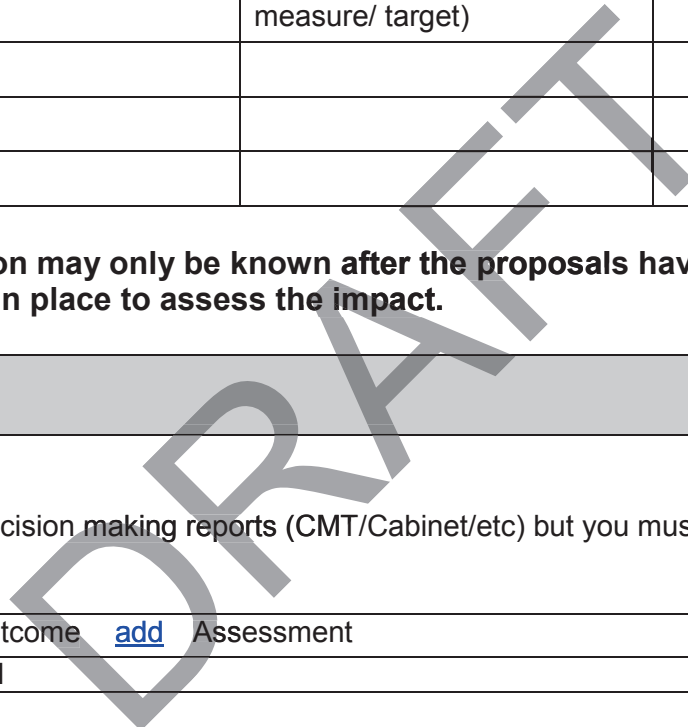
**Stage 6: Reporting outcomes**

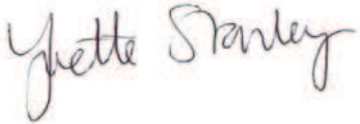
**10. Summary of the equality analysis**

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 <a href="#">add</a> Assessment
There are is equality impact of this proposal

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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: 	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)?**

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Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age					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

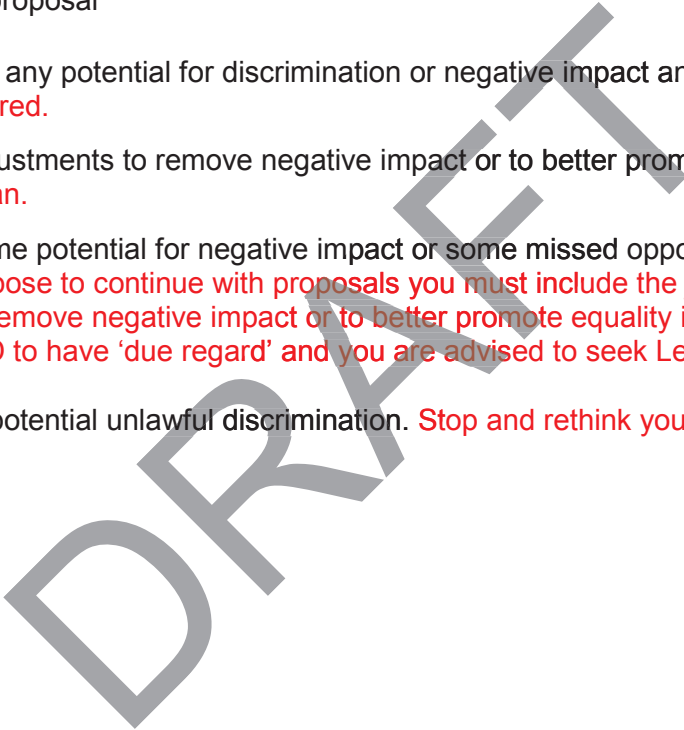
Stage 4: Conclusion of the Equality Analysis

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 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 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	

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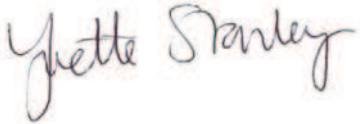
Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

This Equality Analysis has resulted in an Outcome <a href="#">add</a> 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: 	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  
 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. 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.

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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).

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 (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age			x		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

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

Stage 4: Conclusion of the Equality Analysis

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

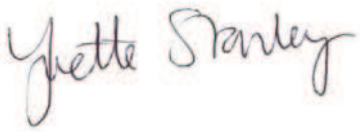
Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

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: 	Date: 7/10/2015

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?	<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.

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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).

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)?**

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

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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

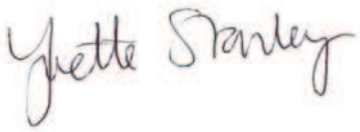
OUTCOME 1

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: 	Date: 07/10/2015

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?	<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.

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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).

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

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

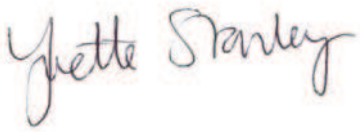
OUTCOME 1

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: 	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.

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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).

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

### 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)?

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Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
	Age				
Disability					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.

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

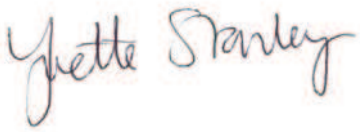
OUTCOME 1

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: 	Date: 07/10/2015

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# 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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## 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)?

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

**7. 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**

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

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

OUTCOME 1

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.

<p>What are the proposals being assessed?</p>	<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>
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<p>Which Department/ Division has the responsibility for this?</p>	<p>ER/Public Protection/Parking and CCTV Services</p>
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## Stage 1: Overview

<p>Name and job title of lead officer</p>	<p>Paul Walshe Head of Parking and CCTV Services</p>
<p>1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)</p>	<p>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>
<p>2. How does this contribute to the council's corporate priorities?</p>	<p>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.</p>
<p>3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.</p>	<p>The public and motorists who use our services will benefit whilst reducing the cost to run the service.</p>
<p>4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall</p>	<p>The responsibility is not shared with any other department</p>

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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).

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

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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

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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

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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).

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**

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified Parking enforcement generates parking spaces for groups of motorists who are entitled to park
	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

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

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

OUTCOME 1

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)?**

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

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**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**

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

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

OUTCOME 1

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 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

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9. 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

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 146

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

**7. 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**

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

OUTCOME 1

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>                  ENV09 Income Generation Opportunities within Regulatory Services                  ENV10 Efficiency reductions in Transport/Supplies and Services Budgets                  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.

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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)?**

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

7. 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

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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                      To externalise Arts &amp; Leisure Development function                      Potential reduction in scope of services                      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

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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 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)?

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Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age				X	
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.**

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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?
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

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#### 10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome <a href="#">add</a> 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 (ME9). 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, 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, 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                      To rationalise and suitably structure remaining services as part of service transformations                      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

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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).

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 150

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age				X	
Disability				X	
Gender Reassignment				X	
Marriage and Civil 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.**

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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?
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, Leisure & Culture Development Manager	Signature:	Date: 12 <sup>th</sup> October 2015
Improvement action plan signed off by Director/ Head of Service	James McGinlay, 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                      To rationalise and suitably structure contact with customers through the customer contact centre as part of service transformations                      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

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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).

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)?**

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Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age				X	
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.**

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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?
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

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

# Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet  
 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.

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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)?**

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

Page 14



**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**

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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:

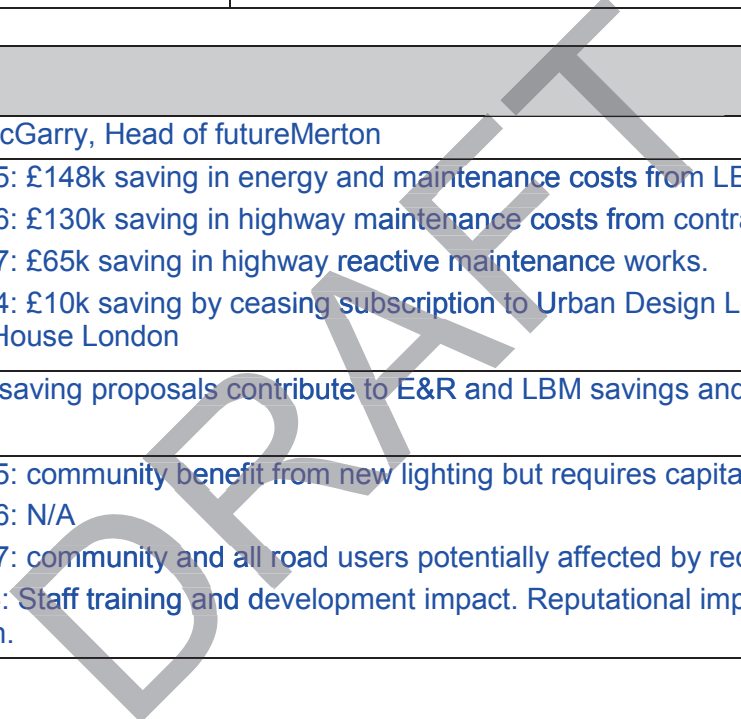
# Equality Analysis

**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

Stage 1: Overview	
Name and job title of lead officer	Paul McGarry, Head of futureMerton
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	ENV 15: £148k saving in energy and maintenance costs from LED street lighting roll out. ENV 16: £130k saving in highway maintenance costs from contract re-procurement. ENV 17: £65k saving in highway reactive maintenance works. 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) ENV 16: N/A ENV 17: community and all road users potentially affected by reduced capacity for reactive maintenance. 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.

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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).

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)?

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Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age				X	
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**

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

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

**OUTCOME 1**

**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.

**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)?**

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

**7. 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**

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

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

OUTCOME 1

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

<b>Stage 1: Overview</b>	
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.

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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).

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)?**

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Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		X		X	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.

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

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**18. 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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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).

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)?**

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

**7. 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**

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

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

OUTCOME 1

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>

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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)?

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



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

1. N/A

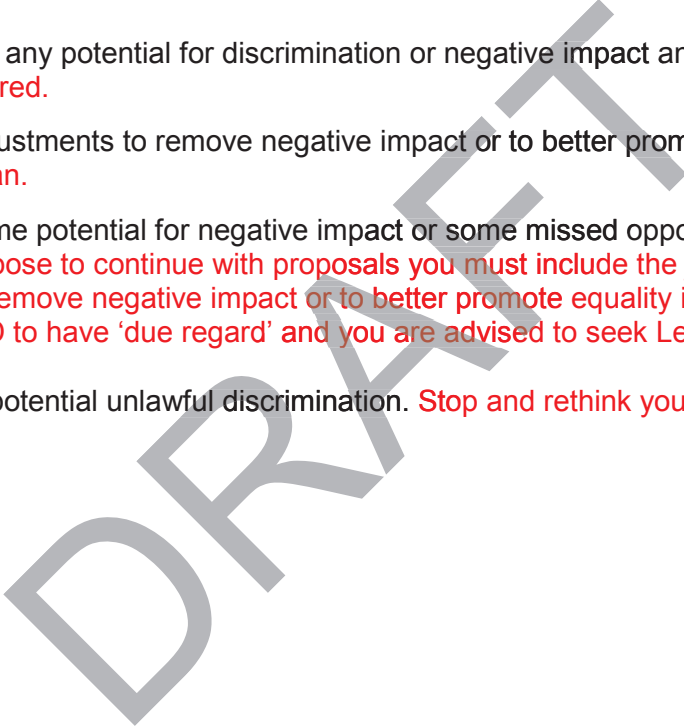
**Stage 4: Conclusion of the Equality Analysis**

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 Pan**

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

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

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

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

**Stage 6: Reporting outcomes**

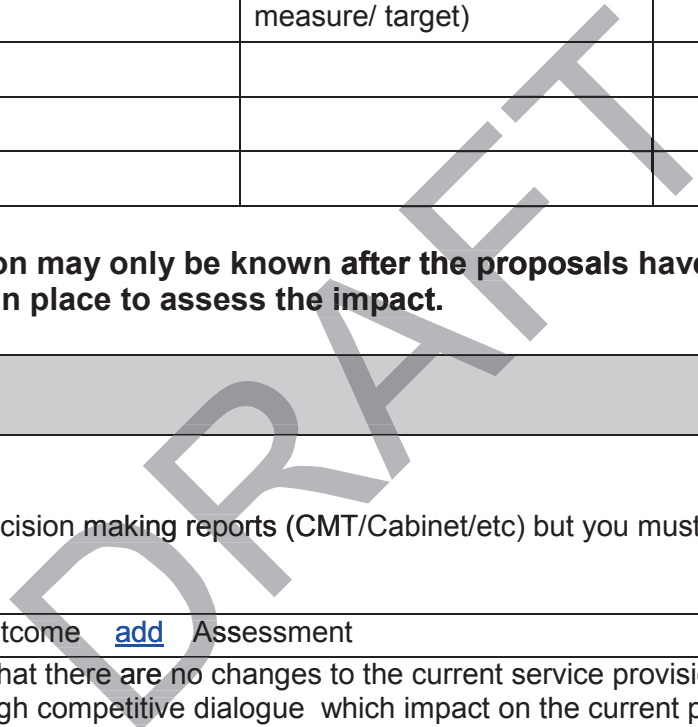
**10. Summary of the equality analysis**

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

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

The 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.

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

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# Equality Analysis

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

<b>Stage 1: Overview</b>	
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.

DRAFT

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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).

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 (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		✓	✓		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? 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	

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

Stage 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:

DRAFT

# Equality Analysis

ENV28
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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

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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).

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

**7. 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**

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

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

**OUTCOME 1**

**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

<b>ENV29</b>
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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

<b>Stage 1: Overview</b>	
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

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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).

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)?**

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

7. 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

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

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

OUTCOME 1

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
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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

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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).

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 (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		✓	✓		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.

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:
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**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:
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DRAFT

# Equality Analysis

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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.

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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).

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

7. 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

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

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

OUTCOME 1

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

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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 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)?

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

7. 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

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

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

OUTCOME 1

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:

# 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

<b>Stage 1: Overview</b>	
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.

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## 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 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

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<p><b>Negative impact / gap in information identified in the Equality Analysis</b></p>	<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><b>Action required to mitigate</b></p>	<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>
<p><b>How will you know this is achieved? e.g. performance measure / target</b></p>	<p>National performance indicators (ASCOF) and local performance monitoring.</p>
<p><b>By when</b></p>	<p>March 2017</p>
<p><b>Existing or additional resources?</b></p>	<p>Existing</p>
<p><b>Lead Officer</b></p>	<p>Rahat Ahmed-Man</p>

Action added to divisional / team plan?	Included in the Adult Social Care re-design programme.
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Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

**Stage 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

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**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

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## 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 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)

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

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**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

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

What are the proposals being assessed?	Proposed budget savings CH54, CH58 and CH59 – staff reductions
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>To transform service delivery through improved and efficient processes and response times.</p> <p>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. There may also be an impact on the council’s statutory duties under the Care Act 2014. The Adult Social Care Target Operating Model (TOM) is committed to service transformation, through efficient processes and building on, and establishing, the promoting the independence of individuals approach and reducing reliance on council funded services, utilising the approach around the Use of Resources Framework of Prevention; Recovery; Long term support; Process; Partnership; and Contributions.</p> <p>However, there could be reduced / delayed services and may lead to increased waiting times for service users, reduced capacity to monitor quality within provider services and / or to undertake assessments and reviews which would have a direct implication on the ability to effectively support / promote independence. The Adult Social Care TOM commitment to flexible and mobile working and to improve assessment and care management processes should enable any risks to be mitigated.</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	Staff and service users, carers and providers could also be affected.

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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?	HR input will be required.

## 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:

- 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 Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		✓	✓		Impact on staff and reduced / delayed services which may lead to increased waiting times for service users, reduced capacity to monitor quality within provider services and / or to undertake assessments and reviews which would have a direct implication on the ability to effectively support / promote independence.
Disability		✓	✓		Impact on staff and reduced / delayed services which may lead to increased waiting times for service users, reduced capacity to monitor quality within provider services and / or to undertake assessments and reviews which would have a direct implication on the ability to effectively support / promote independence.
Gender Reassignment		✓		✓	N/A
Marriage and Civil Partnership		✓		✓	N/A
Pregnancy and Maternity		✓		✓	N/A
Race		✓	✓		Impact on staff and reduced / delayed services which may lead to increased waiting times for service users, reduced capacity to monitor quality within provider services and / or to undertake assessments and reviews which would have a direct implication on the ability to effectively support / promote independence.
Religion/ belief		✓		✓	N/A
Sex (Gender)		✓	✓		Impact on staff
Sexual orientation		✓		✓	N/A
Socio-economic status		✓	✓		Impact on staff and reduced / delayed services which may lead to increased waiting times for service users, reduced capacity to monitor quality within provider services and / or to undertake assessments and

reviews which would have a direct implication on the ability to effectively support / promote independence.

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

<p><b>Negative impact / gap in information identified in the Equality Analysis</b></p>	<p>Impact on staff who may be made redundant. Reduced / delayed services which may lead to increased waiting times for service users, reduced capacity to monitor quality within provider services and / or to undertake assessments and reviews which would have a direct implication on the ability to effectively support / promote independence.</p>
<p><b>Action required to mitigate</b></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>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>The TOM and the corresponding delivery mechanism of the Adult Social Care redesign programme reflect the approach to transforming service delivery. Lean review of internal processes and the use of flexible and mobile working will be exploited to enable staff to work in a more effective way.</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</p>

	greater independence does enhance the customer's quality of life.  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.
How will you know this is achieved? e.g. performance measure / target	Revised staffing structure and delivery model. National performance indicators (ASCOF) and local performance monitoring.
By when	On-going from March 2016
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.

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

#### 9. 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?	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

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## 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 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 Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
	<b>Age</b>		✓	✓	
<b>Disability</b>		✓	✓		Reduced access to services relating to residential and domiciliary care
<b>Gender Reassignment</b>		✓		✓	N/A
<b>Marriage and Civil Partnership</b>		✓		✓	N/A
<b>Pregnancy and Maternity</b>		✓	✓		Reduced access to services relating to residential and domiciliary care
<b>Race</b>		✓	✓		Reduced access to services relating to residential and domiciliary care
<b>Religion/ belief</b>		✓		✓	N/A
<b>Sex (Gender)</b>		✓		✓	N/A
<b>Sexual orientation</b>		✓		✓	N/A
<b>Socio-economic status</b>		✓	✓		Reduced access to services relating to residential and domiciliary care

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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).

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<p><b>Negative impact / gap in information identified in the Equality Analysis</b></p>	<p>Reduced access to services relating to residential and domiciliary care.</p>
<p><b>Action required to mitigate</b></p>	<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>
<p><b>How will you know this is achieved? e.g. performance measure / target</b></p>	<p>National performance indicators (ASCOF) and local performance monitoring.</p>
<p><b>By when</b></p>	<p>March 2018</p>
<p><b>Existing or additional</b></p>	<p>Existing</p>



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

#### 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 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.  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

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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).

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

## Stage 3: Assessing impact and analysis

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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 (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		✓	✓		The 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**

**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

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# Equality Analysis

What are the proposals being assessed?	Proposed budget saving CH60 – Decommission the South Thames Crossroads Caring for Carers contract
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 required 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. 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 decommissioning the South Thames Crossroads Caring for Carers contract and 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 and carers
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	N/A

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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).

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 72 service users, aged between 22 and 97 years of age. The ethnicity data shows 49% White British (35) and the rest of the service users from Asian British - Indian (3), Asian / British – Pakistani (8), Asian / British – other Asian (2), Black / British – African (2), Black / British – Caribbean (9), Black / British – other black (2), Mixed White / Asian (1), Mixed White / Black Caribbean (1), other ethnic group (3), White other (5), White Irish (1) backgrounds.

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.

A further Equalities Analysis will be undertaken on the specific decommissioning of the service.

### Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		✓	✓		There may be some negative impact through delays in accessing services whilst service users and carers get used to the new process
Disability		✓	✓		There may be some negative impact through delays in accessing services whilst service users and carers get used to the new process
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

Negative impact / gap in information identified in the Equality Analysis	There may be some negative impact through delays in accessing services whilst service users and carers get used to the new process.
Action required to mitigate	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>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>
<p>How will you know this is achieved? e.g. performance measure / target</p>	<p>Contract decommissioned. Local performance monitoring of alternative service take-up.</p>
<p>By when</p>	<p>March 2016</p>
<p>Existing or additional resources?</p>	<p>Existing</p>
<p>Lead Officer</p>	<p>Rahat Ahmed-Man</p>
<p>Action added to divisional / team plan?</p>	<p>Included in the Adult Social care re-design programme.</p>

**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

**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

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# Equality Analysis

What are the proposals being assessed?	Proposed budget saving CH61 – Decommission the Sodexo Meals on Wheels contract
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, 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 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 embedding support within the community, neighbourhood and voluntary support infrastructure.
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

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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).

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.

Current figures show there are 177 users, ranging in age from 50 – 103 years old. The ethnicity data shows 75% White British (132) and the rest of the service users from Asian British – Indian (5), Asian / British – other Asian (4), Black / British – African (3), Black / British – Caribbean (6), Black / British – other black (1), Chinese (1), other ethnic group (5), White other (8), White Irish (4) backgrounds and Declined to say or no data recorded (8).

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.

A further Equalities Analysis will be undertaken on the specific decommissioning of the service.

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### Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		✓	✓		There could be a chance that some service users may feel the alternative service does not meet their needs
Disability		✓	✓		There could be a chance that some service users may feel the alternative service does not meet their needs
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).

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<p><b>Negative impact / gap in information identified in the Equality Analysis</b></p>	<p>There could be a chance that some service users may feel the alternative service does not meet their needs.</p>
<p><b>Action required to mitigate</b></p>	<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>
<p><b>How will you know this is achieved? e.g. performance measure / target</b></p>	<p>Contract decommissioned. Local performance monitoring of alternative service take-up.</p>
<p><b>By when</b></p>	<p>March 2016</p>
<p><b>Existing or additional</b></p>	<p>Existing</p>

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

#### 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

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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).

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

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		✓		✓	
Disability		✓	✓		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

DRAFT

**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.  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

DRAFT

# Equality Analysis

What are the proposals being assessed?	Budget saving CH63 – Decommission the Imagine Independence service and re-commission peer led day opportunities for people with mental 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	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>Required budget saving for 2016/17 of £84,000</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 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. 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 the voluntary sector.</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
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	N/A

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## 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.

Users figures for January – December 2014 totalled 864, for advocacy, employment support, peer support and social inclusion. It should be noted that some service users may have accessed a range of the services on offer and would therefore be counted against each service accessed. The service users are vulnerable adults aged 18+, many with mental health issues.

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.

A further Equalities Analysis will be undertaken on the specific decommissioning of the service.

### Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		✓		✓	N/A
Disability		✓	✓		There could be a chance that some service users may feel the alternative service does not meet their needs
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

Negative impact / gap in information identified in the Equality Analysis	There could be a chance that some service users may feel the alternative service does not meet their needs.
Action required to mitigate	<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</p>



	<p>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>
How will you know this is achieved? e.g. performance measure / target	Service decommissioned. Local performance monitoring of alternative service take-up.
By when	March 2016
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

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

DRAFT

# 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 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

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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

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All minutes are draft until agreed at the next meeting of the committee/panel. To find out the date of the next meeting please check the calendar of events at your local library or online at [www.merton.gov.uk/committee](http://www.merton.gov.uk/committee).

## OVERVIEW AND SCRUTINY COMMISSION

15 SEPTEMBER 2015

(19.15 - 20.50)

PRESENT

Councillors Councillor Peter Southgate (in the Chair),  
Councillor Stan Anderson, Councillor Hamish Badenoch,  
Councillor Brenda Fraser, Councillor Suzanne Grocott,  
Councillor Jeff Hanna, Councillor Abigail Jones,  
Councillor Oonagh Moulton, Councillor Katy Neep,  
Denis Popovs and Geoffrey Newman

Ged Curran (Chief Executive), Sophie Ellis (Assistant Director of  
Business Improvement), John Hill (Head of Public Protection and  
Development, ENVR) and Caroline Holland (Director of  
Corporate Services)

### 1 APOLOGIES FOR ABSENCE (Agenda Item 1)

None

### 2 DECLARATIONS OF PECUNIARY INTEREST (Agenda Item 2)

None

### 3 MINUTES OF THE PREVIOUS MEETING (Agenda Item 3)

The Commission agreed the minutes as a true record of the meeting

### 4 VISION, KEY PRIORITIES AND CHALLENGES FOR 2015/16 - PRESENTATION BY THE LEADER OF THE COUNCIL AND THE CHIEF EXECUTIVE (Agenda Item 4)

The Leader said the scrutiny function continues to provide a forum to generate unity on difficult decisions and provide a sense of purpose. It is important that the council is not only perceived by our residents as an administrator of cuts but they also recognise we carry out a wide range of important duties including protecting vulnerable people. The council continues to build upon the July Principles which were set out in 2011. There have been a number of successes including:

All libraries have remained open and two new ones are in development;  
Children's centres have remained open  
We have met the demand for school places, especially primary school.

The council conducted a consultation regarding the allocation of an £11 million budget for a new swimming pool. The consultation allowed residents to make suggestions about how the money should be spent which highlighted the challenge of balancing limited resources.

The council continues to look at opportunities for shared services based on the memorandum of understanding with Kingston, Richmond, Sutton and Croydon. We are proud of the legal shared service where Merton is the lead. We are also part of the South London Partnership which is working on devolution opportunities. The Merton 2015 programme is moving forward we are now moving towards the Best Council in London by 2020.

The Chief Executive said he wished to reflect on the role of the council as leader of place. It is to lead communities and reflect ambitions of the community in time of great change, although local government is still to find clarity from central government on a number of key issues including; how we care for vulnerable members of society such as they young, sick and the elderly. Also how do we tackle the weaknesses in the economy in order to generate medium and higher income jobs. The UK's place in the world is contentious with no certainty on our place in the EU and NATO. We are still to develop and determine how to implement capital infrastructure plans. There are pressures on social care, school places and housing stock. The cost pressures mean that it will be hard to sustain the level of services with the current budget envelope. There are opportunities in town centres with emerging plans for Morden, Mitcham and Colliers Wood

Merton 2015 has been successful and we will finish in a strong position, with the highest ever level of resident satisfaction and a significant number of awards received across our service areas. However the staff survey highlighted that some staff have said that the council is surviving rather than being inspirational so we have launched the 2020 programme which will have clear objectives by October.

A Commission member asked how we will determine that Merton is the best council and if there will be independent verification. The Chief Executive said we will develop key performance indicators for services. We will also use softer measures such resident and user satisfaction data.

A Commission member asked if any other council will be aspiring to the best in London and will be using the same criteria. The Chief Executive said there is a danger of this and we will need to apply rigorous criteria. However to be the best should be our ambition and that is what our residents expect of us. The Leader added that it is a goal, ambition and direction of travel.

In response to questions on achieving the best council, the Chief Executive reported that it is difficult to disseminate messages to residents throughout the borough because of legal constraints however councillors and the Merton Partnership can play an important role in helping us to do this. The vision was developed to bring together the different parts of the council who are delivering services in difficult circumstances, with the aim of engaging all parts of the council to be the best.

A Commission member asked what contribution Merton will make to devolved powers. The Leader said the South London Partnership provides a legal vehicle which is required for councils to make decisions on areas such as transport as no individual council will get devolved powers.



A commission member asked about the impact of the summer budget on local government and if we are lobbying central government about the impact it is having on local services. The Chief Executive said we will not have clarity about the budget until November or December when figures are broken down to local authority level. The Leader said they are lobbying government through London Councils and The Local Government Association.

A Commission member asked how we embed public health across local authority services. The Chief Executive said public health has brought a number of new skill sets to the council including in depth data analysis to support policy, a social model of health which incorporates the wider determinants of health. The Leader said we had a peer review looking at the role of the Health and Wellbeing Board and the outcomes were very positive in helping us to continue to embed health.

In response to questions on bringing private land back into public use, progress with Y cube and reducing temporary accommodation, the Chief Executive reported that we spend the majority of our capital resources on schools and therefore do not have the means to buy public land. Although Merton has the lowest level of temporary accommodation in London we are still under pressure to meet housing demand. The Leader reported that Y-cube flats have delivered a small number of units and we are looking at other available units in the borough.

A Commission member asked what opportunities and challenges CrossRail 2 will bring to the local authority. The Chief Executive said Merton will be a hub which will provide the borough with a direct link into central London. There will be major structural changes in Wimbledon which will impact houses and businesses.

## 5 ENFORCEMENT (Agenda Item 5)

A presentation was given by the Head of Public Protection outlining the current framework for the delivery of all enforcement services across the E&R Directorate. The presentation outlined the existing pressures and the limitations on the ability to enforce, but also highlighted new initiatives that are currently being implemented or explored in respect of how we will deliver enforcement services in the future.

A Commission member said they are concerned about private properties falling into disrepair and queried the availability of guidance leaflets that councillors can give to offenders. Also, in regards to enforcement of planning legislation are the council retrieving the full cost from offenders.

The Head of Public Protection said there are four officers in Planning and Enforcement who deal with, amongst other issues, matters relating to dilapidated buildings. There is a significant amount of information on-line which provides advice on all enforcement services including those delivered by planning enforcement.

The Directorate are currently exploring initiatives such as generic enforcement roles so that other officers have the ability to serve enforcement notices across a wide

service area. Successful initiatives include the establishment of the Shared Regulatory Service with Richmond Council. This has improved resilience and skills base amongst officers.

## RESOLVED

The Enforcement Review Task Group to develop training/support sessions for members with a particular emphasis on planning enforcement.

The Directorate to continue it's work in exploring new initiatives regarding delivery of all enforcement services with a particular emphasis on identifying opportunities for generic enforcement roles.

The Directorate to explore the possibility of creating additional enforcement posts through alternative sources of funding. The example given by the Head of Public Protection was the funding of an officer post in Trading Standards through monies recovered through the Proceeds of Crime Act.

## 6 CUSTOMER CONTACT PROGRAMME UPDATE (Agenda Item 6)

The Assistant Director of Business Improvement gave an overview of the report.

A commission member asked for clarification that the budget envelope has remained the same and it was confirmed that it has.

A Commission member asked for the progress regarding customer data and if the master set of customers will include children. The Assistant Director of Business Improvement said the team will also give some consideration to the needs of those such as looked after children. The technology has the ability to include and protect sensitive data but officers will need to consider carefully issues such as confidentiality.

Commission members asked if we will be designing the Merton website by looking at other areas. The Assistant Director of Business Improvement confirmed that we will be looking at the work of other boroughs without being overly reliant on it.

A commission member asked if any savings from the customer contact programme have been factored in to the medium term financial strategy. The Director of Corporate Services said some savings had been identified and more were expected in the future.

## RESOLVED

The Commission thanked officers for attending the meeting and presenting the report.

7 TERMS OF REFERENCE FOR THE OUTSOURCED SERVICES SCRUTINY  
TASK GROUP (Agenda Item 7)

RESOLVED

The Commission agreed the terms of reference for the new task group

8 FINANCIAL MONITORING TASK GROUP - MINUTES OF MEETING ON  
22.07.15 (Agenda Item 8)

The Commission noted the work of the financial monitoring task group

9 WORK PROGRAMME 2015/16 (Agenda Item 9)

Noted

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## **Committee: Overview & Scrutiny Commission**

**Date: 24<sup>th</sup> November 2015**

Wards: All

### **Subject: Violence Against Women and Girls (VAWG) Update**

Lead officer: Yvette Stanley, Director of Children, Schools and Families

Lead members: Cllr Maxi Martin, Cabinet Member for Children's Services ; Cllr Edith Macaulay, Cabinet Member for Community Safety, Engagement and Equalities

Contact officer: Zoe Gallen, Lead for Domestic Violence and MARAC

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#### **Recommendations:**

- A. That the Overview and Scrutiny Commission discuss and comment on the work that has been carried out in relation to Violence Against Women and Girls
- 

#### **1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY**

- 1.1. This report is to give an overview of the work that has been carried out with regards to Violence Against Women and Girls

#### **2 DETAILS**

- 2.1. The Council has a number of statutory duties relating to tackling and effectively responding to domestic abuse and violence against women and girls, duties which are delivered across a number of departments and in partnership with a range of partners.
- 2.2. At a partnership level the overarching strategy has been led by Safer Merton Partnership who have the lead on prevention, prosecution, overseeing and performance managing the Multi Agency Risk Assessment Conference (MARAC) and commissioning any Domestic Homicide Reviews agreed by the partnership including reporting to the Home Office on such matters. The MSCB has statutory oversight of a range of related issues including child sexual exploitation, girls and gangs and the safeguarding aspects of Female Genital Mutilation (FGM). The Health and Well Being Board also have an interest due to their leadership of our overall Health and Wellbeing Strategy.
- 2.3. In terms of service responses, CSF department provides a broad range of services from safeguarding and child protection to work with schools around young peoples' wellbeing which prevent or respond to domestic violence and violence against women and girls. Community and Housing commission our local Refuges and have a role in relation to vulnerable adults who experience abuse including domestic violence. Safer Merton have historically led the strategic needs analysis process, commission the IDVA Service, administer the Multi Agency Risk Assessment Conference (MARAC), oversee any Domestic Homicide Review (DHR) process and

support the overall strategic response including governance of the strategy overall and supporting work groups such as the practitioners forum.

- 2.4. Given the need to have an up to date strategy and response to DV encompassing the various partnerships and roles of specific service departments the Director of E&R and Director of CSF agreed that an up to date needs assessments should be commissioned and officers from both service departments and the Public Health Team specified and commissioned a new needs assessment. The assessment was undertaken by Cordis Bright during spring and summer 2014 and they have now presented their findings to workshop involving key partners.

### **3 KEY FINDINGS AND RECOMMENDATIONS**

- 3.1 Domestic violence has been highlighted by the Coalition Government and by the Mayor of London as an area that increasingly demands focus and attention from a multi- agency partnership approach. It is also a priority issue for the council and our Health and Wellbeing Board, Safeguarding Children's Board and the Safer Merton partnership (the crime and disorder partnership).
- 3.2 Domestic abuse is in particular a key feature of the work of the CSF departments as DVIs one of the "toxic trio" featuring in the majority (60%+) of child protection cases and we have strong a track record of working with partners tackling domestic violence within families. However, in relationships where children are not present there are limited identified resources to support the victims of abuse and the review has established that the partnership's response to this small but important group is limited and less coherent than the current response to families.
- 3.3 The review also noted that Merton's population has been changing rapidly over time. 35% of our adult population are BME but 55% of our child population are BME. The fastest growing populations are the overall Asian population, which grew by 6% between 2000 and 2011, specifically those with Pakistani ethnicity which increased by 1.3% and Other Asian ethnicity which increased by 4.4%. The overall Black population grew by 3% over the same time period, with the Black African population growing by 1.8% any future service commissioning needs to respond to these changing profiles.
- 3.4 The review also looked at services available to victims of domestic abuse that are not commissioned directly by the council and are either funded by external agencies (HO and LGA) or are direct provision from the voluntary sector.
- 3.5 The full needs assessment covers some 170 pages but is available through the attached link. The Executive Summary is attached as appendix 1 and this report focuses on the 6 specific recommendations arising from the review.

## **4 WORK THAT HAS BEEN UNDERTAKEN**

- 4.1 There is a new structure in place for VAWG, with the new VAWG strategic board that is overseeing the work around Violence against women and girls. Within this structure a new Practitioners group and commissioners group have been set up.
- 4.2 The VAWG strategic board has met 3 times and to date achieved:
- \* Reviewed data and performance not just for domestic violence but also for the other forms of violence.
  - \* The board has used the recommendations from the needs assessment and now have an action plan of work.
  - \* Reviewed the work around MARAC and its performance.
  - \* The board has started the work of the new VAWG strategy.
  - \* Reviewed the service on borough.
  - \* Looked at the communications not just for domestic violence but also for other forms of violence.
- 4.3 The VAWG practitioners group has met 3 times and the group have look at what services on borough provide support for not just domestic violence victims but victims of other violence. The group have also invited services from outside the borough to join them in providing services to victims.
- The group has also looked at a new action plan of work for them for the next 12 months and one of the main priorities for them was training and communications to the public about services available. One agency has bid for MOPAC money to help provide professional and public training.
- 4.4 The VAWG commissioners group has met once but is a virtual group of key people in the commissioning world. There has been agreement to look at the refuge service and support with the new VAWG strategy.

## **5 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS**

- 5.1. The Council and partners will find the most cost effective ways of delivering these functions

## **6 LEGAL AND STATUTORY IMPLICATIONS**

- 6.1. The Council and Partners have a range of statutory functions relating to the services detailed in this report. The new arrangements are intended to strengthen our oversight of the delivery of these duties.

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

- 1.1 VIOLENCE AGAINST WOMEN AND GIRLS STRATEGY

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London Borough of Merton

Violence against women  
and girls strategic aims

2016 - 2018

September 2015



**CordisBright**

*Consulting*

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# 1 Introduction

## 1.1 Vision

Merton's violence against women and girls (VAWG) strategic aims seek to engender an integrated, evidence-based and outcomes-focused approach to tackling VAWG and domestic abuse in the borough. The strategic aims foster an approach which coordinates strategic and operational planning and activity by the wide range of agencies involved in the VAWG and domestic abuse agendas.

The strategic aims promote closer coordination in the areas of: identification and reporting of VAWG and domestic abuse; strategic planning; commissioning; delivery of interventions and services; and monitoring of outputs and outcomes. In so doing, they strive to create effective and efficient responses to VAWG and domestic abuse, which build on good practice. They aim to meet the needs of all those who are victims/survivors and/or perpetrators of VAWG and domestic abuse, as well as those who are at risk of becoming victims/survivors and/or perpetrators.

The strategic aims outline four priority areas in tackling VAWG and domestic abuse, which are:

- **Preventing VAWG and domestic abuse, and intervening early when people have experienced or are at risk of VAWG or domestic abuse.** Prevention work should operate at a community, family and individual level. It should focus on awareness raising and attitudinal change to reduce acceptance of VAWG and domestic abuse. Early intervention work should provide opportunities to prevent further VAWG and domestic abuse, and to reduce its negative consequences. It should focus on raising awareness of the risk factors and indicators of VAWG and domestic abuse, as well as how and where victims/survivors and those at risk can be supported. A key purpose of prevention and early intervention work is to break the cycle of violence in which patterns of victimisation and perpetration are repeated by generations of the same family and/or community. Universal services, such as healthcare and children's centres, should play a significant role in delivering prevention and early intervention work.
- **Providing accessible, evidence-based, holistic support to people who have experienced or are at risk of VAWG or domestic abuse.** This support should deliver improved outcomes for individuals, families and communities by enabling people to access support to address the risk factors for and consequences of VAWG and domestic abuse.
- **Implementing effective systems and interventions for working with perpetrators or those at risk of becoming perpetrators.** These systems and interventions should seek to identify perpetrators or those at risk of becoming perpetrators, hold them accountable for their actions and support them to change their behaviour. They should aim to maximise the safety of victims/survivors and reduce repeat victimisation and perpetration.

- **Fostering an integrated and coordinated approach to tackling VAWG and domestic abuse.** This approach should seek to improve on or introduce multi-agency models of working at all levels from strategic planning to frontline delivery. Progress in this priority area is likely to support positive developments in the other three priority areas.

In addressing these four priority areas, Merton seeks to establish an appropriate balance between the promotion of a universal message about the unacceptability of VAWG and domestic abuse (i.e. prevention) and delivery of interventions to support those who experience or are at risk of VAWG or domestic abuse (i.e. provision).

The strategic aims will be translated into a detailed action plan and the level of activity within each priority area will be dictated by the finances and resources available.

## 1.2 Scope

### 1.2.1 Types of VAWG

Merton's VAWG strategic aims guide the borough's response to:

- Child sexual exploitation.
- Domestic abuse.
- Female genital mutilation.
- Forced marriage.
- Violence committed in the name of "honour".
- Prostitution.
- Sexual exploitation.
- Sexual harassment.
- Sexual violence, including rape.
- Stalking.
- Trafficking.

Merton has chosen to centre the strategic aims on VAWG to ensure that the borough's approach is aligned with mayoral priorities and promotes a strategic response to tackling the risk factors for and consequences of all forms of VAWG in the borough.

One of the most prevalent forms of VAWG is domestic abuse and tackling this is a priority within the strategic aims.

### 1.2.2 Child victim/survivors of VAWG

Merton wishes to ensure that the VAWG strategic aims address the needs of children who are victims/survivors of VAWG, including domestic abuse, or who are at risk of becoming victims/survivors. Child victims/survivors could be female or male and they could be victimised because:

- VAWG or domestic abuse is perpetrated against them directly.
- They witness VAWG or domestic abuse taking place within their families or communities.
- They experience the consequences of VAWG or domestic abuse perpetrated against others.

Merton recognises that childhood experiences of VAWG or domestic abuse can contribute to a pattern of victimisation and perpetration that is repeated across generations of the same family and/or community.

As such, these VAWG strategic aims also cover forms and incidences of VAWG and domestic abuse of which children are or may become victims/survivors.

### 1.2.3 Male victims/survivors of domestic abuse

Although domestic abuse is primarily committed against women, Merton recognises that men are also frequently victims/survivors of domestic abuse. Merton wishes to address the needs of these male victims/survivors and prevent further domestic abuse against men. Therefore the scope of these VAWG strategic aims extends to domestic abuse against men, whether this is committed by male or female perpetrators. It does not, however, extend to adult male victims/survivors of other types of violence covered by this strategy (e.g. sexual violence, sexual exploitation and/or trafficking). These victims/survivors are supported within wider statutory duties and processes, including:

- Adult safeguarding.
- Police.
- Victim support services.
- Housing and homelessness services.

The VAWG Board will have strategic oversight of relevant data in relation to male victims/survivors of offences that are categorised as VAWG when the victim is female. The Board is committed to reviewing the implications of VAWG and domestic abuse strategy and delivery for male victims/survivors (including those not covered by this strategy) at least once every four months.

#### 1.2.4 Domestic homicide reviews

The findings of domestic homicide reviews will be reported to the VAWG Board. The Board is responsible for ensuring that any action plans resulting from these reviews are implemented in full. In addition, the Board is responsible for reflecting on what can be learned from these reviews and acting on this learning to make systematic strategic and operational improvements where necessary<sup>1</sup>.

#### 1.3 Timeframe

Merton's VAWG strategic aims were produced in September 2015. They cover the period from January 2016 – December 2018.

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<sup>1</sup> A domestic homicide review is taking place in September 2015 and its findings are not yet known, during the drafting phase of these strategic aims. Any learning and action plans resulting from this review will inform the development of the action plan to accompany these strategic aims.

## 2 Prevalence of VAWG and domestic abuse in Merton

### 2.1 Difficulties in assessing prevalence

It is widely-acknowledged that it is extremely difficult to gather reliable data regarding the prevalence of VAWG and domestic abuse. This is a national and international difficulty, which is reflected in the data available in Merton.

Many incidences of VAWG and domestic abuse are hidden and not reported. These issues are compounded by the sometimes high levels of cultural/community acceptance of types of VAWG and domestic abuse. There are also sometimes corresponding low levels of awareness among communities and relevant professionals about how to identify victims/survivors and perpetrators of VAWG and domestic abuse, or those at risk of becoming victims/survivors or perpetrators, and how to ensure that these individuals and families access support.

In addition, the way in which many types of alleged offence are recorded does not always allow easy differentiation between female and male victim/survivors or between categories of VAWG and domestic abuse.

Furthermore, prevalence data does not capture information about people at risk of VAWG or domestic abuse (who may never become victims/survivors). It is also likely to under-estimate the numbers of repeat victims and how often individuals are repeatedly victimised, as well as the numbers of witnesses of VAWG or domestic abuse.

Despite these difficulties, data are available that offer an indication of the scale of some types of VAWG and domestic abuse in Merton. These are presented below.

### 2.2 Prevalence of different types of VAWG

#### *Child sexual exploitation*

In the twelve months to September 2014, Merton Children, Schools and Families worked with 67 children aged between 11 and 17 at risk of or involved in child sexual exploitation. This figure includes girls and boys.



### *Domestic abuse*

In Merton, in the last year: 4,760 women and 3,225 men<sup>2</sup> may have experienced some form of domestic abuse (including partner or family non-physical abuse, threats, force, sexual assault or stalking)<sup>3</sup>.

19% of single assessments with girls aged 0-17 by Merton Children, Schools and Families identified domestic violence as a factor (157 single assessments).

### *Prostitution*

One case of prostitution was reported to Merton Police in the twelve-month period to March 2015.

### *Sexual violence including rape*

In the twelve months to January 2015, 72 rapes were reported to Merton Police. 137 other sexual violence offences were reported to Merton Police in the same period. These figures do not offer a breakdown of the alleged victim's gender.

### *Stalking*

In Merton, in the last year, 2,738 women may have experienced stalking<sup>4</sup>.

### *Trafficking*

Four cases of trafficking for the purposes of sexual exploitation were reported to Merton Police in the twelve-month period to March 2015.

## **2.3 Trends over time**

Metropolitan Police Service (MPS) data and findings from Merton's joint strategic needs assessment suggest that the reported number of domestic violence offences in the borough has been reasonably stable at somewhere between 750 and 900 for the last three years. This data also suggests that the number of reported sexual offences in Merton has been relatively stable at just under 150 per year for the last 5 years.

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<sup>2</sup> Estimates calculated using data from the ONS statistical bulletin (2013) *Focus on: Violent Crime and Sexual Offences, 2011-12* and the 2011-12 Crime Survey for England and Wales.

<sup>3</sup> Local data suggest that a significant proportion of domestic abuse cases in Merton are intra-familial (i.e. perpetrated by a family member other than a partner, and often by a son/daughter on his/her parent). Merton is committed to monitoring this type of abuse and the local response to it via the VAWG Board.

<sup>4</sup> Estimates calculated using data from the ONS statistical bulletin (2013) *Focus on: Violent Crime and Sexual Offences, 2011-12* and the 2011-12 Crime Survey for England and Wales.

## 2.4 Comparison with similar boroughs

Merton has fewer reported domestic violence incidents and offences than almost any other London Borough. (Only Kingston, Kensington & Chelsea and Richmond have fewer).

Merton has a similar number of reported sexual offences to similarly-sized Sutton, but a somewhat higher number than Richmond.

However, MPS data suggests that there may have been an increase in rape cases in 2012-2013 in Merton, taking the total number of cases to around 80. This is slightly higher than similarly-sized Sutton and Richmond.

## 3 Definitions

### 3.1 Violence against women and girls

Merton is working to the definition of VAWG that is endorsed by the *Mayoral Strategy on Violence against Women and Girls 2013-17*<sup>5</sup>. This is as follows:

*“The UN defines violence against women as ‘any act of gender-based violence that is directed at a woman because she is a woman or acts of violence which are suffered disproportionately by women’. This includes physical, sexual, and psychological/emotional violence, economic abuse and sexual exploitation. VAWG can take place at home, work or in public places such as on the street or public transport.”*

Source: Mayor of London Office for Policing and Crime, 2013

### 3.2 Specific forms of VAWG covered by the VAWG strategic aims

Figure 1 gives the definition to which Merton is working for each type of VAWG addressed by the VAWG strategic aims and indicates the source of this definition.

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<sup>5</sup> Mayor of London Office for Policing and Crime (2013). *Mayoral Strategy on Violence against Women and Girls 2013-17*. Merton also acknowledges the UN definition adopted by HM Government in *Call to End Violence against Women and Girls* (2010), which is: “Any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life.”

Figure 1: Definitions of different types of VAWG and their sources<sup>6</sup>

Type of VAWG	Definition	Source
Child sexual exploitation	Sexual exploitation of children and young people under 18 involves exploitative situations, contexts and relationships where young people (or a third person or persons) receive ‘something’ (e.g. food, accommodation, drugs, alcohol, cigarettes, affection, gifts, money) as a result of them performing, and/or another or others performing on them, sexual activities. Child sexual exploitation can occur through the use of technology without the child’s immediate recognition; for example being persuaded to post sexual images on the Internet/mobile phones without immediate payment or gain. In all cases, those exploiting the child/young person have power over them by virtue of their age, gender, intellect, physical strength and/or economic or other resources. Violence, coercion and intimidation are common, involvement in exploitative relationships being characterised in the main by the child or young person’s limited availability of choice resulting from their social/economic and/or emotional vulnerability.	Department for Education (2009)
Domestic abuse	Any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members regardless of gender or sexuality. This can encompass, but is not limited to, the following types of abuse: <ul style="list-style-type: none"> <li>• psychological</li> <li>• physical</li> <li>• sexual</li> <li>• financial</li> <li>• emotional</li> </ul> Controlling behaviour is: a range of acts designed to make a person subordinate and/or dependent	Home Office (2013)

<sup>6</sup> Sources: Department for Education (2009). *Safeguarding children and young people from sexual exploitation: supplementary guidance*; Home Office (2013). *Guidance: Domestic abuse*; Mayor of London Office for Policing and Crime (2013). *Mayoral Strategy on Violence against Women and Girls 2013-17*.

Type of VAWG	Definition	Source
	by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour. Coercive behaviour is: an act or a pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish, or frighten their victim.	
Female Genital Mutilation	Involves the complete or partial removal or alteration of external genitalia for non-medical reasons. It is mostly carried out on young girls at some time between infancy and the age of 15. Unlike male circumcision, which is legal in many countries, it is now illegal across much of the globe, and its extensive harmful health consequences are widely recognised.	MOPAC (2013)
Forced marriage	A marriage conducted without valid consent of one or both parties, where duress is a factor.	MOPAC (2013)
Violence committed in the name of "honour"	Violence committed to protect or defend the 'honour' of a family and/or community. Women, especially young women, are the most common targets, often where they have acted outside community boundaries of perceived acceptable feminine/sexual behaviour. In extreme cases, the woman may be killed.	MOPAC (2013)
Prostitution	Women and girls are forced, coerced or deceived to enter into prostitution and/or to keep them there.	MOPAC (2013)
Sexual exploitation	Involves exploitative situations, contexts and relationships where someone receives 'something' (e.g. food, drugs, alcohol, cigarettes, affection, protection money) as a result of them performing, and/or another or others performing on them, sexual activities. Violence, coercion and intimidation are common, involvement in exploitative relationships being characterised in the main by the person's limited availability of choice resulting from their social/economic and/or emotional vulnerability. Girls involved in or connected to gangs are at risk of sexual exploitation by gang members.	MOPAC (2013)

Type of VAWG	Definition	Source
Sexual harassment	Unwanted verbal or physical conduct of a sexual nature. It can take place anywhere, including the workplace, schools, streets, public transport and social situations. It includes flashing, obscene and threatening calls, and online harassment.	MOPAC (2013)
Sexual violence, including rape	Sexual contact without the consent of the woman/girl. Perpetrators range from total strangers to relatives and intimate partners, but most are known in some way. It can happen anywhere – in the family/household, workplace, public spaces, social settings, during war/conflict situations.	MOPAC (2013)
Stalking	Repeated (i.e. on at least two occasions) harassment causing fear, alarm or distress. It can include threatening phone calls, texts or letters; damaging property; spying on and following the victim.	MOPAC (2013)
Trafficking	Involves the recruitment, transportation and exploitation of women and children for the purposes of prostitution and domestic servitude across international borders and within countries ('internal trafficking'). <sup>7</sup>	MOPAC (2013)

<sup>7</sup> Merton recognises that this definition does not extend to trafficking for the purposes of labour exploitation. This type of trafficking is, however, recognised in the definition of modern slavery adopted by adult safeguarding in Merton and victims of trafficking for labour exploitation are supported under adult safeguarding processes.

## 4 Strategic priorities

### 4.1 Preventing VAWG and domestic abuse, and intervening early when people have experienced or are at risk of VAWG and domestic abuse

#### 4.1.1 Focus

Prevention work should operate at a community, family and individual level. It should focus on awareness raising and attitudinal change to reduce acceptance of VAWG and domestic abuse.

Early intervention work should provide opportunities to prevent further VAWG and domestic abuse, and to reduce its negative consequences. It should focus on raising awareness of the risk factors and indicators of VAWG and domestic abuse, as well as how and where victims/survivors and those at risk can be supported.

A key purpose of prevention and early intervention work is to break the cycle of violence in which patterns of victimisation and perpetration are repeated by generations of the same family and/or community. Universal services, such as healthcare and children's centres, should play a significant role in delivering prevention and early intervention work.

#### 4.1.2 Intended outcomes

- Community expertise, capacity and resilience in tackling VAWG and domestic abuse are increased.
- Attitudes and behaviours that promote or support VAWG and domestic abuse become less prevalent in Merton.
- Attitudes and behaviours that promote or support VAWG and domestic abuse are challenged by communities, families, professionals and individuals.
- People who are at risk of VAWG and domestic abuse are identified and supported so that they do not become victims/survivors.
- People who have experienced VAWG and domestic abuse access support more quickly and repeat incidents, potential escalation and/or the negative consequences of VAWG and domestic abuse are reduced.

#### 4.1.3 Intended outcome measures

- Pre- and post-training questionnaires measuring awareness, acceptance, confidence and ability to challenge (ideally including follow-up questionnaires to gather data on sustained change).
- Levels and nature of enquiries to VAWG and domestic abuse champions.

- Reporting levels of VAWG and domestic abuse to the police.
- Referral rates of VAWG and domestic abuse related cases (including those who are at risk but have not become victims/survivors) to adult safeguarding, children, schools and families and other agencies providing support (such as alcohol and drug services). It will be helpful to examine referral rates from services supporting people who may be particularly vulnerable to VAWG and domestic abuse (such as services for people with learning difficulties/disabilities, mental health services, alcohol and substance misuse services, services for sex workers, services supporting people from communities where particular types of VAWG are believed to be more common).
- Response times from police and other relevant agencies.
- Victim/survivors' reports/estimates of the length of time between their first experience of VAWG and domestic abuse and their referral for support.

#### 4.1.4 Intended outputs

- Ongoing public awareness campaign, including: generic borough-wide materials; materials aimed at children and young people; materials targeting people who might be more likely to experience, perpetrate or tolerate VAWG or domestic abuse; and materials targeting people who might be less likely to report and/or access support around VAWG or domestic abuse. Examples of groups who might benefit from specialist materials are: people with learning difficulties/disabilities, people with mental health issues, people who misuse alcohol and/or other substances, people who are sex workers and people from communities where particular types of VAWG are believed to be more common.
- Delivery of VAWG and domestic abuse awareness training to a range of audiences, including: information on what constitutes VAWG and domestic abuse, risk factors and indicators, and how and where to refer people for support. Target audiences could include: professionals who might encounter VAWG and domestic abuse in their work, children and young people, community leaders, community groups, groups at higher risk of experiencing VAWG and domestic abuse (such as vulnerable children, young people and adults). It will be particularly important to target training to professionals working in services for people whose circumstances or behaviour place them at increased risk of being victims/perpetrators of VAWG and domestic abuse. Examples include professionals in services for people who are homeless or in unstable accommodation, people with learning difficulties/disabilities, people with mental health issues, people who misuse alcohol and/or other substances, people who are sex workers and people from communities where particular types of VAWG are believed to be more common.
- Provision of materials to enable others to deliver awareness-raising training or workshops to others. This could include, for example: materials for community



leaders to deliver training to their members; materials for professionals in services to deliver awareness-raising to their service users.

- Delivery of training to professionals who might work with victims/survivors of domestic abuse to enable them to: feel more confident to raise the issue of alcohol and drug use (by either the perpetrator or the victim/survivor) at an early stage of contact; to discuss how this relates to their experiences of domestic abuse; to offer onward referrals to more specialist alcohol and/or drug services; to deliver basic interventions around alcohol and drug use to those who are engaging with support around domestic abuse but are resistant to engagement with alcohol and/or drug services.
- Development of a network of VAWG and domestic abuse champions who offer information, advice and guidance in their communities or places of work.

#### 4.1.5 Intended output measures

- Public awareness materials produced, and information about where/how the materials have been distributed.
- Numbers of individuals who have completed awareness-raising training on VAWG and domestic abuse.
- Numbers of professionals working with victims/survivors of domestic abuse who receive training in relation to addressing alcohol and/or drug use.
- Number of enquiries received by VAWG and domestic abuse champions, and nature of advice/support offered.

## 4.2 Providing accessible, evidence-based, holistic support to people who have experienced or are at risk of VAWG and domestic abuse

### 4.2.1 Focus

This support should deliver improved outcomes for individuals, families and communities by enabling people to access support to address the risk factors for and consequences of VAWG and domestic abuse.

### 4.2.2 Intended outcomes

- People who have experienced or are at risk of VAWG and domestic abuse access effective support which meets their needs and delivers positive outcomes.
- Repeat incidents, escalation and negative consequences arising from VAWG and domestic abuse are reduced.
- Support is delivered in a holistic, multi-agency, family-centred manner which focuses on the full range of needs experienced by each victim/survivor or person at risk of VAWG and domestic abuse.

- Higher numbers of victims/survivors and those at risk of VAWG and domestic abuse who require support access this support.
- Interventions which have a strong evidence base are prioritised. Services are designed and/or commissioned based on evidence of what works in tackling VAWG and domestic abuse, where this evidence is available.

#### 4.2.3 Intended outcome measures

- Performance monitoring data for statutory and commissioned services, indicating that they are identifying individual's needs and the needs of their family members, tailoring interventions to meet these needs (including working in partnership to meet multiple or complex needs if required), engaging individuals and families in these interventions and delivering positive outcomes with victims/survivors and those at risk of VAWG and domestic abuse.
- Feedback from victims/survivors and those at risk of VAWG and domestic abuse who have accessed support and services, indicating that the support/services identified their needs and met them, delivered positive outcomes and that their experiences of support/services were positive.
- Referral rates of VAWG and domestic abuse related cases (including those who are at risk but have not become victims/survivors) to agencies providing support, indicating an increase in the numbers of referrals.
- Commissioning plans and service specifications, demonstrating an evidence-led approach to service design and commissioning.

#### 4.2.4 Intended outputs

- A suite of services to meet the needs of all victims/survivors of VAWG and domestic abuse, and all those at risk. This will include:
  - Statutory criminal justice provision.
  - Statutory provision for children and young people and vulnerable adults.
  - An IDVA service.
  - A MARAC.

It could also include:

- Specialist provision for specific types of VAWG and domestic abuse.
- Specialist provision for victims/survivors and those at risk who are ineligible for/do not access more universal services, such as people from minority groups and lower risk victims/survivors.
- Accommodation for those fleeing their homes due to VAWG and domestic abuse.
- An open access, universal information, advice and guidance service.

- Register of “at risk” families/individuals maintained and actioned, based on known risk factors.
- Clear mechanisms for identifying multiple needs of victims/survivors and those at risk of VAWG and domestic abuse. This will entail robust assessments at all possible entry routes into support, which explore areas such as: physical health, mental health, capacity, alcohol and substance misuse, housing, family and social networks.
- Clear mechanisms for identifying and supporting multiple victims/survivors or individuals at risk from the same perpetrator of VAWG and domestic abuse.
- Clear and well-publicised referral routes and pathways into and between services. This should include services whose focus may not be VAWG and domestic abuse, but which may be able to contribute to holistic support for individuals (such as primary and secondary healthcare, housing/homelessness services, mental health services, alcohol and substance misuse services and ETE services).
- Annual review of the evidence base for interventions to tackle VAWG and domestic abuse.
- Development of an outcomes-focused performance monitoring framework for services, which enables commissioners and providers to make judgements about the relative efficacy of different providers and types of support. This should include:
  - Indicators and outcomes on which services have to report.
  - Mechanisms by which these outcomes are expected to be measured and captured.
  - Mechanisms to consult and report on service users’ experiences of accessing support and using services.

#### 4.2.5 Intended output measures

- Commissioning plans, service specifications/contracts/service level agreements and performance monitoring data reported by services, demonstrating that the required outputs have been prioritised.
- Written register of “at risk” families, including evidence that this has been updated and what actions have been taken.
- Any local guidance/service directories produced for professionals.
- Structured feedback from professionals involved in delivering support (likely to include baseline survey and later survey to assess change in delivery mechanisms and/or understanding of these).
- Document summarising findings of annual review of evidence base.

- Performance monitoring data from services, demonstrating a systematic focus on outcomes and service user consultation.
- Structured feedback from service user representatives at services and on the VAWG Board.

#### **4.3 Implementing effective systems and interventions for working with perpetrators or those at risk of becoming perpetrators**

##### **4.3.1 Focus**

These systems and interventions should seek to identify perpetrators or those at risk of becoming perpetrators, hold them accountable for their actions and support them to change their behaviour. They should aim to maximise the safety of victims/survivors and reduce repeat victimisation and perpetration.

##### **4.3.2 Intended outcomes**

- Relevant professionals are more confident and able to identify perpetrators or those at risk of becoming perpetrators and to report them and/or refer them for support.
- Perpetrators are held accountable for their actions through appropriate criminal justice processes.
- Higher numbers of perpetrators or those at risk of becoming perpetrators access interventions to address their behaviour and factors contributing to it, and successfully change their behaviour to avoid repeat perpetration. This includes addressing risk factors that may contribute to committing domestic abuse, such as alcohol and/or drug use. Where appropriate, it may also include family-centred approaches to work around perpetration.
- Risks posed by perpetrators to former, current or potential victims/survivors are reduced or managed to reduce perpetration and/or repeat perpetration.
- Interventions which have a strong evidence base are prioritised. Services are designed and/or commissioned based on evidence of what works in tackling perpetration of VAWG and domestic abuse, where this evidence is available.

##### **4.3.3 Intended outcome measures**

- Structured feedback from professionals regarding risk assessment and management approach and impact of interventions on perpetrator behaviours.
- Pre- and post-training questionnaires measuring professionals' awareness, acceptance, confidence and ability to challenge (ideally including follow-up questionnaires to gather data on sustained change).
- Data on prosecutions.

- Referral rates to services working with perpetrators, indicating an increase in the number of referrals.
- Performance monitoring data for services working with perpetrators, indicating that they are identifying individual's needs and the needs of their family members, tailoring interventions to meet these needs (including working in partnership to meet multiple or complex needs if required), engaging individuals and families in these interventions and delivering positive outcomes with perpetrators and those at risk of becoming perpetrators.
- Feedback from perpetrators, former perpetrators and those at risk of becoming perpetrators who have accessed support and services, indicating that the support/services identified their needs and met them, delivered positive outcomes and that their experiences of support/services were positive.
- Repeat victimisation and repeat perpetration data from the police, MARAC and MAPPA.
- Commissioning plans and service specifications, demonstrating an evidence-led approach to service design and commissioning.

#### 4.3.4 Intended outputs

- Provision of an outcomes-focused service to support perpetrators to change their behaviour.
- Perpetrator awareness training for professionals who might encounter perpetrators or those at risk of becoming perpetrators. This should include information on risk factors, indicators and how and where to report or refer perpetrators, suspected perpetrators and those at risk of becoming perpetrators.
- Delivery of training to professionals who might work with perpetrators of domestic abuse to enable them to: feel more confident to raise the issue of alcohol and drug use (by either the perpetrator or the victim/survivor) at an early stage of contact; to discuss how this relates to their experiences of domestic violence; to offer onward referrals to more specialist alcohol and/or drug services; to deliver basic interventions around alcohol and drug use to those who are engaging with support around domestic abuse but are resistant to engagement with alcohol and/or drug services.
- Mechanisms are in place to identify perpetrators and those at risk of being perpetrators at an early stage.
- Robust risk assessment and management procedures are developed and reviewed regularly. Relevant professionals receive training in the effective use of these procedures.

- Risks are robustly assessed and actions are taken to reduce or obviate identified risks.
- Annual review of the evidence base for interventions with perpetrators of VAWG and domestic abuse, and those at risk of becoming perpetrators.

#### 4.3.5 Intended output measures

- Performance monitoring data from perpetrator services, demonstrating a systematic focus on outcomes and service user feedback.
- Numbers of professionals who have completed awareness-raising training on perpetrators of VAWG and domestic abuse and those at risk of becoming perpetrators.
- Numbers of professionals working with perpetrators of domestic abuse who receive training in relation to addressing alcohol and/or drug use.
- Structured feedback from professionals involved in delivering support (likely to include baseline survey and later survey to assess change in identification and delivery mechanisms and/or understanding of these).
- Structured feedback from service user representatives at services and on the VAWG Board.
- Commissioning plans, service specifications/contracts/service level agreements and performance monitoring data reported by services, demonstrating that the required outputs have been prioritised.
- Any local guidance/service directories produced for professionals.
- Risk assessment documentation and risk management plans, including evidence that these have been updated and what actions have been taken.
- Numbers of professionals who have completed risk assessment and management training.
- Document summarising findings of annual review of evidence base.

#### 4.4 Fostering an integrated and coordinated approach to tackling VAWG and domestic abuse

##### 4.4.1 Focus

This approach should seek to improve on or introduce multi-agency models of working at all levels from strategic planning to frontline delivery. Progress in this priority area is likely to support positive developments in the other priority areas.

##### 4.4.2 Intended outcomes

- Merton takes a well-integrated and well-coordinated approach to tackling VAWG and domestic abuse at both strategic and operational levels.
- Merton identifies and draws on the resources of all sectors, departments and agencies who can contribute to tackling VAWG and domestic abuse.
- Merton's approach maximises efficiencies and cost-effectiveness.
- Merton ensures that the approach to tackling VAWG and domestic abuse joins up with other relevant areas of strategy and operation.

#### 4.4.3 Intended outcome measures

- Structured feedback from professionals involved in delivering the VAWG agenda in Merton, including those at an operational and strategic level.
- Feedback from services users and perpetrators suggest that they experience swift and integrated support.

#### 4.4.4 Intended outputs

- Bi-monthly meetings of VAWG Board to bring together senior stakeholders from all key relevant agencies and groups, with a focus on strategic planning and decisions.
- Production, monitoring and delivery by the VAWG Board of an annual action plan with SMART targets (specific, measurable, achievable, relevant, time-bound) to deliver the VAWG strategic aims.
- Regular meetings of a VAWG Commissioning Working Group to promote integrated commissioning decisions and practices.
- Bi-monthly meetings of a VAWG Practitioners Forum to bring together all agencies involved in the delivery of services for those who experience or are at risk of VAWG and domestic abuse, with a focus on operational issues and improving multi-agency working practices.

#### 4.4.5 Intended output measures

- Minutes, agendas and other documentation arising from these meetings.

## 5 Governance and review

Figure 2 outlines the governance structure for delivery of the VAWG strategic aims. More detail about the key groups involved in the delivery is provided below.

### 5.1 VAWG Board

The delivery of the VAWG strategic aims is overseen by the VAWG Board, a cross-sector, multi-agency partnership of senior stakeholders from all key relevant agencies and groups. The Board has been established with a view to improving partnership working between departments and agencies who are involved in the VAWG agenda. It meets bi-monthly and is responsible for:

- Translating the VAWG strategic aims into annual action plans with SMART targets (specific, measurable, achievable, relevant, time-bound).
- Identifying partnership leads for specific strands of activity within the action plan and holding them to account for delivery of actions related to these strands.
- Incorporating learning from domestic homicide reviews and ensuring that this informs future strategic and operational activity as appropriate.
- Reviewing the implications of VAWG and domestic abuse strategy and delivery for male victims/survivors (including those not covered by this strategy) at least once every four months.
- Reviewing the annual action plans at each meeting of the VAWG Board.
- Reviewing the VAWG strategic aims annually to ensure their continued relevance and suitability.

### 5.2 VAWG Commissioning Working Group

The VAWG Commissioning Working Group reports to the VAWG Board. The Group is tasked with:

- Reviewing commissioned services and commissioning processes.
- Making suggestions for more effective commissioning in the future.

### 5.3 VAWG Practitioners Forum

Membership of the VAWG Practitioners Forum includes all agencies involved in the delivery of services for those who experience or are at risk of VAWG and domestic abuse. The VAWG Practitioners Forum meets bi-monthly and its purpose is:



- To receive strategic direction and updates from the VAWG Board.
- To discuss operational issues and partnership working with the aim of identifying and resolving problems in delivery and improving partnership working within Merton.
- To provide feedback to the VAWG Board on strategic and operational issues from the perspective of those delivering services.

Figure 2: Governance structure for violence against women and girls in Merton



## 6 Legal frameworks governing Merton's response to VAWG

### 6.1 All victims/survivors or people at risk of VAWG

The Equalities Act 2010 governs the response to VAWG by the local authority and other public bodies because it places a duty upon them to eliminate unlawful victimisation, harassment and discrimination on the grounds of gender.

In addition, local Community Safety Partnerships are required under the Domestic Violence, Crime and Victims Act (2004) to establish a Domestic Homicide Review (DHR) of the circumstances surrounding the death of any person aged 16 or over whose death was or appears to be a domestic homicide. Specifically, this is defined as the death of a person aged 16 or over which:

*“has, or appears to have, resulted from violence, abuse or neglect by –*

- a) a person to whom he was related or with whom he was or had been in an intimate personal relationship, or*
- b) a member of the same household as himself”*

The statutory guidance on DHRs states that their purpose is to:

*“a) establish what lessons are to be learned from the domestic homicide regarding the way in which local professionals and organisations work individually and together to safeguard victims;*

*b) identify clearly what those lessons are both within and between agencies, how and within what timescales they will be acted on, and what is expected to change as a result;*

*c) apply these lessons to service responses including changes to policies and procedures as appropriate; and*

*d) prevent domestic violence and abuse homicide and improve service responses for all domestic violence and abuse victims and their children through improved intra and inter-agency working.”*

### 6.2 Adult victims/survivors and adults at risk of VAWG

The Care Act 2014 recognises freedom from abuse and neglect as a key element of a person's wellbeing. The Act places adult safeguarding on a legal footing and establishes more systematic mechanisms via which adult safeguarding must be ensured. Therefore a local authority is required to:

- Make enquiries, or ensure others do so, about any adult it believes is subject to abuse or neglect, or at risk of it.
- Establish via these enquiries whether any action needs to be taken to prevent abuse or neglect, and who needs to take this action.
- Have a Safeguarding Adults Board with core membership from the local authority, the police and the local Clinical Commissioning Groups.
- Use the Safeguarding Adults Board as a mechanism to protect adults experiencing abuse or neglect, or at risk of it.

The Act details a number of different types of abuse, many of which could come under the heading of VAWG. These include: physical abuse, domestic violence, sexual abuse, psychological abuse, financial or material abuse, modern slavery, discriminatory abuse, organisational abuse, neglect and acts of omission, and self-neglect.

Safeguarding duties apply to an adult who:

- Has needs for care and support (whether or not the authority is meeting these needs).
- Is experiencing, or is at risk of, abuse and neglect.
- As a result of those care and support needs is unable to protect themselves from either the risk of, or the experience of abuse or neglect.

The Housing Act 1996 and the Homelessness Act 2002 require local authorities to offer housing advice to any person who is homeless or threatened with homelessness. This includes people who are living in refuges or who are likely to experience violence or threats of violence if they return to their home.

Under the Act, victims/survivors of domestic abuse who are believed to be homeless or threatened with homelessness would be found in priority need if they were believed to be vulnerable to domestic abuse. This means that these victims/survivors must be provided with immediate temporary accommodation whilst their housing needs and eligibility are assessed.

### **6.3 Child victims/survivors and children at risk of VAWG**

Local authority duties are outlined in the Children Act 1989, which states that:

*“where a local authority... has reasonable cause to suspect that a child who lives, or is found, in the area and is suffering, or is likely to suffer, Significant Harm, the authority shall make, such enquiries as they consider necessary to enable them to decide whether they should take any action to safeguard or promote the child’s welfare.”*

The Adoption and Children Act 2002 amends the 1989 Act's definition of harm to include harm suffered by children who witness or are aware of domestic violence in their home environment. As a result, harm is defined as:

*“ill-treatment or impairment of health or development including for example impairment suffered from seeing or hearing the ill-treatment of another.”*

Therefore where adult victims/survivors and/or perpetrators of VAWG and domestic abuse are identified and children are present or involved, professionals have a duty to refer these children to children's services.

The local authority is required to commence enquiries on any child referred to children's services within 48 hours and to carry out an initial assessment on any child where concerns raised are sufficiently serious.

Following assessment, the local authority must determine whether to provide accommodation or other services to the child.

#### **6.4 Perpetrators of VAWG**

The Crime and Disorder Act 1998 places a duty on local authorities to take all reasonable steps to prevent crime and disorder in their area.

Perpetrators are dealt with under Criminal Law, if a crime is reported and this is taken forward by police. Many forms of VAWG and domestic abuse are crimes (although there is no specific offence of domestic violence or abuse). Examples include: assault, false imprisonment, criminal damage, theft, fraud, harassment, murder and attempted murder, rape, forced marriage, causing or allowing a child or vulnerable adult to die or to suffer serious physical harm, ill treatment and/or wilful neglect of a mentally incapacitated adult.

In addition, police have powers to serve the perpetrator with a Domestic Violence Protection Notice as the first stage in obtaining a Domestic Violence Protection Order, where they have reasonable grounds to believe domestic violence or abuse has taken place. Orders last between 14 and 28 days and may: prevent the perpetrator from entering and being within a certain distance of the home of the person at risk; prevent the perpetrator from forcing the person at risk to leave their home; and/or require the perpetrator to leave the home of the person at risk.

## 7 Evidence base for the VAWG strategic aims

Merton's VAWG strategic aims were developed based on Merton's domestic abuse strategic needs assessment, which was completed in September 2014 by Cordis Bright, an independent research and consultancy organisation.

The needs assessment also covered other types of VAWG. It included:

- A literature review of strategic guidance and good practice, including national, regional and local strategies.
- A desktop review of strategic, operational, financial and monitoring information from Merton in relation to domestic abuse, VAWG and the local response to it. This enabled:
  - Estimates of prevalence and demand for services in Merton.
  - Mapping of existing services and analysis of gaps.
- Consultation with key stakeholders from a variety of agencies and departments who are involved in the domestic abuse and VAWG agendas in Merton. This was comprised of: in-depth interviews with 22 stakeholders to gather data to inform the needs assessment; and a workshop with 13 stakeholders to discuss and refine the findings and emerging recommendations of the needs assessment.
- Consultation with 4 victims/survivors and frontline practitioners on people's experiences of accessing local support and services relating to domestic abuse and VAWG.

Findings from the needs assessment were supplemented by a review of additional data and documentation available as at August 2015. This included: publications available since September 2014; VAWG performance data up to March 2015; Terms of Reference and minutes from Merton's VAWG Board; and the domestic abuse needs assessment recommendations action plan.

The strategic priorities for Merton for the next three years are aligned with the intended outcomes and areas of action in the government's VAWG action plan for 2014 (i.e. the most up-to-date action plan available) and the *Mayoral Strategy on Violence against Women and Girls 2013-17*<sup>8</sup>.

The strategic aims were developed by Cordis Bright. Members of Merton's VAWG Board and VAWG Forum were consulted on a draft version. Their comments and recommendations were incorporated into the final version of the strategic aims.

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<sup>8</sup> Home Office (2014). A Call to End Violence against Women and Girls: Action Plan 2014; Mayor of London Office for Policing and Crime (2013). *Mayoral Strategy on Violence against Women and Girls 2013-17*.

## Appendix 1: Review of literature published since Merton's strategic needs assessment

### Bibliography

All-Party Parliamentary Group on Domestic and Sexual Violence, Women's Aid and Rape Crisis (2015). *The Changing Landscape of Domestic and Sexual Violence Services*.

Bloomfield, S. and Dixon, L. (2015). *An outcome evaluation of the Integrated Domestic Abuse Programme (IDAP) and Community Domestic Violence Programme (CDVP)*. National Offender Management Service.

CAADA (2014a). *Identifying and engaging with young people at risk of forced marriage*.

CAADA (2014b). *In plain sight: Effective help for children exposed to domestic abuse. CAADA's 2nd National Policy Report*.

Feinstein, L. Griffiths, A. and Guy, J. (2014). *Early Intervention in Domestic Violence & Abuse*. Early Intervention Foundation.

HM Government (2014a). *Female Genital Mutilation Multi-Agency Practice Guidelines*.

HM Government (2014b). *Multi-agency practice guidelines: Handling cases of Forced Marriage*.

Home Office (2015). *A Call to End Violence against Women and Girls: Progress Report 2010-15*.

Kelly, L. Klein, R. and Sharp, N (2014). *Finding the costs of Freedom How women and Children rebuild their lives after domestic violence*. Solace Women's Aid.

Local Government Association (2015). *Female Genital Mutilation (FGM): A Councillor's Guide*.

Ministry of Justice/Home Office (2015). *Serious Crime Act 2015: Factsheet – Female Genital Mutilation*. Available at:  
[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/416323/Fact\\_sheet\\_-\\_FGM\\_-\\_Act.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/416323/Fact_sheet_-_FGM_-_Act.pdf) (Accessed 17 August 2015).

## Summary of significant evidence

### All-Party Parliamentary Group on Domestic and Sexual Violence, Women's Aid and Rape Crisis (2015). The Changing Landscape of Domestic and Sexual Violence Services

This report outlines five key recommendations for developing strategies for addressing domestic and sexual violence:

- **Data collection:** The report finds that, whilst data collection has in the past been unreliable and inaccurate, the development and dissemination of an established and effective means of collecting and categorising data relating to domestic and sexual violence is integral to improving outcomes for victims/survivors.
- **Sustainable funding:** Arguing that current funding arrangements, which operate on a hand-to-mouth basis, have put many services under huge financial pressure and are unsustainable. The report recommends that the government introduce a sustainable and secure funding model that will ring-fence funds for specialist services.
- **Ministerial leadership:** Effective leadership emerges as a recommendation for ensuring domestic and sexual violence services are coordinated in a way which ensures delivery is needs-led and sustainably funded. The report suggests that this leadership must come from central government, arguing for the creation of a new Minister of State within the Cabinet Office dedicated to the prevention of VAWG.
- **Needs-led approach:** The report finds that both services users and practitioners have expressed concerns that services are being allocated using a one-size-fits-all approach, based purely on financial criteria. This neglects to take into account the specific needs of the individual service user. As a result, the report recommends that services are allocated using a needs-led approach.

**Joint guidance:** The report recommends that joint guidance should be issued by a coalition of government departments. This will ensure that local authorities and health commissioners are better informed about their obligations to provide domestic and sexual violence services, and that service provision across the country is equal.

### Bloomfield, S. and Dixon, L. (2015). An outcome evaluation of the Integrated Domestic Abuse Programme (IDAP) and Community Domestic Violence Programme (CDVP). National Offender Management Service.

This study reviewed two accredited domestic violence interventions for perpetrators, which were delivered by the National Probation Service until 2013. Both interventions were cognitive-behavioural programmes for heterosexual male domestic violence offenders who posed a medium to high risk of harm towards their partner. Both involved a combination of group work sessions and individual



sessions. One (IDAP) was a modular rolling programme and one (CDVP) was a closed programme.

The study evaluated the effectiveness of the programmes in reducing future reoffending (in a two-year follow-up period) using Propensity Score Matching. Its findings indicated that engaging with either programme reduced the likelihood of committing any offence, a core violent offence and a domestic violence offence. They also suggest that IDAP was more effective than CDAP in reducing the likelihood of re-offending. In addition, they show that those who engaged with a programme but did re-offend took longer to commit their first re-offence than those who did not engage with a programme.

However, the control group for this study was convicted domestic violence offenders who were referred to one of the two programmes but did not engage with it. As a result, it may be likely that this less-engaged group were less ready or able to address their offending behaviour than the treatment group. The methods used in the study do not account for this and therefore the findings may over-estimate the impact of the programmes.

**Feinstein, L. Griffiths, A. and Guy, J. (2014). Early Intervention in Domestic Violence & Abuse. Early Intervention Foundation**

This is an evidence report on effectively delivering early intervention to tackle domestic abuse. The report makes a number of recommendations relating to local and national government strategies, which are summarised in Figure 3:

*Figure 3: Recommendations for local and national government strategies*

Local Government	National Government
<ul style="list-style-type: none"> <li>• A focus on prevention and early intervention</li> </ul>	<ul style="list-style-type: none"> <li>• A focus on prevention and early intervention</li> </ul>
<ul style="list-style-type: none"> <li>• Promotion of partnership and multi-agency working</li> </ul>	<ul style="list-style-type: none"> <li>• Explicitly named leadership and accountability</li> </ul>
<ul style="list-style-type: none"> <li>• Integration of strategies to combat VAWG into crime prevention, health, and children and young people strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Performance monitoring systems embedding into strategic action plans</li> </ul>

Source: Feinstein et al. 2014

**Kelly, L. Klein, R. and Sharp, N (2014). Finding the costs of Freedom: How women and Children rebuild their lives after domestic violence. Solace Women’s Aid**

This report into the impact of domestic abuse on women and children highlights a number of areas in which service provision has been ineffective in the past. Drawing upon this research, it makes a series of recommendations for how future strategies for tackling domestic abuse can be tailored to ensure they effectively meet the needs of women and children affected:

- **Continuing support:** The report recommends that victims/survivors of domestic abuse are given access to support for a minimum of two years after separation from their partner. This support should be holistic, encompassing areas such as: refuge and floating support; legal advice and advocacy; short courses on understanding domestic violence; specialist counselling and group work; skills and confidence-building workshops; support orientated to (re)entering employment.
- **Increased awareness in statutory agencies:** The report finds that understanding of domestic abuse in statutory agencies is poor, and as a result the progress of victims/survivors is sometimes hindered rather than supported. It suggests that basic training in aspects of domestic abuse beyond physical violence would go some way to addressing this.
- **Focus on housing:** The report highlights the crucial role played by having a safe home in the rebuilding process for victims/survivors of domestic abuse. It suggests that refuges should be considered a national resource, and be promoted and funded as such.
- **Promotion of community resources:** The report finds that support from within the community, such as from neighbours, work colleagues and faith communities, can be extremely valuable to victims/survivors of domestic abuse. It suggests that these community resources can be enhanced through increasing public awareness of abuse in its various forms.

*Ministry of Justice/Home Office (2015). Serious Crime Act 2015: Factsheet – Female Genital Mutilation*

This factsheet summarises changes to the law in relation to FGM, as introduced by the Serious Crime Act 2015. The main changes are as follows:

- It is now possible to prosecute for offences of FGM committed abroad by or against those who are at the time are habitually resident in the UK irrespective of whether they are subject to immigration restrictions.
- The anonymity of the person against whom an FGM offence is alleged to have been committed is now protected.
- It is now an offence to fail to protect a girl from FGM. This means that if an offence of FGM is committed against a girl under the age of 16, each person who is responsible for the girl at the time the FGM occurred will be liable under this new offence, which carries a maximum penalty of seven years' imprisonment.
- Female Genital Mutilation Protection Orders can now be issued by the courts. Such orders protect a girl against whom an FGM offence has been committed or may be committed. An order could include, for example, provisions to surrender a person's passport or any other travel document; and not to enter into any arrangements, in the UK or abroad, for FGM to be performed on the person to be protected.

- There is now a new mandatory reporting duty requiring doctors, nurses, midwives, social workers and teachers to make a report to the police where, in the course of their professional duties, they discover that FGM appears to have been carried out on a girl aged under 18 (at the time of the discovery).

In addition to presenting information on the changes to the law, the factsheet also summarises other measures in place to tackle FGM. These include:

- Improving the police response to FGM.
- Introducing a national FGM Prevention Programme, working in partnership with NHS England.
- Developing a new briefing for schools on FGM and forced marriage commissioned by the Department for Education.
- Increasing funding available to help charities raise awareness and a network of community champions with the cultural knowledge and connections necessary to challenge beliefs and change behaviour.
- Launching a new cross-government specialist FGM unit working with criminal justice partners, children's services, healthcare professionals and affected communities.
- Close working between the Crown Prosecution Service and the police to identify girls and women at risk of, or who have been subjected to, FGM.
- Supporting the Africa-led movement to end FGM in Africa, including supporting work in 17 countries.



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## **Committee: Overview and Scrutiny Commission**

**Date: 24 November 2015**

Wards: ALL

### **Subject: Childhood Immunisations – Health and Wellbeing Board Response to the Recommendations of the Immunisation Task Group**

Lead officer: Kay Eilbert, Director of Public Health

Lead member: Cllr Caroline Cooper-Marbiah, Cabinet Member for Adult Social Care and Health; Cllr Maxi Martin, Cabinet Member for Children's Services

Contact officer: Hilina Asrress – Senior Public Health Principal, 020 8545 339

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#### **Recommendations:**

- A That members of Overview and Scrutiny Commission discuss and comment on the Health & Wellbeing Board's response to recommendations of the Immunisation Task Group, the progress that has been made so far on improving childhood immunisations and the action plan to continue making improvements in this area.
- 

#### **1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY**

The attached paper sets out the response of the Health and Wellbeing Board to the recommendations of the Overview and Scrutiny Committee Immunisation Task Group.

##### **DETAILS**

At its meeting on 29 September 2015 the Health and Wellbeing Board received a report from the Scrutiny Task Group on Improving the Uptake of Childhood Immunisations. The Health and Wellbeing Board also received a copy of a report and draft action plan on Immunisations in the 0-5 age group originally presented to Merton CCG Clinical Reference Group. After discussion by members of the Health and Wellbeing Board it was resolved:

1. That Health and Wellbeing Board considered and endorses the recommendations arising from the Scrutiny review on improving the uptake of immunisations in the 0-5 age group.
2. That the Health and Wellbeing Board agrees to the implementation of the recommendations, as set out in the action plan presented to the Board.

The details below provide the local picture around childhood immunisations. It details current performance, ongoing initiatives and plans for the future to continue to improve childhood immunisations in response to the Immunisations Scrutiny Report.

### **The key messages:**

- Childhood immunisations have historically been low in Merton but improvements have been made recently
- London Borough of Merton Overview and Scrutiny (O&S) committee completed a review and its report sets out recommendations on how the borough's partners can make further improvements in performance
- A local Immunisations Steering group will be established with representation from NHS England, Public Health, Merton CCG, SMCS and other partners. The group will lead the work around improving childhood immunisations locally
- A draft action plan has been developed between NHS England (Commissioners of immunisations) and Merton Public Health in partnership with Merton CCC Clinical Director for Maternity and Children. The plan incorporates the O&S report recommendations (see Appendix 2). This will be taken to the new local immunisations steering group for review and agreement
- Performance will be reported regularly through the GP locality meetings and a quarterly report will go to the Children's Joint Commissioning Group and to the Public Health Board

## **2. BACKGROUND**

After clean water, vaccination is the most effective public health intervention for saving lives and promoting good health. Historically, Merton's childhood immunisations uptake has been lower than London and England averages. The World Health Organisation (WHO) sets a target of 95% coverage for all childhood immunisations but Merton has been far from this target.

Changes in commissioning arrangements for immunisation came into effect on 1st April 2013 as a result of the Health and Social Care Act 2012. The overall roles and responsibilities of the different organisations are as follows:

- **The Department of Health** will continue to have overall responsibility for immunisation policy, securing the necessary funding and supporting implementation of new vaccination programmes;
- **Public Health England** will be responsible for buying, storing and distributing vaccines, holding coverage and surveillance data, communication, and providing expert analysis and advice (including through the Joint Committee for Vaccination and Immunisation) at a national level and, through the PHE Centres, supporting the area teams of the NHS England;
- **NHS England** will be responsible for commissioning all national immunisation programmes from local providers in line with agreed service specifications. This will be done through Screening and Immunisation Teams which have NHS England and PHE staff working together, and are based within the 27 area teams;

## Local Authority

Local Government (through the Director of Public Health) will have a duty to ensure plans are in place to protect their population by providing independent scrutiny of the plans of NHS England and other organisations.

- **Providers of immunisation services, such as GPs and school nurses** will continue to deliver immunisation programmes following national schedules.

Further direction is available in guidance published in May 2013 (click on pdf link below).



Imms and Screening  
national delivery -fra

### 3.0 CURRENT PERFORMANCE

Table 1 provides the latest Annual 2014/15 data compared to Annual 2013/14 performance for a selected number of immunisations indicators. Out of the 6 indicators shown, all have shown improvements from the same period the previous year. A similar trend can be seen when comparing the quarterly 2014/15 performance with quarterly 2013/14 date.

	Diphtheria, Tetanus, Polio Pertussis, Haemophilus influenza type b (DTaP/IPV/Hib) Age 1	Hib/Men C booster Age 2	MMR1 Age 2	Pneumococcal infection (PCV booster) Age 2	Diphtheria, Tetanus, Polio, Pertussis (DTaP/IPV – pre school booster) Age 5	MMR2 Age 5
<b>Merton Annual 14/15</b>	93.3%	87.9%	88.8%	87.7%	71.7%	80.4%
<b>Merton Annual 13/14</b>	82.1%	81%	82.1%	82.8	64.8	72.3
<b>London average 14/15</b>	90.6%	86.8%	87.3%	86.4%	79.5%	81.1%
<b>Annual Merton 14/15 vs Annual Merton 13/14</b>	↑ 11.2%	↑ 6.9%	↑ 6.7%	↑ 4.9%	↑ 6.9%	↑ 8.1%

Source: Health and Social Care Information Centre (HSCIC)

## 4.0 ACTIONS TAKEN TO DATE

A number of actions have been undertaken to improve childhood immunisations performance in the past year.

### 4.1 Overview and Scrutiny Report

In response to poor performance on childhood immunisations, London Borough of Merton's Overview and Scrutiny Committee requested a review of childhood immunisations locally with the support of The Centre for Public Scrutiny and partners input.

Partners with an interest and responsibility around immunisations were brought together to discuss the issues which were impacting on the uptake of immunisations. This then formed the basis of a report and recommendations (click on the link below).



Imms Scrutiny report  
FINAL.docx

The task group identified a number of important factors that contribute to improving uptake rates. These include;

- An effective local co-ordination group must be in place which has commitment from the key partners who deliver immunisations. The group should identify clear objectives and develop an action plan to improve take-up.
- Immunisation data must be updated in a timely way to ensure that the key agencies have the latest immunisation figures.
- The local co-ordination group should develop projects to identify and provide support to the groups who are least likely to immunise.
- Finding innovative ways to embed key immunisation messages within the community is the best way to improve take-up.
- The immunisations schedule is complex and changes regularly therefore it is important to ensure that parents and guardians are able to access support and reassurance when they need it.

The Overview and Scrutiny task group made a number of recommendations to address these issues and agreed to continue to raise the profile of this important issue locally.



## **4.2 Draft Immunisations Action Plan**

An Immunisations Steering group which was chaired by Public Health had previously been in place to coordinate work to improve immunisations uptake. A new local immunisations group will be established to ensure there is a coordinated approach to improving immunisations uptake with key partners. This is also in line with the recommendations of the Overview and Scrutiny report. The objectives of the steering group are to bring partners together to coordinate initiatives to improve local rates. The group will be led by NHS England as Commissioner of childhood immunisations locally and will bring partners such as Merton CCG, Public Health, Children, Schools and Families (CSF) and Public Health England colleagues together. The first meeting will be scheduled for October/Early November.

A draft action plan has been developed between NHS England (Commissioners of immunisations) and Merton Public Health in partnership with the CCG Clinical Director for Maternity and Children. The plan incorporates the O&S report recommendations (see Appendix 2). This will be reviewed by the wider local immunisations steering group.

## **4.3 Additional actions taken**

- Improving childhood immunisations has been identified as one of the outcomes in the refreshed Health and Well-being Strategy (2015-2018) under Theme 1 (Best Start in Life), with MMR 2 as the chosen indicator which will be monitored to track progress
- NHS England have reviewed recent data to identify the 10 GP Practices with the highest proportion of unimmunised children. NHS England will be visiting all 10 GP Practices by March 2016 offering support and advice on how rates can be improved and sharing best practice.
- Public Health England and NHS England have provided information and advice to GP Practices on changes in the immunisations schedule and provided online training for professionals and also 2 day training for new GP Practice immunisers.
- Public Health provides quarterly immunisations data by GP Practice to locality meetings and has provided a Top Tips list of advice for GPs to improve immunisation rates.
- Public Health uses local media such as My Merton (magazine which goes out to households in the borough) to remind families of the need to keep children up to date with immunisation schedules.
- The Community Service Procurement service specifications for Health Visiting and School Nursing include and reinforce the need to promote immunisations and check immunisations status of children at appropriate times and signpost families. They include specific Key Performance Indicators to measure this. For example, School Nursing undertake health assessments for reception year

children, including immunisation status. Where early years immunisations are not complete, a letter is sent to parents.

- A GP Practice leads Flu update organised by the Clinical Director for Children was delivered in September 2015 with input from Public Health England, LBM Public Health and other key partners. For children this includes the requirements in the new flu season to immunise all 2, 3 and 4 year olds in the borough) by GP Practices.

## **5.0 CONCLUSION**

Together with the actions that have been taken to date and the actions planned within the coming year, it is anticipated that improvements in performance shall be made and children and the community will be better protected from infectious diseases.

## **6.0 TIMETABLE**

N/A

## **7.0 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS**

None relating to this covering report

## **8.0 LEGAL AND STATUTORY IMPLICATIONS**

None relating to this covering report. Scrutiny work involves consideration of the legal and statutory implications of the topic being scrutinised.

## **9.0 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS**

It is a fundamental aim of the scrutiny process to ensure that there is full and equal access to the democratic process through public involvement and engaging with local partners in scrutiny reviews. Furthermore, the outcomes of reviews are intended to benefit all sections of the local community.

## **10.0 CRIME AND DISORDER IMPLICATIONS**

None relating to this covering report. Scrutiny work involves consideration of the crime and disorder implications of the topic being scrutinised.

## **11.0 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS**

None relating to this covering report

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

Appendix 1 Childhood Immunisations Action Plan

## **Appendix 1:**


### **Merton Childhood Immunisation Action Plan 2015/16**

#### **Background:**

- Achieving high levels of immunisation coverage in London remains challenging. In Merton, immunisation uptake rates are similar to rest of London boroughs.
- This action plan has been developed as part of NHS England's ongoing work to improve immunisation coverage in London working with Merton Public Health and local partners. It consists of 2 sections and each section outlines ways in which partner organisations could contribute to the work to ensure high levels of immunisation coverage are achieved and sustained in Merton. This is in recognition of the key elements and partnerships that are essential to the delivery of an effective, equitable and quality assured immunisation service.
- The 2015/16 Merton Immunisation Action Plan is underpinned by NHS England's immunisation strategic objectives which are:
  1. To achieve improved immunisation coverage across London (including Merton).
  2. To reduce inequalities in immunisation uptake between GP Practices, wards and population groups
  3. To improve patient choice and access to immunisations across London (including Merton)
- Merton's Health and Well-being Strategy 2015 – 2018 also identifies Childhood Immunisations as one of its key priority areas under the 'Best Start in Life' theme with MMR2 chosen as the indicator which will be monitored to track progress.
- This action plan includes recommendations from a London Borough of Merton Overview and Scrutiny report which was recently undertaken focussing on childhood immunisations

- This action plan outlines ways in which partner organisations can contribute to the work to ensure high levels of immunisation coverage are achieved and sustained in Merton. This is in recognition that working in partnerships is essential to the delivery of an effective, equitable and quality assured immunisation service.

DRAFT

Area	Output	Outcome	Actions	Due Date	Led by	Risks to completion and mitigation of risk	RAG
<b>Commissioning Performance Management</b>	Improvement in the recording of immunisation data.  All practices are instructed to use QMS Practice Focus was operational with all clinical systems.	COVER submissions reflect an increase in recorded immunisation coverage rates.	<ol style="list-style-type: none"> <li>1. Ensure Merton GP Practices enter data for every patient immunised in a timely manner</li> <li>2. Continue to encourage all practices to use agreed Read</li> </ol>	End of Q1 2015/16	<b>CHIS</b> – for childhood immunisations  <b>NHSE</b> in discussion with GP practices for other immunisations	May not be possible to put an electronic solution in place for practices whose clinical system is not compatible with QMS Practice Focus, may need to revert to a manual system.  Practices experience problems submitting data automatically	
		100% of children who persistently miss GP immunisation appointments actively followed up to ensure they are up to date with immunisations	<ol style="list-style-type: none"> <li>1. Encourage GP practices to directly contact children missing immunisations on Timely manner (call and recall)</li> </ol>	End of Q3 2015/16	<b>NHSE</b> strategic lead  <b>CHIS</b> operational lead in discussion with GPs (provider)  <b>CHIS</b> operational lead in discussion with school nursing (provider)	GP practices/CCG may not see the benefit of the call and recall system.  GPs may not prioritise immunisation	

Area	Output	Outcome	Actions	Due Date	Led by	Risks to completion and mitigation of risk	RAG
Page 306	Reduce the variation in immunisation performance between best performing and worst performing GPs.	Improved immunisation data quality resulting in accurate reporting of immunisation coverage and improved GP understanding of current coverage issues and value of immunisation; leading to improvement in immunisation coverage in line with Merton trajectories	<ol style="list-style-type: none"> <li>1. Identify practices with the highest number of unimmunised children.</li> <li>2. Work with these practices to improve, either by cleansing lists or call/recall.</li> <li>3. Identify what works in the best performing practices and share; work with poor performing practices in troubleshooting the barriers to increasing uptake.</li> <li>4. CCG to support NHSE attending one Council of members meeting to cover actions 1-3.</li> <li>5. Share Unify</li> </ol>	End of Q4 2015/16	NHSE	<p>GP practices may not record the data accurately.</p> <p>GP may not buy in to strategy of identifying practices where efficient intervention can take place.</p> <p>CCG will encourage GP practices to agree on the plan and monitor the data on monthly basis.</p>	

Area	Output	Outcome	Actions	Due Date	Led by	Risks to completion and mitigation of risk	RAG
			immunisation performance directly with practices (YHC)				
	<p>Performance data by GP practices provided directly to GPs, LBM and to CCG locality meetings on a regular basis</p> <p>Children moving in/out of Merton are managed effectively to ensure they do not miss out on public health interventions</p>	Accurate reporting of immunisation coverage for Merton	<ol style="list-style-type: none"> <li>6 weeks prior to the final COVER submission, CHIS will be requested to send provisional aggregated data to NHSE Commissioner.</li> <li>Movers in/movers out Standard Operating Procedure devised and operated.</li> <li>Merton Immunisation Group will discuss every six months. More regular discussion will be initiated by NHSE if required.</li> </ol>	End of Q2 2015/16	CHIS/NHSE	<ul style="list-style-type: none"> <li>Practices not receiving their own data</li> <li>Send practices their performance prior to final cover data submission and after</li> </ul>	
			1.				
	To facilitate measurable improvements in quality	Improved immunisations uptake in Merton	1. Continue with Immunisation network	Ongoing	NHSE	<ul style="list-style-type: none"> <li>NHSE plan to present papers and feed back to group in</li> </ul>	

Area	Output	Outcome	Actions	Due Date	Led by	Risks to completion and mitigation of risk	RAG
	and performance for Merton immunisation services through bringing people together		meetings. 2. NHS England to liaise with CCGs, LA, Primary care commissioners and PHE. 3. Facilitate NHSE attendance at Practice Manager's and Practice Nurse's forums to encourage sharing of good practice between practices.			timely manner.	
	Continue to provide targeted BCG from provider until new commissioning arrangements for universal BCG programme are in place	100% of babies offered BCG immunisation at birth	1. Monitor BCG data	Sept 2015	NHSE \ CCG	<ul style="list-style-type: none"> <li>• Vaccine supply.</li> <li>• The provider not delivering the service.</li> <li>• New commissioning arrangements not being explored and finalised</li> <li>• NHSE regularly monitor the uptake and keep informed of PHE vaccine supply issues.</li> </ul>	



Area	Output	Outcome	Actions	Due Date	Led by	Risks to completion and mitigation of risk	RAG
	<p>NHSE commissioned Flu and Pertussis vaccinations delivered and promoted throughout primary care providers</p>	<p>Increase in reported rates of flu and pertussis vaccination coverage amongst pregnant women, and flu vaccination across named at risk and universal groups</p>	<ol style="list-style-type: none"> <li>1. Work with GP practices to improve flu vaccine uptake.</li> <li>2. Commission the flu pharmacy scheme to improve access (subject to findings from the economic evaluation of the flu pharmacy initiative).</li> <li>3. Commission maternity services to offer the flu and pertussis vaccinations to pregnant women</li> </ol>	<p>End of Q1 2015/16</p>	<p>NHSE</p>	<ul style="list-style-type: none"> <li>• NHSE doesn't communicate winter strategy in timely manner</li> <li>• NHSE will inform all stakeholders of any delays</li> <li>• Providers feel ill-equipped to respond to queries regarding vaccine efficacy</li> <li>• NHSE to ensure that PHE communication material is distributed in a timely manner.</li> </ul>	
	<p>Messages around childhood immunisations are delivered through Health Champions working in the community and targeted at groups who are not being immunised</p>	<p>Information on the importance of childhood immunisations is disseminated throughout the community and more families seek to ensure their children's immunisations are up to date</p>	<ol style="list-style-type: none"> <li>1. Ensure Health Champions deliver immunisations messages within their communities</li> <li>2. Public health team seek to develop health champion roles in communities where immunisation rates are the lowest where</li> </ol>	<p>April 2016</p>	<p>LBM</p>	<ul style="list-style-type: none"> <li>• Insufficient funding to recruit more health champions in areas where immunisations rates are lower</li> <li>• Use existing Health champions to cover some areas where immunisation rates are low</li> </ul>	

Area	Output	Outcome	Actions	Due Date	Led by	Risks to completion and mitigation of risk	RAG
			possible.				
	School entry packs include information promoting childhood immunisations and importance of being up to date on the schedule	Those who may have missed certain immunisations will be reminded to attend their GP and get children immunised, increasing uptake	Public health team to ensure that information on immunisations will be part of school entry packs and asked within the school entry health review, using the review as an opportunity to identify those unimmunised, promote immunisations uptake and signpost to child's GP.	January 2016	LBM	<ul style="list-style-type: none"> <li>• Not enough leaflets available for all school entry packs. Need to work with NHSE to ensure there is enough</li> </ul>	
	All immunisers have had their annual refresher training and all new immunisers have completed the mandatory 2 day course	Merton population will receive high quality and safe immunisation services as delivered by a competent and knowledgeable workforce.	<ol style="list-style-type: none"> <li>1. NHSE to work with PHE and LETB to secure and commission immunisation training modules.</li> <li>2. CCG to encourage practices and other providers to ensure all staff undertaking immunising have current training</li> </ol>	End of Q2 2015/16	NHSEVCCG\ PHE	<ul style="list-style-type: none"> <li>• Immunisation training not being delivered.</li> <li>• Work with Merton CCG and LA to locally deliver in house immunisations training tailored to the needs of Merton nurses.</li> </ul>	

Area	Output	Outcome	Actions	Due Date	Led by	Risks to completion and mitigation of risk	RAG
<b>Communication with health care professionals and the public), and stakeholder engagement</b>	Information relating to immunisation programmes is disseminated to all key stakeholders (e.g. changes to the schedule and introduction of new programmes).	Improved communications with all stake holders.	1. NHSE, LA, CCG and PHE will liaise to develop communication and cascade plan	Ongoing First audit to be completed by end October 2015	NHSE  LA and CCG will advise NHSE on key local stakeholders	<ul style="list-style-type: none"> <li>• Delay in NHSE communicating winter strategy in timely manner. This may be dependent on strategic partners on a National level publishing policy and recommendations.</li> </ul>	
	Performance data shared with Merton CCG and LA quarterly	All key players are up-to-date on performance information within the borough and able to use this information to inform their own delivery practices.	1. Work with CCG to identify immunisation leads in practices 2. Supply performance data to partners (including CCG and LA) in timely manner  Offer support to providers should they wish to audit data flow.	Ongoing	NHSE	<ul style="list-style-type: none"> <li>• Delay in data sharing.</li> <li>• Queries regarding quality of data.</li> <li>• Sharing the data in timely manner may be difficult</li> </ul>	
	Flu, shingles and pneumococcal vaccinations (for targeted cohorts) are promoted in all care	Contributes to increased uptake of winter vaccination within these populations (workers	1. Leaflets promoting immunisations are included in flu information packs.	Sep 2015	NHSE lead – including provision of leaflets, policy etc.	<ul style="list-style-type: none"> <li>• Information is not provided in a timely manner.</li> <li>• NHSE communicate winter strategy to all stake holders by</li> </ul>	

Area	Output	Outcome	Actions	Due Date	Led by	Risks to completion and mitigation of risk	RAG
	homes and included as a requirement in LA contracts with providers of social care services.	and clients).	2. Immunisations are promoted to care homes.		PHE to advise on content  LA to design cascade of information to nursing homes (including local IMPACT team), and revise contracts	end of Q1 2015/16.	
	All registered child care providers, nurseries and preschools promote and check immunisation status of the children enrolled.	Increased numbers of children who have completed the childhood immunisation programme by age 5.	1. LA and NHSE to work with childcare providers to reinforce the message to parents of the importance of complete immunisation by age 5 (before starting school).	March 2016	LA/ CHIS	<ul style="list-style-type: none"> <li>• Lack of understanding and buy in from childcare managers and providers</li> <li>• Regular information sessions through existing communication mechanisms used by LA.</li> </ul>	

Area	Output	Outcome	Actions	Due Date	Led by	Risks to completion and mitigation of risk	RAG
Page 313	Children's Centres engaged in promoting immunisations and vaccinations for families.	Greater awareness about the immunisation life course.	<ol style="list-style-type: none"> <li>1. Information sessions on immunisation; staff trained to provide information with parent/baby groups and other users.</li> <li>2. Inclusion of immunisation information in child checks/baby weighing clinics.</li> <li>3. Measured by survey of children centre staff at end of the year.</li> <li>4. Continue contract between Royal Marsden and Children's Centres on vaccine promotion, including the distribution of leaflets to centres</li> </ol>	March 2016	NHSE  Royal Marsden hospital and 'Achieving for Children' (LA-Merton ) operational leaf	<ul style="list-style-type: none"> <li>• Immunisation not a priority for children's centres.</li> <li>• Availability of training the benefits of immunisation.</li> </ul>	

Area	Output	Outcome	Actions	Due Date	Led by	Risks to completion and mitigation of risk	RAG
	Identify relevant recommendations from the NHS Southwest London <i>Childhood Immunisations and Vaccinations 2013</i> report on Immunisations and implement locally to improve immunisations rates	Increased immunisations uptake	Review the recommendations in the NHS Southwest London report and decide what would be appropriate to take forward	Identify areas by December 2015	Immunisations Group	<ul style="list-style-type: none"> <li>• Time constraints to be able to review recommendations and implement</li> </ul> <p>Ensure time is dedicated to discussing this on the agenda</p>	
	Ensure Health Visitors are checking and promoting immunisations with families during contacts including health reviews and baby clinics	Families reminded to immunise their children at different opportunities by Health Visitors and increase in uptake	Public Health Team to ensure that role of health visitors in delivering information on immunisations is specified and strengthened in the commissioning arrangements.	April 2016	LA	<ul style="list-style-type: none"> <li>• Contact with families may not be used to promote immunisations</li> </ul> <p>Monitor performance indicators around checking immunisations status at reviews</p>	
	Using technology to ensure families are reminded about getting children immunised	Increased immunisations uptake	Conduct a audit of GP's who use a text messaging service and ask them to include information on immunisations. Explore future options for expanding the text messaging service	March 2016	Merton CCG, LA & NHSE		

Area	Output	Outcome	Actions	Due Date	Led by	Risks to completion and mitigation of risk	RAG
	Information regarding vaccination available at housing offices and local newsletter to communities through the Merton Equalities and Engagement Team	Greater awareness about the immunisation life course, and where to access immunisations.	1. Liaise with Local Authority Housing and communications departments to include immunisation leaflet/advert in housing pack	March 2016	LA	<ul style="list-style-type: none"> <li>• Do new residents receive "welcome pack"?</li> <li>• Need to get buy-in from housing and communications department.</li> </ul>	
Insurance	Timely and comprehensive reporting of current immunisation issues in Merton	Merton locality assured about immunisation coverage and uptake and of plans to increase coverage, commissioning arrangements, and on responses to quality issues.	NHSE to provide comprehensive report on immunisation to the Merton Health and Wellbeing Board <b>(annually)</b>  NHSE to coordinate local Immunisation Group meetings)  Coverage and uptake	Ongoing	NHSE	<ul style="list-style-type: none"> <li>• NHSE unable to provide reports</li> </ul>	G

Area	Output	Outcome	Actions	Due Date	Led by	Risks to completion and mitigation of risk	RAG
			data supplied to LA and CCG <b>quarterly</b>				
	Quality: Incident and serious incident reporting and support	All serious incidents and near misses investigated and lessons learned and shared.  Minimise serious incidents	Support providers in dealing with incidents  Seek assurance from providers about implementation of lessons learnt from incidents	Ongoing	NHSE		



**Committee: Overview and Scrutiny Commission**

**Date: 24 November 2015**

**Committee: Cabinet**

**Date: 7 December 2015**

Wards: All Wards.

**Subject: Traveller Protocol**

Lead officer: Chris Lee, Director of Environment and Regeneration

Lead member: Councillor Andrew Judge, Cabinet Member for Environmental Sustainability and Regeneration

Contact officer: Howard Joy

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**Recommendations:**

- A. That the Overview and Scrutiny Commission discuss the draft protocol and agree on any comments it wishes to forward to Cabinet.
  - B. That the Joint Traveller Protocol 2015 be adopted by the Council.
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**1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY**

- 1.1. This report asks Cabinet to agree the replacement of the existing joint protocol agreement between Merton Borough Police and The London Borough of Merton with the revised protocol which is attached as Appendix A to this report.

**2 DETAILS**

- 2.1. The Traveller Unauthorised Encampment Protocol is a document that sets out and explains the policy and operational response by the local authority and the borough police to traveller encampments within the London Borough of Merton.
- 2.2. The current protocol came into force on 28<sup>th</sup> May 2010. It is however prudent to periodically review the protocol to consider opportunities for improvement such as action under other legislation, to reflect experience of using the existing protocol, to accommodate changes within the Council, and to consider any updated guidance from Central Government, and to compare protocols of other boroughs.
- 2.3. Legislation used under existing protocol. The Criminal Justice and Public Order Act 1994 and DOE Circular 18/94. The existing protocol implements a procedure under The Criminal Justice and Public Order Act 1994 and Circular 18/94.
- 2.4. Following the carrying out of welfare assessments a Direction Notice is served under Section 77 requiring the travellers to leave the land and to remove any vehicles or property. The legislation allows the procedure to be

used on any land forming part of a highway, any other unoccupied land or any unoccupied land without the consent of the occupier. The legislation introduced and highlighted obligations upon Local Authorities to carry out welfare assessments before serving a Direction Notice. This has been supported by case law. The welfare assessments include housing need, health needs and the health, wellbeing and education needs for any children. In addition local authorities should consider ways of minimising nuisance during unlawful encampments such as provision of refuse bins and collection and supply of drinking water and toilets. Upon receipt of all the necessary welfare assessments a decision is taken as to whether there are reasons why a Direction Notice should not be served at the present time.

- 2.5. If a Direction Notice is not complied with the Council can apply to the magistrates' court under Section 78 for an order requiring the removal of the trespassers and their property from the land.
- 2.6. The Police also have powers to serve notice under Section 61 under The Criminal Justice and Public Order Act 1994 and Circular 18/94 where there are six or more vehicles on the land or where the unauthorised occupiers have caused damage to the land or property on the land, and/or they have used threatening, abusive or insulting words or behaviour to the occupier, a member of his family or his employee or agent. The police do not require a court order but do need to consider the welfare needs of the unauthorised occupiers.
- 2.7. Alternative action may also be available to remove unauthorised encampments under Common Law, civil court proceedings, Traffic Management Orders, injunctions, and under bye laws;
  - Common Law. The Common Law allows any landowner to remove trespassers from their land by asking the trespasser to leave within a reasonable period. If the trespasser does not comply with the request the common law allows the landowner to use reasonable force. The landowner could use certificated bailiffs to implement this action. The weakness in addition to the cost of the bailiffs is that there are legal limitations on their actions so that possession through this route cannot be guaranteed and if the bailiffs act outside their powers the landowner may also be committing a criminal offence and/or be liable should the bailiffs use excessive force.
  - Court proceedings under Part 55 of the Civil Procedure rules. This allows landowners to obtain a court order quickly and cheaply. Theoretically an order for possession could be obtained for non-residential land after the service of two days' notice upon the trespassers. Unlike under the Common Law court bailiffs would enforce the order and so this procedure does not expose the landowner to the risks from the common law action. Unlike action under The Criminal Justice and Public Order Act 1994 and DOE Circular 18/94 welfare assessments are not required. Court proceedings under Part 55 of the Civil Procedure rules therefore have the potential to provide a conclusion more quickly but the difficulty is that the order can only be obtained from the County Court or the High Court. The demands upon these courts for court hearings and

enforcement mean that it is unlikely that an order could be obtained more quickly than from the Magistrates Court

- Traffic Management Orders (TMO). These are currently available for the removal of unauthorised encampments within the Council's pay and display car parks as PCN's can be issued for non-payment of car parking charges and for parking outside or across bays. These could be strengthened by amending the TMO for every car park to prevent unauthorised encampments through a combination of time limiting parking and charging. Enforcement is the difficulty as there is unlikely to be an easily located chargeable address and removal of the vehicle would not remove the associated caravan. There is also concern over officer safety as the issuing of PCN's is often confrontational. The Police are unlikely to have the resource to support the service of PCN's. The effectiveness of this process is therefore questionable and offers no advantage over the process under The Criminal Justice and Public Order Act 1994 and Circular 18/94.
- Injunctions. These are available as was confirmed by the injunction obtained by Harlow Council from the High Court in March 2015. However this was a unique set of circumstances. There had been a concentration of travellers within a confined space over a seventeen month period – 109 unlawful encampments, 80 vehicles and 280 individuals. This in turn led to consequential circumstances of unlawful encampments, namely fly tipping, anti-social behaviour and damage to land being exacerbated. Encampments on this scale have not been experienced in Merton and an injunction would only be likely to be available on encampments of similar scale and consequential impact. The volume of resource required to support an application to the High Court should also not be underestimated. Officers of Harlow Council confirmed that they had kept meticulous records of the arrival and departure of travellers, including details of vehicle registrations, together with records of all anti-social behaviour (ASB) incidents, including abuse to members of the public, loose dogs, photographs of the disruption left by the incidents of fly-tipping damage to land and other associated residues which caused a concern to public health. The witness statement and bundle of exhibits in support of the application amounted to 1,900 pages.
- Bye Laws. While the use of bye laws can be very effective as a means of removing unauthorised encampments quickly from certain types of land, normally Pleasure Grounds, Public Walks and Open Spaces the bye laws in this borough do not have suitable wording to cover unauthorised encampments and to amend the bye laws is a time consuming and lengthy task.

2.8. Guidance from the Department for Communities and Local Government (DCLG). The DCLG issued a Guide "Dealing with illegal and unauthorised encampments" in March 2015. This set out a summary of available powers". While helpful it did not add to our knowledge or offer any more effective method of removing unauthorised encampments than are outlined above.

- 2.9. Protocols of other Boroughs. The protocols of the London Boroughs of Lambeth, Sutton, Croydon and Richmond have been considered as was the protocol for the Royal Borough of Kingston upon Thames. Where the unauthorised occupation is of parks or greenspaces and the byelaws have appropriate wording action is progressed under the byelaws. For unauthorised occupation of any other land action is taken under the Criminal Justice and Public Order Act 1994 and DOE Circular 18/94.
- 2.10. Conclusion. In conclusion the best means of removing unauthorised encampments by the Council within Merton remains the Criminal Justice and Public Order Act 1994 and DOE Circular 18/94. Having reviewed the legislation the review will consider our procedures for obtaining an order under this legislation.
- 2.11. Experience of using the existing protocol is that the protocol generally works well. The working relationship with the police is good and the formal legal notices that action under the Criminal Justice and Public Order Act 1994 and Circular 18/94 requires are served promptly by the council as are requests for welfare assessments. Hearing dates at the magistrates court are also obtained promptly and the subsequent Removal Order is served promptly. When the police are able to serve notice under their powers within this legislation they are also served promptly and they enforce their notice as quickly as their resources allow.
- 2.12. Experience has shown that the main areas that offer opportunities for shortening the process lie in obtaining welfare assessments and the need in the current protocol for a consultative meeting. Delay has often resulted in larger encampments as more travellers move onto the land and increased clean up costs after they have gone.
- 2.13. As confirmed within paragraph 2.4 above welfare assessments are necessary for the Council to seek an order from the magistrates' court. It is therefore imperative that these be obtained as quickly as possible to ensure the process is completed as soon as possible. Under the existing protocol these assessments are provided by the teams with the expertise in the particular welfare concern e.g. Housing Needs for housing welfare, MASH for children's welfare, Sutton and Merton Community Services for children's health and Traveller Education Service for children's education. Experience has been that the timescale for completion of the welfare assessments can vary dependent upon the demands upon that particular team at the time (NB some teams are not available during the school holidays).
- 2.14. The purpose of the consultative meeting under the existing protocol was to consider the circumstances of the encampment together with reports, representations and any other relevant information that will be used to inform the decision on whether or not police or local authority powers should be used to remove the travellers from the site. Attendees would include the police, the Council (Legal, Housing Needs, Social Services (young persons and older persons), Traveller Education, Highways, Environmental Health, Property Management and Review, Press Office) and partners (NHS Sutton and Merton). Local residents would be represented by one ward councillor and the travellers would also be invited. The logistics of arranging the meeting not least finding a suitable venue proved unworkable and caused

delay in the process. There was also the concern of confrontation by the attendance of the travellers and the local residents' representative. The consultative meeting has not been held for over one year and no concerns or delays have been experienced.

- 2.15. The main changes within the Council are that the responsibility for welfare assessments for children's welfare now lies within the Multi-Agency Safeguarding Hub (MASH). The main changes within partners are that the responsibility for children's health now lies with Sutton and Merton Community Services. It has proved very difficult to engage with Sutton and Merton Community Services both in this review and in obtaining welfare assessments.
- 2.16. As stated in paragraph 2.9 above, protocols from other boroughs have been considered. The main distinction between these protocols and the one for this Council is that specialist officers do not have the responsibility for welfare assessments. In these other boroughs the assessments are made by the officers making first contact with the unauthorised campers who complete a simple form. This greatly reduces the timescale for obtaining the welfare assessments to the standard necessary for court.
- 2.17. To address the concerns identified within paragraphs 2.12, 2.13 and 2.14 above and to ensure the process was as efficient as possible the Continuous Improvement Team were commissioned to complete a LEAN review of the process.
- 2.18. The outcome of the LEAN review is contained within the document "Travellers Unauthorised Encampments Protocol Review" (Appendix 11.3). The review confirmed that the principle opportunities for improving the process were in completion of welfare assessments as quickly as possible while protecting the Human Rights of the occupiers and ensuring that the needs of any vulnerable people, especially children are properly understood and protected.
- 2.19. The review identified the following main items for improving the current process:
  - (i) Whenever possible, the officers first visiting the encampment should collect all the evidence and assess welfare needs and concerns. Other teams should be involved only if concerns are raised.
  - (ii) The officers first visiting the encampment should investigate the travellers' housing needs via a questionnaire. Officers should also distribute an information leaflet. Both questionnaire and leaflet should be prepared by Housing Needs Team. Housing Options/Needs should no longer be required to visit the encampment.
  - (iii) The officers first visiting the encampment should gather all available information on health and wellbeing of the travellers and submit it to the MASH and the Health Authority/Sutton and Merton Community Services.
  - (iv) The MASH and the Health Authority (Sutton and Merton Community Services) should then organise the appropriate welfare assessments and visit the travellers within the agreed time.

(v) For the purpose of the protocol, the assessments should merely inform if there are any welfare issues that might cause the action for removal to be delayed.

(vi) The new Protocol should maintain the existing turnaround times for the assessments which is a maximum of two working days from notification, but ideally within one.

(vii) The consultative meeting should be held only if the welfare assessments identify any concerns.

(viii) The meeting should be a professional's only meeting. Stakeholders may submit in writing any relevant evidence, data, views, and arguments.

2.20. Summary. Under the revised protocol which has taken the best practice from the protocols of other boroughs, the officers of the council who are the first to visit the encampment will complete a questionnaire addressing the welfare needs of the unauthorised occupiers, they will also distribute an information leaflet prepared by the Housing Needs team. The completed questionnaire will be supplied to the MASH and the Health Authority/Sutton and Merton Community Services. The MASH and the Health Authority/Sutton and Merton Community Services have forty eight hours to advise the officers of the council who are the first to visit the encampment if there are any welfare issues that might cause the action for removal to be delayed. If not the service of the section 77 Direction Notice and application to the magistrates' court under section 78 will be progressed and the Removal Order enforced without further delay. The consultative meeting which is a professional's only meeting will only be held if welfare concerns are confirmed at the initial assessment or within forty eight hours of MASH and the Health Authority/Sutton and Merton Community Services being notified. The decision of the consultative meeting could be to delay/not delay the service of notice by the police or the council or to delay the process for those affected by the welfare concerns only. Copies of the existing process and revised process are attached (appendices 11.1, 11.2 and 11.3).

2.21. The Police have confirmed that they will take prompt action under Section 61 of The Criminal Justice and Public Order Act 1994 and DOE Circular 18/94 where their powers allow them to do so.

### **3 ALTERNATIVE OPTIONS**

3.1. The alternative is to continue to use the 2010 protocol.

### **4 CONSULTATION UNDERTAKEN OR PROPOSED**

4.1. The Metropolitan Police and the departments of the Council.

### **5 TIMETABLE**

5.1. Implementation upon Cabinet approval.

### **6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS**

6.1. These have been included within the main body of the report.

## **7 LEGAL AND STATUTORY IMPLICATIONS**

- 7.1. There is no statutory requirement to carry out periodic reviews of the protocol

## **8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS.**

- 8.1. In carrying out welfare assessments the Council has regard to its obligations under the Equalities Act 2010 and the Human Rights Act 1998.

## **9 CRIME AND DISORDER IMPLICATIONS**

- 9.1. These have been included within the main body of the report.

## **10 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS**

- 10.1. Contained within the context of the implementation of the new protocol.

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

- 11.1. A joint protocol agreement between Merton Borough Police and the London Borough of Merton 2015.
- 11.2. Protocol Flow Chart – A Guide (A joint protocol agreement between Merton Borough Police and the London Borough of Merton. 28<sup>th</sup> May 2010).
- 11.3. Travellers Unauthorised Encampments Protocol Review (LEAN Review). September 2015.

## **12 BACKGROUND PAPERS**

### **13 DOE CIRCULAR 18/94**

- 13.1. DCLG. “Dealing with illegal and unauthorised encampments. A summary of available powers”. August 2013
- 13.2. DCLG. “Dealing with illegal and unauthorised encampments. A summary of available powers”. March 2015

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# **Merton Unauthorised Encampment Joint Protocol Policy**

**September 2015**

**Stuart Macleod  
Chief Superintendent  
Borough Police**

**Ged Curran  
Chief Executive  
London Borough of Merton**

## 1. Introduction:

Merton is an outer London borough bordering Surrey to the south and Sutton, Croydon, Lambeth and Kingston to the west, north and east. Merton covers an area of 37.1 square kilometres.

There are over 120 parks and open spaces in Merton. These are a mixture of urban parks with playgrounds and other facilities and wild open spaces. The parks are usually fenced and locked at night, but the large number of green spaces are generally more open and are more difficult to secure.

Merton has experienced an increasing number of unauthorised encampments in the last few years. These have occupied land within the parks, on some of our highways and on private land, with some areas receiving multiple unauthorised encampments during this period. This has necessitated deploying additional resources to deal with the incursions. The same groups occupying the unauthorised encampments have moved from one location to another causing considerable additional work and financial costs for the council. Although in most cases unauthorised encampments have been dealt with very quickly and the sites are secured as best as is possible while maintaining access by the public, we need to ensure our policy for dealing with unauthorised encampments is as efficient as possible and thereby discourage unauthorised encampments. The 2010 policy has therefore been reviewed.

This policy covers the management of unauthorised encampments regardless of who the occupiers may be. However, the groups predominantly responsible in Merton are understood to be from the gypsy and traveller community. Merton Council acknowledges that the right to choose to lead a nomadic existence is enshrined in law and that it is not the role of a local authority to endorse, disrupt or discourage this lifestyle. However, people living a Gypsy and Traveller lifestyle should consider any potential nuisance or harm that they may inflict on others and the same standards of behaviour are expected of gypsies and travellers as for the rest of the community.

The council recognises its obligations under the Human Rights Act (HRA) 1998 and that gypsies and travellers are covered by the provisions of the Equalities Act 2010.

In respect of unauthorised encampments, the council strives to balance the interest of local residents and the travelling population and every unauthorised encampment will be considered on its individual circumstances. The practice of undertaking joint initial assessments on unlawful encampments where children, pregnant women, elderly or disabled persons are present, improves the quality of those assessments as well as affording the opportunity to develop more open trusting relationships between the Gypsy and Traveller community and the authorities.

Merton Council has provided an authorised fixed site with a total of 15 residential pitches for travellers since 1988. The site is owned by Merton council and is managed by Circle Housing Merton Priory (CHMP) through a service level agreement with Merton Council following the transfer of council housing stock to CHMP in 2010.

Merton's Core Planning Strategy 2011 Policy CS10 *Accommodation for Gypsies and Travellers* sets out the planning policy against which new traveller sites would be assessed. Between 2011 and 2013, Merton Council carried out a "Gypsy and Traveller Accommodation Needs Assessment". The research reviewed the need for accommodation for gypsies and travellers in line with national policy to inform the preparation of Merton's *Site and Policies Plan*. It concluded that re-letting of vacancies on the council's existing site at Brickfield Road presented the most deliverable option to meet identified needs and therefore the recommended 10-year target for additional Gypsy and Traveller caravan pitches is zero. Merton's *Sites and Policies Plan* was examined by an independent planning inspector who specifically reviewed this issue, and the plan was adopted in July 2014.

It is the responsibility of private landowners to deal with unauthorised encampments on their land but advice on how to deal with this is provided by council offers if required.

**The aims of the policy are to:**

- Develop a consistent and proportionate response to reports of unauthorised encampments on council property;
- Protect land and facilities in the borough at risk of unauthorised encampments;
- Deal swiftly with identified unauthorised encampments on council property;
- Comply with the council's statutory duties, including those under the Equalities Act 2010 and the Human Right Act 1998;
- Work with other local authorities, sharing information relating to unauthorised encampments.

**2. Local context:**

There has been a notable increase in unauthorised encampments in the last few years. Unauthorised encampments most frequently occur on land within the parks and open spaces and on highway land, but other sites have also been targeted including school land and privately owned land.

The majority of unauthorised encampments take place on parks and open spaces. Green spaces are difficult to protect by their very nature, not all parks are fenced and gated and the majority of open spaces are without any form of protection and are easily accessible from the road by vehicles. In addition many parks have car parks which are open to the public making any attempts to secure access difficult, although height restricting barriers have been installed to the vulnerable public car parks. Locks on gates have also known to have been broken to gain access.

While trying to 'secure or lock down' any access points to public open space there is a balance which has to be achieved between protecting the land from unauthorised encampments and changing the character of an area. The installation of soil walls, barriers and posts therefore needs to be considered carefully.

**3. Statutory duties of the council:**

The council must particularly have regard to its obligations under Equalities Act 2010 and the Human Rights Act 1998.

**Equality Act 2010 – Public Sector Equality Duty s.149**

- (1) A public authority must, in the exercise of its functions, have due regard to the need to –
  - (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
  - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it:
  - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

- (1) It is unlawful for a public authority to act in a way which is incompatible with a Convention right.

### **Relevant Convention Rights**

#### **Article 8 Right to respect for private and family life**

1. Everyone has the right to respect for his private and family life, his home and his correspondence.
2. There shall be no interference by a public authority with the exercise of this right except such as in accordance with the law and is necessary in a democratic society in the interests of national security, public safety or the economic well-being of the country, for the prevention of disorder or crime, for the protection of health or morals, or for the protection of the rights and freedoms of others.

#### **Article 14 Prohibition of discrimination**

The enjoyment of the rights and freedoms set forth in this Convention shall be secured without discrimination on any grounds such as sex, race, colour, language, religion, political or other opinion, national or social origin, association with a national minority, property, birth or other status.

### **4. Legal Powers**

There are a number of powers available locally to tackle unauthorised encampments. The Department of Communities and Local Government (DCLG) issued guidance in August 2013 and 2015 on the powers that are available and these can be accessed at the DCLG website.

Where Gypsies and Travellers reside in vehicles on land they do not own without gaining the permission of the owner, they are 'trespassers'. Some unauthorised encampments can be dealt with through informal negotiation or the threat of formal action, but where this is not possible, action can be taken to forcibly remove them from the land. Private landowners, local authorities and the Police all have powers to deal with unauthorised encampments.

Section 77 and 78 – Local authorities can use S77 of the Criminal Justice and Public Order Act 1994 to direct those occupying the land to leave. Failure to move from the land, or returning to the land within a period of three months are both criminal offences, punishable by a fine of up to £1,000.

If the unauthorised occupiers fail to comply with a S77 direction, local authorities can use S78 of the Criminal Justice and Public Order Act 1994 to go to the Magistrates Court and apply for an order which allows the removal of unauthorised encampments. Responsibility for eviction lies with the local authority. Obstruction of the local authority exercising their power under this order is an offence, punishable by a fine of up to £1,000.

Further details on this power are included in Appendix 2.

## **Section 61 and 62**

The Police have a power to direct trespassers to leave land under S61 of the Criminal Justice and Public Order Act 1994. This is a discretionary power, which requires that one of the following three conditions must be met:

- Any of the Gypsies/Travellers has caused damage to the land or property on the land.
- Any of the Gypsies/Travellers has used threatening, abusive or insulting behaviour towards the owner/occupier, a member of his family or an employee or agent of his.
- That the Gypsies/Travellers have six or more vehicles between them.

It is an offence to fail to comply with a direction to leave by the Police or to return to the land within three months, punishable by up to three months imprisonment and/or fine of up to £2,500.

The Criminal Justice and Public Order Act 1994 S62 allows the Police to seize and remove vehicles if a direction under S61 has not been complied with, or the trespassers have returned to that land with a vehicle within a period of three months from the date of the direction under S61.

The Police have the power to remove trespassers where a suitable pitch is available under the Criminal Justice and Public Order Act 1994 S62 (a)-(b) and can be used where all of the following conditions are met.

- At least two people are trespassing.
- The trespassers have at least one vehicle between them on the land.
- The trespassers are present on the land with the common purpose of residing there for any period,
- The occupier of the land or a person acting on his behalf has asked the Police to remove the trespassers from the land.

It is a criminal offence for the trespasser to fail to leave the land as soon as reasonably practicable, or enter any land in the local authority area in order to reside there as a trespasser within three months of the direction being given. The penalty for this offence is up to three months imprisonment and/or fine of up to £2,500.

Further details on this power are included in Appendix 2.

## **Criminal Justice and Public Order Act (CJPOA) Considerations**

Following the introduction of the Criminal Justice and Public Order Act 1994 (CJPOA) concerns were expressed about the potential abuse of the new powers. As a result, the Department of the Environment issued a Circular 18/94, giving guidance to local authorities as to the use of their powers and which must be taken into account when considering the eviction of an encampment of Gypsies or Travellers.

The Circular emphasises that the powers must be used in a “humane and compassionate fashion and primarily to reduce nuisance and afford a high level of protection to private land owners” and not to “evict Gypsies needlessly”.

This has been supported by subsequent case law.

## **Town and Country Planning Act**

Under the Town and Country Planning Act, 1990, as amended, the Planning Enforcement Team can serve an Enforcement Notice with a Stop Notice on private land owners to remove unauthorised encampments, although these are rarely used to deal with this issue in Merton, due to the lengthy appeal process attached to these Notices.

## **Byelaws**

Merton's bylaws in respect of parks and open spaces do not give any specific powers in relation to unauthorised encampments.

## **Possession Proceedings**

An alternative to using the Criminal Justice and Public Order Act 1994 is through a claim for possession through the County Court or High Court. Court bailiffs would need to be used to remove trespassers from the land once a possession order has been granted. However, obtaining a hearing date and enforcement of the possession order generally takes longer than using Section 77 and 78 of the Criminal Justice and Public Order Act 1994.

## **Injunctions**

These would not offer any additional powers to Section 77 and 78 however they can be granted indefinitely and could provide a longer term solution. Case law shows however that an injunction is only likely to be granted in exceptional circumstances, such as a large scale encampment existing over a number of months with consequential damage, anti-social behaviour etc.

## **Private Land**

It is the responsibility of the private landowner to take action to remove trespassers and to deal with any environmental nuisance relating to unauthorised encampments on private land. As section 77 of the Criminal Justice and Public Order Act 1994 applies to occupied land without the consent of the landowner the council could take action on behalf of the owner. However, there is a resource and cost issue here and there would have to be a strong public interest for doing so, and the landowner would have to make a case to the council that justifies why they are not able to deal with it themselves.

## **Schools**

The council will use CJPOA powers but any period of 'tolerance' may not be appropriate due to the status of school and whether the encampments would be in place when the school was open.

## **5. Merton Council's approach to dealing with unauthorised encampments**

The council has responsibility for the management of unauthorised encampments on its own land. This includes any action for eviction.

Government guidance states that prior to a decision to evict, the authority must have regard to any obligations it might have under other legislation. This therefore helps ensure compliance with the Equality and Human Rights obligations referred to above.

The council therefore uses specific measures to ensure the necessary enquiries are made. The enquiries must be "meaningful" and take into account social services, housing and educational responsibilities as well as liaison with other authorities who may have statutory responsibilities, such as local Health and Welfare services, Particularly:-

- In respect of the Children’s Act and “Every child Matters” duties to co-operate to promote the wellbeing of children and young people.
- Housing Act 1996 – obligations to homeless persons and to offer advice on housing options.
- Local Education Authority – statutory duty to make appropriate educational provision available for all school age children in their area, whether resident temporarily or permanently. Consideration should be given to the effects of eviction on the education of children “already enrolled, or in the process of being enrolled at the school”. If there is a decision to proceed with an eviction and a family is moved elsewhere within the area of the authority, alternative education arrangements can be made.
- Local Health and Welfare Services – if as a result of its enquiries, an authority is aware that there may be occupiers at the site receiving assistance, (e.g. pregnant women, older people, newly born children) then they should liaise with the relevant statutory agencies.

If during a visit, an officer becomes aware of the above matters that may require further enquiry they would need to liaise with colleagues to obtain more specialist support or guidance.

The following criteria will also be taken into consideration before reaching a decision on eviction of unauthorised encampments on council owned land.

- Public health and safety – including highway safety, obstruction or danger to road users as well as environmental and other dangers.
- Any unacceptable nuisance caused to nearby residents or businesses.
- Whether the presence seriously interferes with or prevents the use of that land for its normal purpose or an imminent change of use.
- Any well-reasoned grounds for believing the presence cannot be managed effectively e.g. size or composition of the site, any threatening behaviour to local residents, council staff or others by site residents.

The process in respect of each case of an unauthorised encampment must include the following.

- A visit and assessment by an authorised council officer within 48 hours of notification.
- A copy of the assessment form is included in Appendix 1.

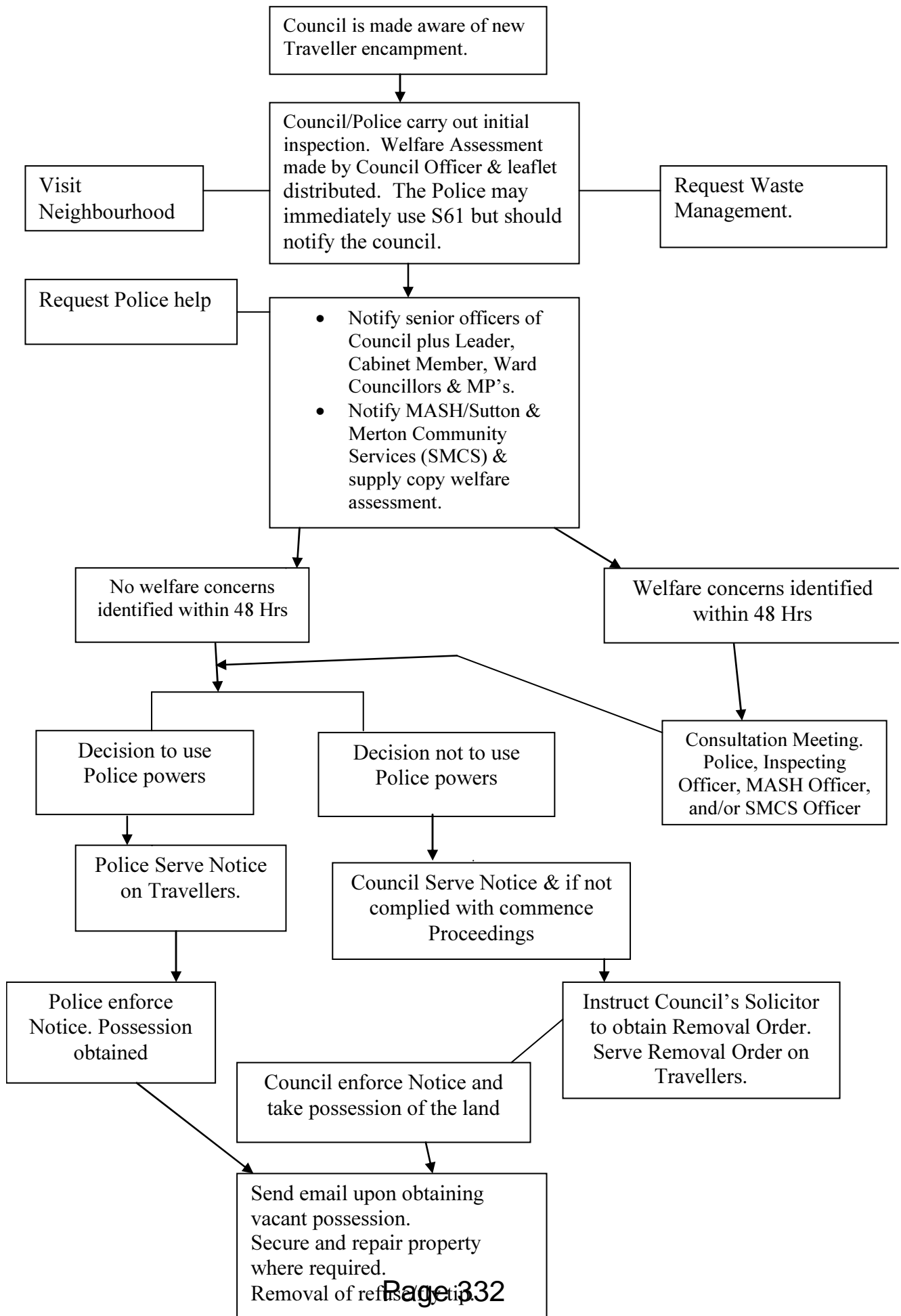
## **Police**

The creation of a local protocol is recognised as best practice by central government to provide a consistent approach to the management of unauthorised encampments, improve effective communication with all agencies, the Gypsy and Traveller community and the public, and reduce the risk of confusion by providing clear guidance to those officers, whether Police or local authority, who become involved with unauthorised encampments.

A joint protocol agreement between Merton Police and the local authority was developed in 2010 but this has been reviewed. An updated joint process of dealing with unauthorised encampments and enforcement of S61 and S62A of the Criminal Justice and Public Order Act 1994 is in draft form, with a London wide metropolitan Police protocol also currently being developed.

Some reports of unauthorised encampments will go directly to the Police. If the encampment is in process i.e. vehicles are in the process of moving on to land then the Police will usually intervene immediately to try and prevent it. If the encampment is already in place then subject to Section 61 powers the matter will be passed to the council to manage. Any encampment on private land is regarded as the responsibility of the landowner.

**Protocol Flow Chart/Process Maps - A Guide**





**Appendix 1 – Assessment Form**

# QUESTIONNAIRE

**Assessment of circumstances of travelling families illegally camped in London Borough of Merton.**

**Carried out by (*name of officer*) .....**

**Accompanied by: .....**

**Date: ..... Time: ..... Duration of visit:.....**

<b>SECTION ONE : General Site Details</b>		
<b>1.1</b>	<b>Location of site</b>	
<b>1.2</b>	<b>Number of : - Caravans - Cars</b>	
<b>1.3</b>	<b>Condition of Caravans</b>	
<b>1.4</b>	<b>Condition of Site including :</b>  - <b>water source</b>  - <b>sanitation arrangements</b>  - <b>road safety for children</b>  - <b>waste disposal arrangements</b>	
<b>1.5</b>	<b>Access to site including:</b>  - <b>Details of access for emergency vehicles</b>  - <b>Safety of access arrangements</b>	

## SECTION TWO : Make Up of Travelling Group

<p><b>2.1</b></p>	<p><b>Details of families on site including (approximately) :</b></p> <ul style="list-style-type: none"> <li>- any newborn children on site.</li> <li>- No. of children 0-4 years</li> <li>- No. of children 5-7 years</li> <li>- No. of children 8- 11 years</li> <li>- No. of children 12-16 years.</li> <li>- No. of Adults</li> </ul>	
<p><b>2.2</b></p>	<p><b>Number of individual group 'pulling' together including:</b></p> <ul style="list-style-type: none"> <li>- numbers in each group.</li> <li>- reasons for group <i>(family/working together)</i></li> </ul>	
<p><b>2.3</b></p>	<p><b>Ethnicity of Groups</b> <i>(i.e. English travelling families, Irish travellers etc.)</i></p> <p><b>Reason for Travelling</b></p>	
<p><b>2.4</b></p>	<p><b>Occupation of Groups</b> <i>(e.g. road laying, tree felling, selling etc).</i></p>	

### SECTION THREE: Social Assessment

**Note: It is essential that the purpose of this assessment is made clear at the outset i.e. to determine whether the Authority has any statutory responsibilities to these individuals and whether the presence of the encampment should be tolerated for any period of time. Families should not feel pressurised to give information Permission should be sought from the 'adults in charge' before any children are spoken to.**

<b>3.1</b>	<b>Where have group travelled from (including 3 most recent halts) ?</b>	
<b>3.2</b>	<b>What level of supervision of children is evident generally on site?</b>	
<b>3.3</b>	<b>Have any children or young people on site got additional needs? Include :</b>  - children who may be ill or requiring medical treatment.  - children with disabilities.  - children currently undergoing, treatment locally.  <b>Please give details of doctor, hospital etc.</b>	

<p><b>3.4</b></p>	<p><b>Are children currently known to Social Services in another area? (i.e. children on CP Register children currently the subject of court proceedings, Children receiving support from another local authority)</b></p>	
<p><b>3.5</b></p>	<p><b>Do all children appear well?</b></p> <p><b>Include:</b></p> <ul style="list-style-type: none"> <li>- <b>appropriately dressed for the weather.</b></li> <li>- <b>Allowed to speak freely in front of adults</b></li> <li>- <b>No obvious signs of distress/neglect.</b></li> </ul>	
<p><b>3.6</b></p>	<p><b>Do any adults wish to speak privately to a social worker?</b></p>	
<p><b>3.7</b></p>	<p><b>Are there any pregnant women on site?</b></p>	

<b>SECTION FOUR: Education Assessment</b>		
<b>4.1</b>	<p><b>Are any children attending local schools? (If so, please give details)</b></p> <p><b>Numbers:</b></p> <p><b>Ages:</b></p>	
<b>4.2</b>	<p><b>Do any children have special educational needs? If yes – what are their needs?</b></p> <p><b>Where were they identified?</b></p>	
<b>4.3</b>	<p><b>What are the general arrangements for education for the children on site?</b></p>	
<b>4.4</b>	<p><b>Would any family like advice/support in relation to their children’s education?</b></p>	

<b>SECTION FIVE: Housing Assessment</b>		
<b>5.1</b>	<p><b>Does any family have a tenancy in another area?</b></p>	
<b>5.2</b>	<p><b>Would any family like advice about their housing situation?</b></p>	

**SECTION SIX: Traveller's View**

<b>6.1</b>	<b>What are their views about their current situation?</b>	
<b>6.2</b>	<b>Where are they planning to move next? Include:</b> <ul style="list-style-type: none"><li>- <b>their intended date of departure.</b></li><li>- <b>are they moving together?</b></li></ul>	
<b>6.3</b>	<b>What specific hardships will they face if they are moved prior to this date?</b>	
<b>6.4</b>	<b>What are the reasons for unauthorised camping in this Borough?</b>	
<b>6.5</b>	<b>Are any follow up visits planned?</b>	

6.6	<p>Have all families/groups been given information about how to contact local services. Including :</p> <ul style="list-style-type: none"> <li>- GP's surgeries</li> <li>- Children &amp; Families, Social Services</li> <li>- Housing Department</li> <li>- Education Welfare Department</li> </ul>	
<b>SECTION SEVEN:</b>		
7.1	<p>Names of any individuals known to the Council as having been involved in previous illegal/unlawful encampments</p> <p>If names not known can any individuals be recognized as having been involved in previous unlawful/illegal encampments – and if so a description of them</p>	
7.2	<p>Have any other agencies been involved/need to be involved and in what capacity</p> <ul style="list-style-type: none"> <li>- Police</li> <li>- Social services</li> <li>- other</li> </ul>	
7.3	<p>Has the Council received any complaints regarding the occupation and nature of these complaints</p>	

7.4	<p><b>Is it necessary and proportionate for the Council/another agency to take action in order to promote and/or protect the interests of the inhabitants of the Borough?</b></p> <p><b>If so, what factors has the Council taken into account? (i.e. preservation of the wider environment/wider public interest/abatement of nuisance etc)</b></p>	
7.5	<p><b>Are any of the following actions appropriate and if not why not (for example have such actions been taken previously or have individuals demonstrated the intention to ignore such enforcement action or would such actions be prohibitively expensive):-</b></p> <ul style="list-style-type: none"> <li><b>- summary possession proceedings</b></li> <li><b>- section 77 and 78 Criminal Justice and Public Order Act 1994 (Council powers of removal)</b></li> <li><b>- Section 61 and 62 or 62A – E Criminal Justice and Public order Act 1994 (Police powers of removal)</b></li> <li><b>- Injunction pursuant to section 222 Local Government Act 1972/section 1 Localism Act 2011/section 130 (5) Highways Act 1980 in relation to this site/on other land owned or controlled by the Council or the Highway</b></li> </ul>	
7.6	<p><b>Are there any medical, welfare, social or other reasons why the Council or some other agency should not take action to remove the occupants from the property?</b></p>	



<b>7.7</b>	<p><b>Are the individuals habitually resident in the Borough?</b></p> <p><b>If so and they are removed from their encampment/restrained from setting up an unlawful/illegal encampment on other land owned or controlled by the Council or the Highway are there any traveler sites/other lawful encampments available to them?</b></p>	
<b>7.8</b>	<p><b>If the occupiers are removed from the site and/or prevented from setting up an unlawful/illegal encampment elsewhere on Council owned/controlled land/the highway will the impact of being removed from the property have health educational or other implications?</b></p>	
<b>7.9</b>	<p><b>In making its decision as to the action to be taken has the Council applied its equality policies and procedures?</b></p> <p><b>What type of factors has the Council taken in to account to ensure there is no breach of its equality duties?</b></p>	

7.10	<p>In deciding what action to take has the Council taken into account whether there is any alternative which is less detrimental to the occupants/the occupant against whom the action is proposed?</p> <p>If so please state why the alternative action is not appropriate?</p>	
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**SECTION EIGHT:**

**8.0 Any other relevant Information**

**Signed:** .....

**Please complete on day of visit and return to:**

## **Appendix 2 – Legal Powers**

The main power for the local authority to deal with unauthorised encampments is under Section 77 of the Criminal Justice and Public Order Act 1994 (CJOPA).

Under s.77 if it appears that persons are for the time being residing in a vehicle or vehicles within the authority's area:-

- On any land forming part of the highway.
- On any other unoccupied land; or
- On any occupied land without the consent of the occupier.

The authority may then give directions to those persons and others with them to leave the land and remove the vehicle or vehicles and any other property they have with them. Failure to do so is a criminal offence.

A Direction is served by the authority, and if the person on whom it was served fails, as soon as practicable, to leave the land or, having left, enters the land within 3 months beginning with the date on which the Direction was given, then they are guilty of an offence.

If the persons given a Direction fail to leave in response to such a Direction, the authority can apply to the Magistrates Court for an order under Section 78 for removal of persons and their vehicles which are unlawfully encamped on the land.

The order made by the Court can also authorise the local authority to take such steps as are necessary to ensure the Direction is complied with. This can include entering on the land with tow-away vehicles, Police etc. Again, it is a criminal offence to wilfully obstruct any person trying to exercise powers conferred on them by an Order.

In essence therefore, the procedure for dealing with encampments is a four stage process:-

- i. Notification of the encampments presence following which the local authority carry out welfare assessments (see later note);
- ii. A Direction Notice is served upon the persons on the land requiring the removal of the encampment.
- iii. If the encampment does not move in accordance with the Direction, application is made to Court for a Removal Order requiring the unauthorised encampment to leave the land, if it does not do so, giving the authority power to enter the land to remove the vehicles;
- iv. Following service of the Removal Order, the authority can enter the land to effect the removal of the vehicles.

Service of documents can be by:-

- giving it to the person named on it; or
- fixing it to a prominent place to their vehicle or caravan; or
- if the notice is to "unnamed occupants of vehicles", but fixing it to every vehicle on the land; **and**
- displaying a copy of the notice on the land where it can be seen by persons camping on the land; **and**

- if on private land, giving it to the owner and any occupier.

Only the individuals who have been served with a Direction Notice will be affected by it, and consequently any subsequent Order for removal will only apply to them. For this reason steps to secure the site from further unauthorised entry should be considered (ensuring that provision is made for emergency access). Fixing the Direction Notice to a caravan on the land at the time of the service of the Notice, but which is empty, will be sufficient as substituted or deemed service. It is important to be able to prove service of the Direction Notice as it has the effect of making the presence on the land a criminal offence.

### **Police Powers**

The Police have power to deal with unauthorised encampments under Section 61 of the CJPOA. However, the Metropolitan Police Service through guidance issued by ACPO have indicated that the existence of the local authority's powers, means that the lead role for decision making should rest with the local authority and the use of Police powers should not normally be considered as a first response.

If they choose to do so a senior Police officer (defined by the Metropolitan Police as an officer not lower than the rank of Superintendent) can direct persons to leave land and remove their vehicles or other property if:-

- reasonable steps have been taken by or on behalf of the occupier to ask them to leave (i.e. if they are on local authority land and the local authority has carried out the circular enquiries); and
- they are causing damage to the land (includes grass being trampled or the dumping of rubbish); or
- have between them six or more vehicles.

If, having been given such a direction, they fail to leave the land as soon as reasonably practicable or, having left the land, re-enter it within a period of six months from the date direction was given, it is an arrestable offence.

In deciding whether to make such direction the senior officer may decide to take into account similar considerations to those set out in the Circular guidance which applies to local authorities. Again the ACPO guidance states:-

'The lead role in the management of unauthorised encampments will be with local authorities. Forces should consider becoming involved in bringing about the prompt and lawful removal of unauthorised encampments, including the use of Police powers under Section 61 or 62 of the Criminal Justice & Public Order Act 1994 where:

- i. **Local amenities are deprived to communities or significant impact on the environment.**  
This could include for example, forming an encampment on any part of a recreation ground, public park, school field, village green, or depriving the public use of car parks. The fact that other sections of the community are being deprived on the amenities must be evident before action is taken.
- ii. **There is local disruption to the economy.**

Local disruption to the economy would include forming an encampment on a shopping centre car park, or in an industrial estate, if it disrupts workers or customers, or agricultural land, if this results in the loss of use of the land for its normal purpose.

**iii. There is other significant disruption to the local community or environment.**

This might include where other behaviour, which is directly related to those present at an encampment, is so significant that a prompt eviction by Police becomes necessary, rather than by other means.

**iv. There is a danger to life.**

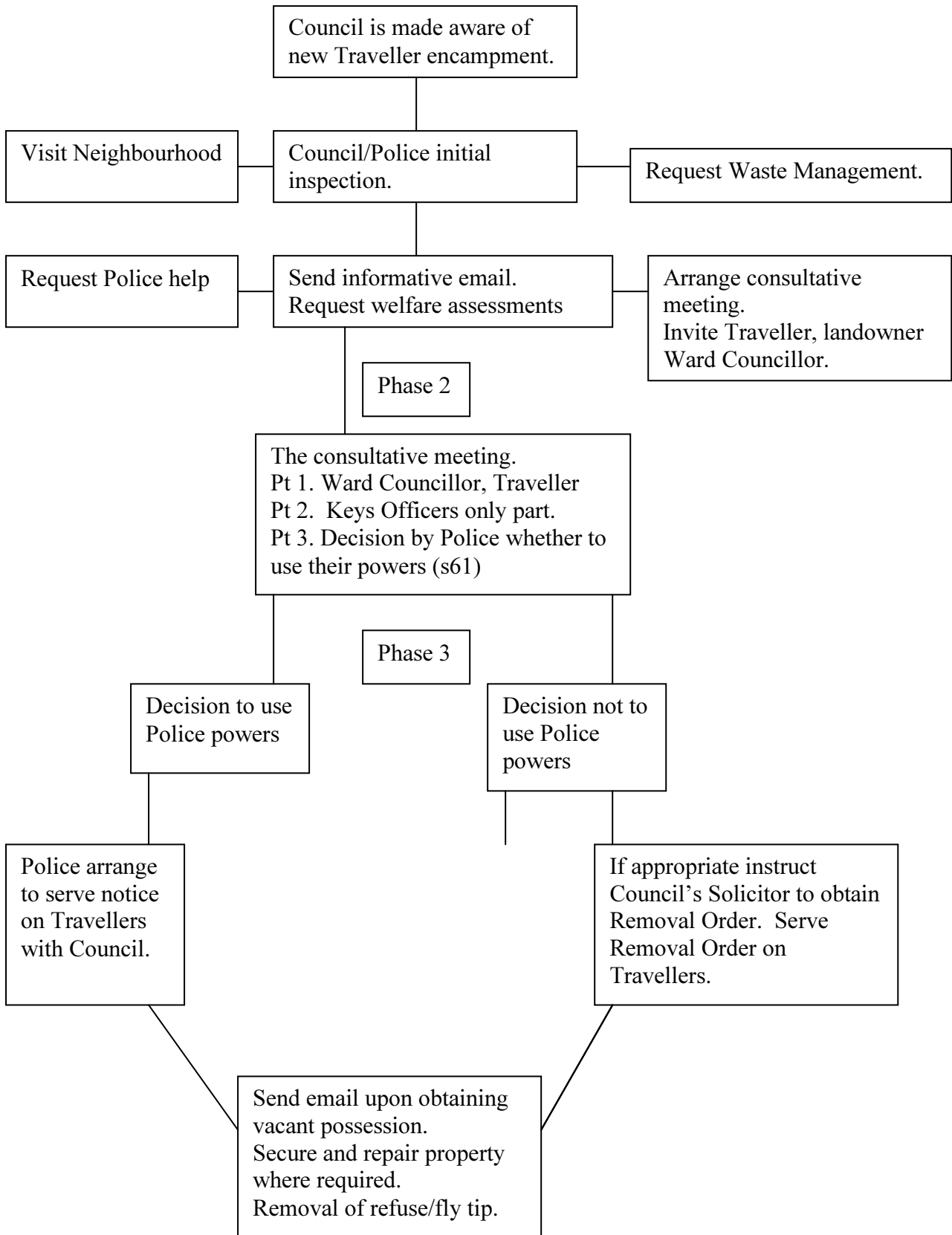
An example of this might be an encampment adjacent to a motorway, where there could be a danger of children or animals straying onto the carriageway.

**v. There is a need to take preventative action.**

This might include where a group of trespassers have persistently displayed anti-social behaviour at previous sites and it is reasonably believed that such behaviour will be displayed at this newly established site.'

The mere presence of an encampment without any aggravating factors will not normally create an expectation that Police will use their powers.

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## **TRAVELLERS UNAUTHORISED ENCAMPMENTS PROTOCOL REVIEW**

### **1 EXECUTIVE SUMMARY**

- 1.1 In May 2010 LBM and Merton Borough Police signed a joint protocol agreement regarding the policy and operational response to unlawful encampments within the Borough. The increasing frequency of encampments since 2010 and practical experience of applying the protocol requires the protocol to be reviewed.
- 1.2 The Continuous Improvement Team (CIT) recommends simplifying the process. In particular, the revised protocol should minimise the resources Merton Council and Police have to deploy.
- 1.3 Likewise, the revised protocol should also clarify which team is responsible for each assessment. It should also define the required level of detail of the assessments.
- 1.4 The protocol should include a procedure in case travellers disregard a court order.

### **2 BACKGROUND**

- 2.1 In May 2010 LBM and Merton Borough Police signed a joint protocol agreement regarding unauthorised encampments and the powers and responsibilities of the police and local authority under the Criminal Justice and Public Order Act, 1994 and other legislation. This document contains the policy and operational response to unlawful Traveller encampments within the LBM.
- 2.2 This review aims to improve effectiveness and efficiency of the joint policy whilst continuing to safeguard the wellbeing of the travellers.
- 2.3 A Business Improvement Advisor (BIA) was asked to facilitate the engagement of all institutional stakeholders in producing 'as is' and 'to be' process maps. Governance and approval of the new process were not in scope.

### **3 METHODOLOGY**

- 3.1 The BIA engaged with the Property Team to ascertain the nature of the work and map out the existing process.
- 3.2 The BIA and the Property Manager involved the key stakeholders in discussions about the limitations of the existing protocol and options for improvement, including looking at protocols of other London Boroughs.

- 3.3 The discussions involved the Director of Public Health and the Managers for Legal Services - Litigation and Planning Team, Housing Options, Education Inclusion, and MASH.

#### **4 FINDINGS**

- 4.1 The other London Boroughs looked at have a process in place that is substantially leaner.
- 4.2 At present the Housing Options Team visit the travellers, and provide them with housing information regarding homelessness and temporary accommodation. The Housing Options Manager agreed that the process could be simplified and they do not need to visit the encampment.
- 4.3 The Multi-Agency Safeguarding Hub (MASH) is involved in the process although it is not mentioned in the protocol as this came into existence after 2010.
- 4.4 The current protocol provides for consultative meetings prior to action being taken however these are seen as impractical, resource intensive, and result in delay . Moreover, the involvement of the public has caused in the past problems of confidentiality and personal safety.
- 4.5 Police reported that they would welcome a more streamlined process, as they feel some of the activities involved are unnecessary or overcomplicated.
- 4.6 Conversely, the Education Inclusion Manager stressed the importance of the meeting as a check to assess all issues at stake.
- 4.7 The Travellers Education Service is active only during school term. Therefore, their required involvement out of school terms could delay the process unnecessarily.
- 4.8 The responsibility of the health assessment is unclear, due to the transfer of the Public Health function to local authorities since 2010. The Director of Public Health is investigating the issue further.
- 4.9 Clarity is required regarding the action to be taken if travellers disregard a court order and remain on the site.

## **5 RECOMMENDATIONS AND NEXT STEPS**

### **Principles**

- 5.1 The revised process should continue to ensure travellers' wellbeing whilst reducing Council and Police resources, in particular , the number of staff visiting the encampment should be kept at a minimum.
- 5.2 The Protocol should include the revised Guidance on Unauthorised Encampments developed by the Association of Chief Police Officers of England, Wales & Northern Ireland.
- 5.3 Whenever possible, the officers first visiting the encampment should collect all the evidence and assess welfare needs and concerns. Other teams should be involved only if concerns are raised.

### **First visit**

- 5.4 The officers first visiting the encampment should investigate the travellers' housing needs via a questionnaire. Officers should also distribute an information leaflet. Both questionnaire and leaflet should be prepared by Housing Options team. Housing Options should no longer be required to visit the encampment.
- 5.5 The officers first visiting the encampment should gather all available information on health and wellbeing of the travellers and submit it to the MASH and the Health Authority.
- 5.6 The MASH and the Health Authority should then organise the appropriate welfare assessments and visit the travellers within the agreed time (see 5.10).
- 5.7 For the purpose of the protocol, the assessments should merely inform if there are any welfare issues that might cause the action for removal to be delayed.

### **Responsibility for the different assessments**

- 5.8 The Community & Housing Directorate should clarify which team or role is responsible for the health and older people assessments.
- 5.9 MASH should become the single point of entry for education and younger people assessments.

### **Turnaround time of assessments**

- 5.10 The new Protocol should maintain the existing turnaround times for the assessments which is a maximum of two working days of notification, but ideally within one.

### **Consultative meeting**

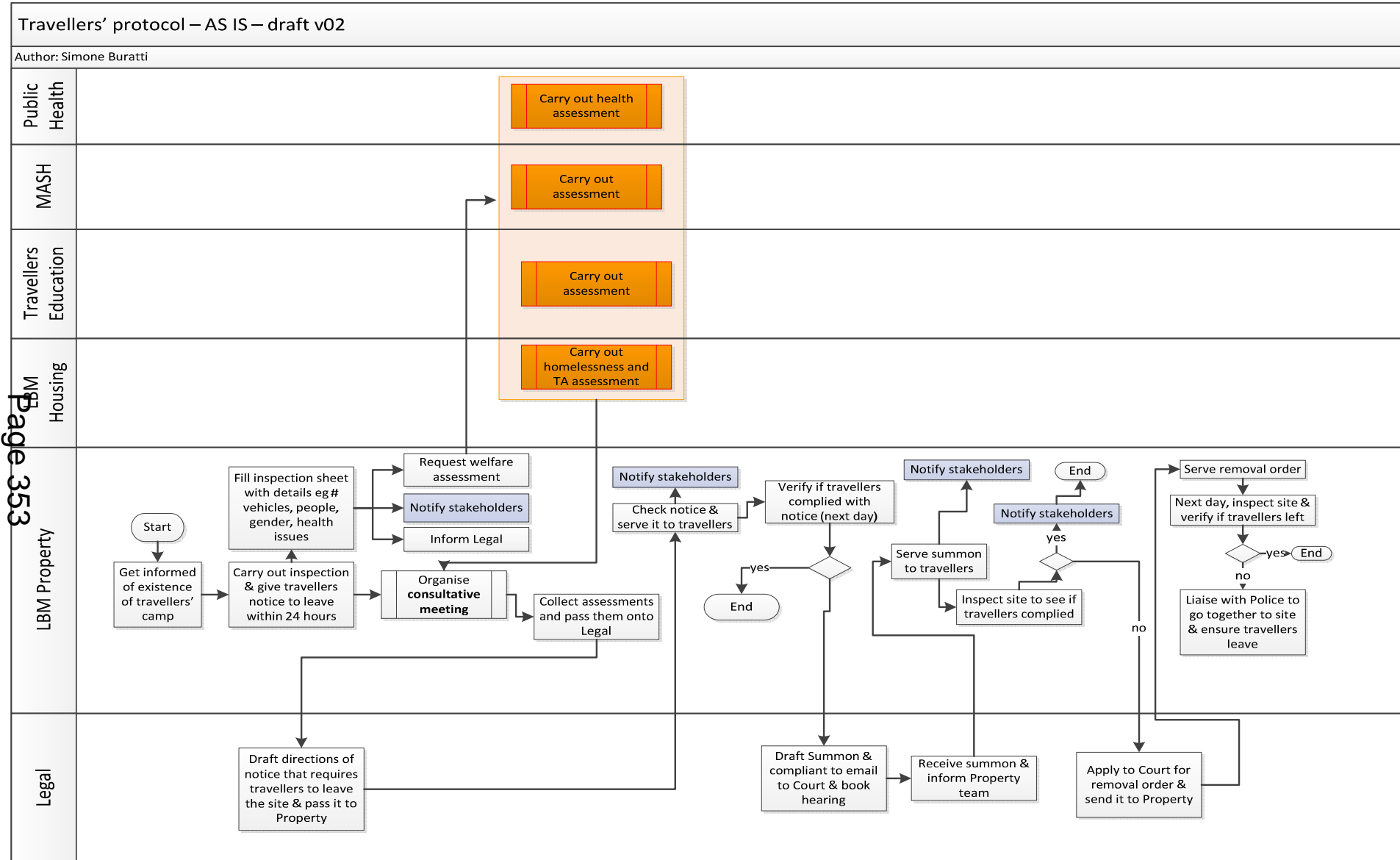
5.11 The consultative meeting should be held only if the welfare assessments identify any concerns.

5.12 The meeting should be a professional's only meeting. Stakeholders may submit in writing any relevant evidence, data, views, and arguments.

### **Enforcement**

5.13 The new protocol should clarify activities and teams involved in case the travellers do not comply with the court order.

Travellers unauthorised encampments protocol review - report  
 Appendix 1: travellers protocol as it currently is



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All minutes are draft until agreed at the next meeting of the committee/panel. To find out the date of the next meeting please check the calendar of events at your local library or online at [www.merton.gov.uk/committee](http://www.merton.gov.uk/committee).

## OVERVIEW AND SCRUTINY COMMISSION - FINANCIAL MONITORING TASK GROUP

5 NOVEMBER 2015

(19.00 - 21.00)

PRESENT Councillors Hamish Badenoch(in the Chair) , Stephen Crowe, Suzanne Grocott, Dennis Pearce and Peter Southgate.

Caroline Holland, Director of Corporate Services, Paul Dale, Assistant Director of Resources, Cormac Stokes, Head of Street Scene and Waste, Marissa Bartlett, Head of HR Joint Transactional Services. Stella Akintan, Scrutiny Officer.

### 1 APOLOGIES FOR ABSENCE (Agenda Item 1)

Apologies for absence were received from Councillor Peter McCabe Councillor Adam Bush and Julia Regan

### 2 MINUTES OF MEETING HELD ON 22 JULY 2015 (Agenda Item 2)

The minutes were agreed as a true record of the meeting

### 3 ANALYSIS OF CURRENT STAFFING VACANCIES (Agenda Item 3)

The Joint Head of HR Transactional Services gave an overview of the report stating that the data focusses on the staffing establishment. The council is currently undergoing significant change and the data presented is a snap shot view from the 1<sup>st</sup> October.

A Panel member said that the data indicates that some staffing reductions were taken from the wrong areas for example; youth provision has been cut while there are vacancies across the Children Schools and Families Department. The Director of Corporate Services said many of the vacancies are for social work positions, changes to staffing structure were based on service need and it was agreed to maintain the role of social workers.

Panel members asked for clarity on the trend in recruiting agency staff to cover vacancies and what drives the decision to work for an agency rather than the council. The Director of Corporate Services said a number of factors lead to the number of agency staff including; our outer London location, some positions are difficult to recruit to including procurement and legal. In some instances the private sector rates of pay are higher.

A panel member asked if this can be considered a structural staffing model. The Joint Head of HR Transactional Services said that many services are in transition and moving to sharing arrangements. In light of this many managers are reluctant to appoint permanent staff until changes are completed but recruitment is still taking place where necessary. The Director of Corporate Services said further staffing

changes will take place through the target operating models and some jobs will be externalised.

Panel Members sought clarification on the difference between full time equivalents and number of posts. The Assistant Director of Corporate Services said the budget is based on full time equivalents; post provides a generic description of each position in the council.

A panel member asked if budget for staffing had been set at the correct levels given that managers were using budget from one post to fund another one. The Director of Corporate Services said the new HR data will enable officers to drill down to identify if there are any issues.

#### RESOLVED

The Panel thanked officers for their work and asked for a report on staffing to the next meeting providing an overall view of the whole council to include head count and full time equivalents. Officers are asked to overlay this with financial information if possible.

#### 4 COMMERCIAL WASTE - REPORT TO FOLLOW (Agenda Item 4)

The Head of Street Scene and Waste gave an overview of the report stating that commercial waste is operating with a slight surplus. Some targets have been adjusted to make them more realistic.

A panel member asked if there is scope to increase the current budget surplus. The Head of Street Scene and Waste confirmed that it would be possible depending on the market activity.

Panel members discussed future commercial opportunities and were informed that the free re-recycling service provided to schools will be reviewed.

A panel member asked about future plans to externalise the commercial waste contract. The Head of Street Scene and Waste reported that this will take place from 2017 and is being negotiated through the South West London Waste Partnership.

#### RESOLVED

Officers were thanked for their work and asked to bring an update in twelve months time with outcomes from the contract negotiations.

#### 5 TRANSPORT SERVICE - REPORT TO FOLLOW (Agenda Item 5)

The Head of Street Scene and Waste gave an overview of the report and stated that the services covered include Passenger Transport to children with Special Educational Needs and vulnerable adults.



A panel member queried the cause of the £650,000 overspend. The Head of Street Scene and Waste said a detailed individual analysis will be required to determine the cause of the overspends. This service area requires a complex juggling act to ensure that the children are not in the transport for extended periods of time.

A panel member said we need to get to grips with the nature of this overspend especially since other services are facing cuts.

Anecdotal evidence suggests it is caused by more children with increased demands. The Head of Street Scene and Waste said there are many variables including the impact of individual routes.

The Assistant Director of Resources said the Children Schools and Families Department are working with families to find alternatives to the use of taxis.

#### RESOLVED

The chair thanked officers for the work and asked for a report to the next meeting which provides details about the cause of the £650,000 overspend. If any information is available in advance of the meeting this should be circulated to task group members.

## 6 FINANCIAL MONITORING REPORT - QUARTER 2 (Agenda Item 6)

The Chair asked officers to give an overall trend on delivering savings year on year.

The Director of Corporate Services said this will be the first year that savings are being taken from budgets in this way so there is no historical information.

The Assistant Director of Resources said the shortfall in previous years has masked the underspend.

A panel member said failure to deliver against savings are being masked by underspends elsewhere therefore the council is at risk of not making efficiencies.

The Director of Corporate Services said that tracking and monitoring procedures have been out in place to ensure that savings targets are being achieved by departments.

Panel members sought clarification about how the council would cover the shortfall from the savings that have not been achieved. The Director of Corporate Services confirmed that this would be covered by the General Fund in the short term but could lead to departments having to make further savings in the future.

The Assistant Director of Corporate Services said in order to understand overspends we need clarity on demographic data as the information is contradictory. There are also implications caused by the delay of the Care Act.

#### RESOLVED

The Panel thanked officers for their work and asked that a financial monitoring report be brought to the next task group meeting containing the following information:

Detailed information regarding of the adult social care overspend and savings targets  
Information on the underlying causes for the undelivered savings by department.

## 7 CAPITAL PROGRAMME - REPORT TO FOLLOW (Agenda Item 7)

This report was deferred to a future meeting.

# Overview and Scrutiny Commission Work Programme 2015/16



This table sets out the Overview and Scrutiny Commission's Work Programme for 2015/16 that was agreed by the Commission at its meeting on 14 July 2015. This work programme will be considered at every meeting of the Commission to enable it to respond to issues of concern and incorporate reviews or to comment upon pre-decision items ahead of their consideration by Cabinet/Council.

The work programme table shows items on a meeting by meeting basis, identifying the issue under review, the nature of the scrutiny (pre decision, policy development, issue specific, performance monitoring, partnership related) and the intended outcomes. The last page provides information on items on the Council's Forward Plan that relate to the portfolio of the Overview and Scrutiny Commission so that these can be added to the work programme should the Commission wish to.

**The Commission is asked to identify any work programme items that would be suitable for the use of an informal preparatory session (or other format) to develop lines of questioning (as recommended by the 2009 review of the scrutiny function).**

The Overview and Scrutiny Commission has specific responsibilities regarding budget and financial performance scrutiny and performance monitoring which it has delegated to the financial monitoring task group – agendas and minutes are published on the Council's website.

## **Scrutiny Support**

For further information on the work programme of the Overview and Scrutiny Commission please contact: -  
Julia Regan, Head of Democracy Services, 0208 545 3864, [Julia.regan@merton.gov.uk](mailto:Julia.regan@merton.gov.uk)

**Meeting date – 14 July 2015**

<b>Scrutiny category</b>	<b>Item/Issue</b>	<b>How</b>	<b>Lead Member/ Lead Officer</b>	<b>Intended Outcomes</b>
Scrutiny of crime and disorder	Borough Commander	Report and in-depth discussion	Borough Commander	Update on policing issues
	Stop and Search	Presentation and report	Chair of Merton Independent Stop & Search Monitoring Group	Understanding of stop and search
Holding the executive to account	Ensuring Council has positive impact on public health	Presentation	Kay Eilbert, Director of Public Health	To identify where scrutiny can support public health
Scrutiny reviews	Report of the Immunisation Scrutiny Task Group	Report	Cllr Brenda Fraser Kay Eilbert, Director of Public Health	To agree final report and recommendations
	Report of the Shared Services Scrutiny Task Group	Report	Cllr Peter Southgate Julia Regan	To agree final report and recommendations
	Analysis of Members' annual scrutiny survey 2015	Report	Cllr Peter Southgate Julia Regan	Discuss findings and agree action plan for 2015/16
	Overview and Scrutiny Commission work programme 2015/16	Report	Cllr Peter Southgate Julia Regan	To agree work programme and task group reviews
	Financial monitoring task group	Minutes of meeting	Cllr Peter Southgate Julia Regan	To note minutes of meeting held on 01.07.14

**Meeting date – 15 September 2015**

<b>Scrutiny category</b>	<b>Item/Issue</b>	<b>How</b>	<b>Lead Member/ Lead Officer</b>	<b>Intended Outcomes</b>
Holding the executive to account	Leader and Chief Executive – vision, key priorities & challenges for 2015/16	Presentation	Leader of the Council	Holding the executive to account
	Customer contact programme	Report	Sophie Ellis, Assistant Director of Business Improvement	Progress report for comment
	Overview of enforcement	Presentation	John Hill, Head of Public Protection	To receive overview of current policy & practice, focussing on new initiatives and the impact of moving to shared regulatory service
Scrutiny reviews	Financial monitoring task group	Minutes of meeting	Cllr Peter Southgate Julia Regan	Financial monitoring task group

**Meeting date – 24 November 2015**

<b>Scrutiny category</b>	<b>Item/Issue</b>	<b>How</b>	<b>Lead Member/ Lead Officer</b>	<b>Intended Outcomes</b>
Budget scrutiny	Business Plan 2016/20 - information pertaining to round one of budget scrutiny	Report	Cllr Mark Allison Caroline Holland, Director of Corporate Services	To send comments to Cabinet budget meeting 7 December
Policy development	Violence against women and girls	Update report	Yvette Stanley, Director of Children Schools and Families	To discuss and comment on progress
Holding the executive to account	Travellers unauthorised encampment protocol	Draft protocol plus information on position in neighbouring boroughs	James McGinlay, Head of Sustainable Communities	To comment on draft protocol
Scrutiny reviews	Financial monitoring task group	Minutes of meeting	Cllr Peter Southgate Julia Regan	To note minutes of meeting held on 05.11.15
	Health & Wellbeing Board response to recommendations of the Immunisation task group	Action plan	Cllr Caroline Cooper-Marbiah Director of Public Health	To monitor implementation of task group recommendations

**Meeting date – 28 January 2016 – scrutiny of the budget**

<b>Scrutiny category</b>	<b>Item/Issue</b>	<b>How</b>	<b>Lead Officer</b>	<b>Member/Lead</b>	<b>Intended Outcomes</b>
Budget scrutiny	Business Plan 2016/20	Report – common pack for Panels and Commission	Cllr Mark Allison, Cabinet Member for Finance Caroline Holland, Director of Corporate Services		To report to Cabinet on budget scrutiny round 2
	Business Plan update - latest info from Cabinet 8 January (if any)	Report	Cllr Mark Allison, Cabinet Member for Finance Caroline Holland, Director of Corporate Services		To report to Cabinet on budget scrutiny round 2
Scrutiny of crime and disorder	Discussion of questions for the Borough Commander	Discussion	Cllr Peter Southgate Julia Regan		Discussion to plan line of questioning for meeting on 8 March

**Meeting date – 8 March 2016**

<b>Scrutiny category</b>	<b>Item/Issue</b>	<b>How</b>	<b>Lead Member/Lead Officer</b>	<b>Intended Outcomes</b>
Scrutiny of crime and disorder	Borough Commander	Report and in-depth discussion	Borough Commander	Update on policing issues
	ASB Police and Crime Act	Report	John Hill, Head of Public Protection	Information on new legislation, volume of cases and breakdown of case type
	Rehabilitation Strategies	Report	Probation Service MTC Novo John Hill, Head of Public Protection	Progress report plus discussion with Probation Service and MTC Novo
Performance management	Review of arrangements for co-opted members	Report	Cllr Peter Southgate Julia Regan	To agree future arrangements for co-opted members
Scrutiny reviews	Financial monitoring task group	Minutes of meeting	Cllr Peter Southgate	To note minutes of meeting held on 23.02.16
	Outsourced services scrutiny task group	Report	Cllr Peter Southgate	Outsourced services scrutiny task group



Meeting date – 23 March 2016

Scrutiny category	Item/Issue	How	Lead Member/Lead Officer	Intended Outcomes
Policy review	Monitoring the Council's equalities commitments	Report	Yvette Stanley, Director, Children Schools and Families	To comment on annual action plan update
Holding the executive to account	Volunteering	Report	Simon Williams, Director of Community and Housing	Update on implementation of Merton Partnership Volunteering Strategy
	Funding the voluntary sector	Audit report plus discussion with CE of MVSC	Khadiru Mahdi, Chief Executive MVSC Evereth Willis, Interim Head of Policy, Strategy & Partnerships	To review and identify whether scrutiny action is needed
	Annual Report of Merton Partnership	Report	Head of Policy Strategy and Partnerships	To identify issues for scrutiny
Performance management	Overview and Scrutiny Annual Report	Report	Cllr Peter Southgate Julia Regan	To approve and forward to Council
	Analysis of Members' annual scrutiny survey 2016	Report	Cllr Peter Southgate Julia Regan	Discuss findings and agree action plan for 2016/17
Scrutiny review	Review of different models of service delivery	Report on commissioned services review plus composite recommendations to cabinet	Cllr Peter Southgate Julia Regan	To agree report and recommendations for Cabinet

## **Forward plan items relating to remit of the Commission**

### **Traveller protocol**

**Details** - Revised joint protocol between Merton Council and the Metropolitan Police for dealing with unauthorised encampments

**Decision due:** 7 Dec 2015 by Cabinet

**Note** – pre-decision scrutiny by Overview and Scrutiny commission scheduled for 24 November 2015

### **Shared services**

**Details** - To provide an update on work with neighbouring boroughs to develop and extend shared models of HR and legal services and to seek approval to proceed

**Decision due:** 7 December 2015 by Cabinet

### **Asset Management Plan**

**Details** - Update current Asset Management Plan 2011-2015 to include Transformation, latest MTFs, Asset Review, economic growth, regeneration and Community Right to Bid.

**Decision due:** 7 Dec 2015 by Cabinet

### **Award of Contract for Provision of Cleaning Services to LBM - Corporate Services Contract**

The contract for Cleaning Services to Corporate Services buildings, including Merton Civic Centre has been retendered in accordance with EU rules and the Council's procurement procedures. The estimated maximum potential value of the retendered contract is £1.82m for the period 01.04.16 to 31.03.20 (inclusive of a possible one year extension period.) The report recommends that the Chief Executive and Chief Officer (DCS) provide their acceptance of the tender and authorise the Award of Contract to the successful company.

**Decision due:** 12 Jan 2016 by Chief Executive