

# Merton Council Sustainable Communities Overview and Scrutiny Panel



Date: 11 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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| 1 | Apologies for absence                         |              |
| 2 | Declarations of pecuniary interest            |              |
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| 5 | Morden Leisure Centre - Verbal Update         |              |
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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.**

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## Sustainable Communities Overview and Scrutiny Panel Membership

### Councillors:

Russell Makin  
Stan Anderson  
Ross Garrod  
Abigail Jones (Chair)  
John Sargeant  
Imran Uddin  
David Dean (Vice-Chair)  
Janice Howard

### Substitute Members:

Edward Foley  
Daniel Holden  
Abdul Latif  
Laxmi Attawar  
Jeff Hanna

### 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 4035 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)

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).

## **SUSTAINABLE COMMUNITIES OVERVIEW AND SCRUTINY PANEL 2 SEPTEMBER 2015**

**(19.15 - 21.40)**

**PRESENT:** Councillor Abigail Jones (in the Chair),  
Councillor Russell Makin, Councillor Stan Anderson,  
Councillor Ross Garrod, Councillor John Sargeant and  
Councillor David Dean, Councillor Daniel Holden (substitute  
for Councillor Janice Howard), Councillor Jeff Hanna  
(substitute for Councillor Imran Uddin),

**ALSO PRESENT:** Chris Lee (Director of Environment and Regeneration), Anthony Hopkins (Head of Libraries and Heritage Services), Cormac Stokes (Head of Street Scene and Waste), James McGinlay (Head of Sustainable Communities), Damian Hemmings (Climate Change Officer), Anthony Hopkins (Head of Libraries and Heritage Service), George Gilvear, (Project Officer – MAE), Gareth Young (Business Partner – Community and Housing), Karin Lane (Interim Business Partner – Community and Housing), Rebecca Redman (Scrutiny Officer), Councillor Nick Draper (Cabinet Member for Community and Culture), Councillor Andrew Judge (Cabinet Member for Environmental Regeneration and Sustainability), Councillor Judy Saunders (Cabinet Member for Parking and Environmental Cleanliness), Councillor Martin Whelton (Cabinet Member for Education)

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

None.

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

Councillor Imran Uddin and Councillor Janice Howard.

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

Panel agreed the Minutes as a true record of the meeting.

### **4 MATTERS ARISING (Agenda Item 4)**

Panel agreed to reorder the agenda to receive the update on The Climate Change and Green Deal Task Group first.

**5 PRE DECISION SCRUTINY - ADULT EDUCATION COMMISSIONING UPDATE (Agenda Item 5)**

Gareth Young introduced the report and updated the Panel on progress in moving to a commissioning model for adult education and the recent Skills Funding Agency announcement of further in year budget cuts. As part of the recommendations made for Cabinet consideration at their meeting on 14 September 2015, it was proposed that the Whately Avenue site not be made available as part of the procurement process for the newly commissioned adult education service. The Integrated Property Team was asked to look at alternative uses for the site. The Panel heard that soft market testing confirmed that there was a vibrant market for the council to commission adult education services. Potential providers did not indicate that the Whately Avenue site should be retained.

Members heard that the reduction in the Skills Funding Agency budget has also impacted on the services that can be delivered. Further budget cuts are also anticipated. Cabinet will make a judgement as to whether or not to commence with the statutory procurement process in full at their meeting on 14<sup>th</sup> September 2015.

Councillor David Dean asked why the council would not continue to deliver the service if the market was vibrant. Gareth Young explained that there is a high level of fixed costs to maintain the service. This model means that the service will be more sustainable if there are further funding cuts.

Councillor David Dean stated that Whately Avenue site should not be removed from the process and that students should be given an option. Gareth Young explained that it is not right to offer an asset to market if funding is reduced and the fixed price of the asset isn't chargeable and will therefore have a knock on effect on the sustainability of the service. The council are dealing with single year funding settlements and this makes planning difficult.

Councillor Daniel Holden enquired about the methods for public consultation. Gareth Young explained bidders were consulted in the first instance due to timescales; however, opportunities to comment were made available to residents and students.

Councillor John Sargeant added that a strong impression was being given that the Whately Avenue site would be disposed of and asked if it was not wiser to keep this site under consideration. Gareth Young explained that 60% of providers expressed an interest in the Whately Avenue site but that not all providers would be in a position to take on the full service and use of the site. A lot of them are small providers cant take on the whole of the site.

Councillor Daniel Holden asked what would happen to the Whately Avenue site. James McGinlay explained that the site would be passed back through the council's asset management plan and consultation would be undertaken in line with planning law. The valuation of the site would be made following a review to consider its purpose. Gareth Young added that the valuation of the site in the report was taken from an asset review dated 18 months ago and asset values change frequently.

Councillor Jeff Hanna asked what difference it would make, in terms of costs and the curriculum offer, if the Whately Avenue site was used. Gareth Young explained that the curriculum would be set during the tendering process and the council would expect to provide the same broad curriculum areas regardless of the site. The council would avoid high fixed asset costs in using the site. There are a number of sites in Merton that can be used, for example, existing colleges or other community venues in Merton.

Councillor Jeff Hanna asked if provision would be spread across the borough. Gareth Young explained that this was dependent upon the bid from providers.

Councillor Daniel Holden asked if the Marlborough Hall site would revert back to a library site. Councillor Martin Whelton explained that 2 courses are currently held at that site and the site would revert back to a library and alternative and future use would be considered.

Councillor David Dean stated that financial analysis should be undertaken regarding the Whately Avenue site and potential incentives for providers should be considered before agreeing to dispose of the site.

**RESOLVED:** Panel agreed to make the following recommendations on the proposals to Cabinet for consideration at their 14<sup>th</sup> September 2015 meeting:

- a) That Cabinet consider providing more detail (at paragraph 2.13 in the report) to explain that expressions of interest from providers in the Whatley Avenue site require further consideration, particularly regarding the scale of providers and curriculum offer, along with the costs of managing the site.
- b) That Cabinet consider all options including maintaining the Whately Avenue site.
- c) That Cabinet ensure that the user group be appropriately consulted during the commissioning process.

Anthony Hopkins introduced the report. He noted that tourism is not a growth area and that there is no established resource to increase tourism, other than through existing funds within Love Wimbledon, the Merton Chamber of Commerce and the Economic Development and Growth Board.

A London wide review of tourism by the GLA is expected in 2016 and a Cultural Tourism Strategy will also be developed. The council also has an inward investment strategy and a Heritage Strategy to support tourism.

Councillor John Sargeant asked what the potential costs and benefits would be from increasing tourism in the borough. Anthony Hopkins explained that there were limited opportunities for investment and growth in tourism in Merton. The main source of tourism is the Wimbledon Tennis.

Councillor John Sargeant asked if the development of tourism was better managed by private interests such as through Love Wimbledon rather than the council. Anthony Hopkins advised that this could be a line of enquiry in a scrutiny review and that good practice could be sought from other local authorities.

Councillor David Dean added that the council needs to have a clear marketing strategy in place.

Councillor Andrew Judge stated that there were a number of opportunities and unexplored sites to increase tourism, such as Merton Abbey Mills.

James McGinlay explained that the council's inward investment and growth strategy includes actions to increase/maintain tourism. Most of the influx into Merton is domestic tourism. Love Wimbledon captures this data. Data can also be captured from TfL and from oyster card usage.

Anthony Hopkins reminded the Panel that the outcomes of the work being undertaken by the GLA would be useful and could inform the council's strategies and plans. The council's Heritage Strategy will also be brought to the Panel in due course.

**RESOLVED:**

- Panel noted the report and asked that the Heritage Strategy be brought to the Panel to comment on at pre decision stage.
- That the Panel consider the findings of the GLA review of tourism when available in 2016.

**7 COMMERCIAL SERVICES (Agenda Item 7)**

Chris Lee introduced the report and provided an overview of the potential areas for exploration in a scrutiny task group review, for the Panels consideration.

The Panel heard that £13-14 million had already been generated per annum through discrete services being provided on a commercial basis by the department. There are other opportunities to generate income and also, as a consequence, protect statutory services.

The challenges faced by the council in operating on a commercial basis concern the culture of the organisation and willingness to sell services and the skills base we have internally as staff don't often come from a commercially focused background. The systems and processes also need to be put in place.

Councillor Ross Garrod stated that it was a positive move forward for the council and that a greater understanding of the opportunities available and how we can take them forward was needed.

Councillor Jeff Hanna asked if building control was a non statutory service that was operating at a profit and if there was a high reliance of temporary and agency staff. James McGinlay explained that the service breaks even and that the bulk of the work is statutory and specialist. The department are seeking to address how to use agency staff more effectively. The department are also looking at the rewards and remuneration for staff and if these are sufficient to retain expertise as the private sector pays more.

Councillor Daniel Holden asked if the council could provide an MOT service. Chris Lee explained that this was an area that the council could not look to compete in.

**RESOLVED:**

Panel noted the report and agreed to set up a commercial services task group to establish the opportunities to roll out further across other council services.

Membership of the task group agreed as follows – Councillors: Russell Makin (Chair) and John Sargeant. Interest in sitting on this task group would be sought from members outside of the meeting.

**8 CLIMATE CHANGE AND GREEN DEAL TASK GROUP - UPDATE ON ACTION PLAN (Agenda Item 8)**

Damian Hemmings provided Members with an update on the delivery of the agreed recommendations resulting from the Climate Change and Green Deal Scrutiny Task Group review.

Damian Hemmings highlighted the following:

**Recommendation 9:** Legal advice has been procured to establish the council's scope and legal limitations in generating, distributing and selling energy and to seek advice on the development of an ESCO. This will include identifying a legal framework for energy provision and more detailed information will be gathered on scenarios for the development of solar PV and district heat networks and any models that may be utilised by the council.

**Recommendation 7:** There is scope for involvement in future schemes for the use of an ESCO. Models would need to be explored in the first instance. The legal implications of this model will be informed by decisions taken on the development of an ESCO. A tender for technical support in developing the council's district heating plans will be released in October 2015, utilising funding secured from the HMDU.

Councillor John Sargeant asked if further development of district heating was linked to the council's regeneration scheme. Damian Hemmings confirmed this was the case. Councillor Russell Makin asked if CHMP regeneration proposals were also linked to the development of heat and energy networks. Damian Hemmings explained that the council has had input on the master planning for the estate regeneration planned by CHMP. Highpath Estate has the potential for district heating at present. For this to be viable on all estates there are a number of factors that need to be considered. Councillor David Dean asked if residents on CHMP estates could have a choice of energy provider should Merton establish an ESCO. Damian Hemmings explained that the council are far from the stage at which these kinds of decision would be taken. Merton's involvement in generation, management or distribution would need to be considered alongside third party management and other distribution options.

Councillor David Dean explained that a similar model had been established through Opportunity Sutton and that the council could not have a monopoly on the transmission network. Damian Hemmings explained that the council are far from the stage at which these kinds of decision would be taken. There is a need for a detailed feasibility study on the technical and financial elements before the council can decide on the model.

Councillor Daniel Holden asked if there could be combined heat and power available. Damian Hemmings explained that there are restrictions regarding the distribution of electricity and the council's role as a retailer and vendor. The legal report to be received will address this.

**Recommendation 8:** Rolling out Solar PV is underway and across 28 sites to date. Feasibility studies are being undertaken to determine other sites that could benefit from Solar PV. There are also proposals regarding an 80% reduction in feed in tariff levels, as of January 2016, which will impact on the current model which is predicated on the feed in tariff. These proposals would have a significant impact on the project going forward.



Councillor David Dean welcomed the proposals on Solar PV roll out and stated that this work should be encouraged to increase sustainability, not just for financial reasons. Damian Hemmings explained that all proposals on Solar PV are based on a business case and return on investment of at least 4% is expected. However, changes coming forward will make it harder for this to be met. There are further potential opportunities for energy sales presented by the GLA's 'License Lite' programme whereby the GLA (or partner supplier) would hold the supply license and purchase energy from the boroughs.

Councillor Daniel Holden asked if there were opportunities for solar PV to be rolled out through collective purchasing. Damian Hemmings explained that the council are exploring a collective purchasing process at present that could allow residents to make a saving on the market cost of Solar PV. Should the council seek to deliver these services jointly with other councils then one council could lead on procurement and the other could fund marketing and promotion costs. However any future delivery is dependent upon the outcomes of the Government's Feed in Tariff consultation.

**Recommendation 3:** Damian Hemmings explained that the Climate Change Strategy was completed in July 2014 and that a steering group had been set up with the aim of monitoring progress and reviewing action taken.

Councillor David Dean asked if the council still use the Merton Rule model and seek to gain 20% sustainable energy in all developments. James McGinlay explained that this has been overtaken by changes in building regulations which are now established in planning policy. Damian Hemmings added that under recent changes around domestic planning policy there is now a limited amount that the local authority can do in terms of setting local limits and standards. Councillor Andrew Judge added that the council had to lobby Government to adopt the Merton Rule in the UDP. As we are now legally prevented in planning regulations, we cannot enforce this rule. However, Merton seeks to be innovative as a local authority.

**RESOLVED:** The Panel noted the report and requested that an update be received in 6 months.

## 9 **PERFORMANCE REPORT (Agenda Item 9)**

Chris Lee highlighted 3 areas of concern for his department. These were:

**Waste collection (missed bins)** - the council was struggling to meet the target set, in part, due to the availability of drivers and vehicles. Work is in hand to improve reliability through the purchase of 2<sup>nd</sup> hand vehicles and also through the training of more HGV drivers . This will improve resilience Phase C procurement is also ongoing.

**Litter and street cleanliness** – there has been an increase in concerns from customers and sickness/absence is not being covered as previously as the

council are not bringing in agency staff at an additional cost. However, sickness levels have also decreased in the short and long term.

**Planning** – Performance in the main is ok on minor applications but struggling on major planning applications. There are also a large number of planning applications received with no fee attached. With improved economic conditions, the number of developments and planning applications has never been higher in the borough. Competition for planning officers is also high. Merton is unable to match salaries that are offered in the private sector. Maintaining a service with a limited financial budget is also a challenge.

Councillor Daniel Holden asked if any planning appeals had been lost due to non determination. James McGinlay explained that there were very few where non determination was the result and that officer's work with applicants.

Councillor John Sargeant asked what was being done to address staff turnover. Chris Lee explained that the department are working with HR and are obtaining comparable benchmarking data to make the business case for additional staff.

Councillor John Sargeant asked if the 'any bin will do' scheme was still in operation as residents had complained about bins being full and overflowing. Chris Lee confirmed that this scheme was still in place and that the council were trying to stay on top of emptying them.

Councillor Jeff Hanna asked about street cleaning and the annual measure for resident satisfaction which stood at 54%. Chris Lee explained that the annual resident's survey gathers this data. Councillor Jeff Hanna added that he felt that the question was not appropriately worded at present to enable reliable data on resident satisfaction to be captured. Chris Lee explained that the survey asks about satisfaction on a range of services and that the Panels concerns would be fed back to the community engagement team.

Councillor Daniel Holden enquired about the measures taken to reduce levels of sickness amongst street cleaners and also to retain planning officers. James McGinlay explained that there is little turnover amongst permanent staff but more within agency staff for Planning. There are a number of factors that affect retaining planning officers; this includes baseline pay compared to other local authorities, retention and performance bonuses and caseloads. The council are trying to ensure they have the right skill set amongst planning officers for the range of applications they receive and looking at opportunities for career progression in Merton. However, in the short term remuneration is something that can be addressed.

**RESOLVED:** Panel noted the performance data received.

Councillor Ross Garrod introduced the report and thanked task group members and officers for their support and contribution. Councillor Ross Garrod highlighted to the Panel that 8000 plus residents were on the councils housing register at present. This review was timely as the shortage of social and affordable housing was a national issue that needed to be addressed through creative solutions and enhanced partnership working. He added that the report and recommendations do not simply seek to eradicate the problem, but provide challenge and workable options and models to meet this need.

Councillor Andrew Judge thanked the task group for their work and noted how important this topic was. He expressed thanks to the Chair of the task group and noted that it was vital to bring forward more affordable and other housing, across all tenures.

Councillor Nick Draper echoed the comments made by Councillor Andrew Judge. He thanked the group for a fantastic report and highlighted that the focus of the review was a very important topic. He congratulated the task group and thanked officers for their support.

Councillor David Dean congratulated the task group and noted that, whilst all need could not be met immediately, that it was right to try and look at options and models and to plan for the future, stating that the council needs to drive housing development.

Chris Holt, Ravensbury Resident Association, asked to speak on the housing report and expressed his concerns that very little affordable housing had been proposed as part of the CHMP regeneration proposals. James McGinlay explained that the council wants to increase the supply of affordable housing through regeneration. A number of the recommendations in the report regarding the feasibility of the development of affordable housing look to challenge developers who claim that they are unable to deliver against the council's target of 40% affordable housing from each development. Review mechanisms will also help to address the issue of stalled sites. The council cannot influence all sites but will look at all land available and the ability to develop affordable housing on these sites.

**RESOLVED:**

The Panel endorsed the report for submission to Cabinet for consideration.

That the Panel receive an Executive Response and Action Plan in 2 months time further to Cabinet consideration of the report and recommendations.

11 **WORK PROGRAMME (Agenda Item 11)**

**RESOLVED:** Panel noted the work programme.



## E&R September 2015 performance report Public Protection

| PI code and description                                   | Sep-15            |            |        |            |             |              | YTD result | Annual YTD Target | Current YTD status |
|---|-------------------|------------|--------|------------|-------------|--------------|------------|-------------------|--------------------|
|   | Value             | Target     | Status | Long Trend | Short Trend | Year to Date |            |                   |                    |
| <b>Regulatory Services</b>                                |                   |            |        |            |             |              |            |                   |                    |
| SP 041 % of service requests replied to in 5 working days | 91.67%            | 90%        |        |            |             | 92.75%       | 92.75%     | 90%               |                    |
| Regulatory Services                                       |                   |            |        |            |             |              |            |                   |                    |
| SP 042 Income generation by Regulatory Services           | £23,350           | £80,000    |        |            |             | £231,104     | £173,953   | £200,000          |                    |
| SP 111 No. of underage sales test purchases               | Quarterly Measure |            |        |            |             |              | 52         | 30                |                    |
| SP 254 % Data capture from air pollution monitoring sites | Quarterly Measure |            |        |            |             |              | 70%        | 87.50%            |                    |
| SP 255 % licensing apps. processed within 21 days         | Quarterly Measure |            |        |            |             |              | 100%       | 96%               |                    |
| SP 316 % of Inspection category A,B & C food premises     | Annual measure    |            |        |            |             |              | 97         | 95                |                    |
| SP 381 % of food premises rated 2* or above               | Quarterly Measure |            |        |            |             |              | 91%        | 91%               |                    |
| <b>Parking</b>  |                   |            |        |            |             |              |            |                   |                    |
| CRP 044 Parking services estimated revenue                | £977,526          | £1,098,156 |        |            |             | £6,094,204   | £6,094,204 | £6,167,285        |                    |
| LERPark54 Backlog of PCN correspondence                   | 254               | 500        |        |            |             | 297.17       | 297.17     | 500               |                    |
| SP 127 % of parking permits issued within 5 working days  | 95%               | 90%        |        |            |             | 94.17%       | 94.17%     | 90%               |                    |
| SP 247 % CCTV cameras operational                         | 94.53%            | 95%        |        |            |             | 95.46%       | 95.46%     | 95%               |                    |
| SP 258 Sickness- No of days per FTE (parking)             | 1.72              | 0.83       |        |            |             | 8.12         | 8.12       | 4.98              |                    |
| SP 397 % of cases won at PATAS                            | 50.69%            | 52%        |        |            |             | 55.09%       | 55.09%     | 52%               |                    |
| SP 398 % of cases lost at PATAS                           | 28.77%            | 22%        |        |            |             | 26.63%       | 26.63%     | 22%               |                    |
| SP 399 % of cases where council does not contest at PATAS | 20.55%            | 26%        |        |            |             | 18.28%       | 18.28%     | 26%               |                    |

## Streetscene performance

|   |                   |         |  |  |  |          |          |          |  |
|---|-------------------|---------|--|--|--|----------|----------|----------|--|
| <b>Waste Services</b>   |                   |         |  |  |  |          |          |          |  |
| CRP 047 / SP 068 Number of refuse collections including recycling and kitchen waste missed per 100,000      | 45.99             | 55      |  |  |  | 58.16    | 58.16    | 50       |  |
| SP 064 % Residents satisfied with refuse collection   | Annual measure    |         |  |  |  |          | 70%      | 74%      |  |
| SP 065 % Household waste recycled and composted   | 33.84%            | 38%     |  |  |  | 37.33%   | 37.33%   | 38%      |  |
| SP 066 Residual waste kg per household  | 288.19            | 259     |  |  |  | 288.19   | 288.19   | 259      |  |
| SP 067 % of municipal solid waste sent to landfill  | 65%               | 60%     |  |  |  | 60%      | 60%      | 60%      |  |
| SP 071 Days lost from through sickness per FTE (waste mgmt)   | 3.33              | 1.25    |  |  |  | 19.47    | 19.47    | 7.5      |  |
| SP 262 % Residents satisfied with recycling facilities  | Annual measure    |         |  |  |  |          | 72%      | 75%      |  |
| SP 354 Total waste arising per households (KGs)   | 78.75             | 78      |  |  |  | 457.59   | 457.59   | 438      |  |
| SP 407 % of FPN's issued that have been paid  | 68%               | 65%     |  |  |  | 69.33%   | 69.33%   | 65%      |  |
| <b>Commercial Waste</b>   |                   |         |  |  |  |          |          |          |  |
| SP 046 Total Income from commercial waste   | £13,808           | £25,000 |  |  |  | £355,428 | £665,509 | £600,000 |  |
| SP 377 % customer satisfaction with commercial waste service  | Annual measure    |         |  |  |  |          | 0%       | 85%      |  |
| SP 378 % market share for commercial waste  | Quarterly Measure |         |  |  |  |          | 26.94%   | 26%      |  |
| <b>Street Cleaning</b>  |                   |         |  |  |  |          |          |          |  |
| CRP 048 % of sites surveyed on local street inspections for litter that are below standard                  | 5.95%             | 8%      |  |  |  | 7.13%    | 7.13%    | 8%       |  |
| CRP 049 / SP 059 Number of fly tips reported in streets and parks   | 299               | 308     |  |  |  | 1,728    | 1,728    | 1,848    |  |
| SP 058 % of sites surveyed on local street inspections for litter that are below standard (KBT) (Quarterly) | Quarterly Measure |         |  |  |  |          | 8.88%    | 9.50%    |  |
| SP 061 Days lost through sickness per FTE (street cleaning)   | 1.43              | 1.25    |  |  |  | 5.33     | 5.33     | 7.5      |  |
| SP 062 % Sites surveyed below standard for graffiti   | Quarterly Measure |         |  |  |  |          | 5.09%    | 4.50%    |  |
| SP 063 % Sites surveyed below standard for flyposting   | Quarterly Measure |         |  |  |  |          | 1.04%    | 1%       |  |
| SP 139 % Sites surveyed below standard for weeds  | Quarterly Measure |         |  |  |  |          | 10.71%   | 13.50%   |  |
| SP 140 % Sites surveyed below standard for Detritus   | Quarterly Measure |         |  |  |  |          | 12.92%   | 15%      |  |
| SP 269 % Residents satisfied with street cleanliness  | Annual measure    |         |  |  |  |          | 54%      | 60%      |  |
| <b>Transport</b>  |                   |         |  |  |  |          |          |          |  |
| SP 135 % MOT vehicle pass rate (transport passenger fleet)  | Quarterly Measure |         |  |  |  |          | 91.15%   | 95%      |  |
| SP 136 Average % time passenger vehicles in use (transport passenger fleet)                                 | Annual measure    |         |  |  |  |          | 91%      | 65%      |  |
| SP 137 % User satisfaction survey (transport passenger fleet)   | Annual measure    |         |  |  |  |          |          |          |  |
| SP 271 In-house journey that meet timescales (transport passenger fleet)                                    | Annual measure    |         |  |  |  |          | 91%      | 85%      |  |
| SP 355 Spot checks on contractors (Transport Commissioning)   | 4                 | 6       |  |  |  | 18       | 18       | 16       |  |
| SP 392 % satisfaction of parents / carers on taxi journeys (annual)   | Annual measure    |         |  |  |  |          |          |          |  |
| SP 393 Average sickness days per FTE (transport fleet)  | 1.06              | 1.18    |  |  |  | 6.26     | 6.26     | 5.33     |  |

## Commercial Waste

|  |                   |         |  |  |  |          |          |          |  |
|--|-------------------|---------|--|--|--|----------|----------|----------|--|
| SP 046 Total Income from commercial waste                    | £13,808           | £25,000 |  |  |  | £355,428 | £665,509 | £600,000 |  |
| SP 377 % customer satisfaction with commercial waste service | Annual measure    |         |  |  |  |          | 0%       | 85%      |  |
| SP 378 % market share for commercial waste                   | Quarterly Measure |         |  |  |  |          | 26.94%   | 26%      |  |

## Street Cleaning

|   |                   |      |  |  |  |       |        |        |  |
|---|-------------------|------|--|--|--|-------|--------|--------|--|
| CRP 048 % of sites surveyed on local street inspections for litter that are below standard                  | 5.95%             | 8%   |  |  |  | 7.13% | 7.13%  | 8%     |  |
| CRP 049 / SP 059 Number of fly tips reported in streets and parks   | 299               | 308  |  |  |  | 1,728 | 1,728  | 1,848  |  |
| SP 058 % of sites surveyed on local street inspections for litter that are below standard (KBT) (Quarterly) | Quarterly Measure |      |  |  |  |       | 8.88%  | 9.50%  |  |
| SP 061 Days lost through sickness per FTE (street cleaning)   | 1.43              | 1.25 |  |  |  | 5.33  | 5.33   | 7.5    |  |
| SP 062 % Sites surveyed below standard for graffiti   | Quarterly Measure |      |  |  |  |       | 5.09%  | 4.50%  |  |
| SP 063 % Sites surveyed below standard for flyposting   | Quarterly Measure |      |  |  |  |       | 1.04%  | 1%     |  |
| SP 139 % Sites surveyed below standard for weeds  | Quarterly Measure |      |  |  |  |       | 10.71% | 13.50% |  |
| SP 140 % Sites surveyed below standard for Detritus   | Quarterly Measure |      |  |  |  |       | 12.92% | 15%    |  |
| SP 269 % Residents satisfied with street cleanliness  | Annual measure    |      |  |  |  |       | 54%    | 60%    |  |

## Transport

|   |                   |      |  |  |  |      |        |      |  |
|---|-------------------|------|--|--|--|------|--------|------|--|
| SP 135 % MOT vehicle pass rate (transport passenger fleet)                  | Quarterly Measure |      |  |  |  |      | 91.15% | 95%  |  |
| SP 136 Average % time passenger vehicles in use (transport passenger fleet) | Annual measure    |      |  |  |  |      | 91%    | 65%  |  |
| SP 137 % User satisfaction survey (transport passenger fleet)               | Annual measure    |      |  |  |  |      |        |      |  |
| SP 271 In-house journey that meet timescales (transport passenger fleet)    | Annual measure    |      |  |  |  |      | 91%    | 85%  |  |
| SP 355 Spot checks on contractors (Transport Commissioning)                 | 4                 | 6    |  |  |  | 18   | 18     | 16   |  |
| SP 392 % satisfaction of parents / carers on taxi journeys (annual)         | Annual measure    |      |  |  |  |      |        |      |  |
| SP 393 Average sickness days per FTE (transport fleet)                      | 1.06              | 1.18 |  |  |  | 6.26 | 6.26   | 5.33 |  |

## Sustainable Communities















| Sep-15 |  |  |  |  |  |  | Current |  |
|--------|--|--|--|--|--|--|---------|--|
|--------|--|--|--|--|--|--|---------|--|

| PI code and description   | Value             | Target  | Status | Long Trend | Short Trend | Year to Date | YTD result | Annual YTD Target | YTD status |
|---|-------------------|---------|--------|------------|-------------|--------------|------------|-------------------|------------|
| <b>Development and Building Control</b>   |                   |         |        |            |             |              |            |                   |            |
| CRP 045 / SP 118 Income (Development and Building Control)  | 180,488           | 180,000 |        |            |             | 905,012      | 905,012    | 990,000           |            |
| CRP 050 Volume of planning applications   | 203               | 170     |        |            |             | 1,285        | 1,285      | 1,020             |            |
| CRP 051 / SP 114 % Major applications processed within 13 weeks                                   | 100%              | 55%     |        |            |             | 42.09%       | 42.09%     | 55%               |            |
| CRP 052 / SP 115 % of minor planning applications determined within 8 weeks                       | 64%               | 60%     |        |            |             | 59.90%       | 59.90%     | 60%               |            |
| CRP 053 / SP 116 % of other planning applications determined within 8 weeks (Development Control) | 87.50%            | 81%     |        |            |             | 86.23%       | 86.23%     | 81%               |            |
| SP 040 % Market share retained by LA (Building Control)   | 49.12%            | 66%     |        |            |             | 57.30%       | 57.30%     | 66%               |            |
| SP 113 Number of enforcement cases closed   | 64                | 50      |        |            |             | 413          | 413        | 300               |            |
| SP 117 % appeals lost (Development & Building Control)  | Quarterly Measure |         |        |            |             |              | 24.50%     | 35%               |            |
| SP 380 Number of backlog enforcement cases  | 838               | 750     |        |            |             |              | 838        | 750               |            |
| SP 408 % of residents satisfied with planning services  | Annual measure    |         |        |            |             |              |            |                   |            |
| <b>Leisure Development</b>  |                   |         |        |            |             |              |            |                   |            |
| SP 015 Income generated - Merton Active Plus activity   | £995              | £3,500  |        |            |             | £38,328      | £38,328    | £39,000           |            |
| SP 251 Income from Watersports Centre   | £13,980           | £13,840 |        |            |             | £321,905     | £321,905   | £312,830          |            |
| SP 314 External funding and internal investment £   | Quarterly Measure |         |        |            |             |              | £109,356   | £70,000           |            |
| SP 325 % of residents rating Leisure & Sports facilities Good to Excellent (annual)               | Annual measure    |         |        |            |             |              | 44%        | 51.50%            |            |
| SP 349 14 to 25 year old fitness centre participation at leisure centres                          | 8,604             | 9,050   |        |            |             | 57,243       | 57,243     | 51,130            |            |
| SP 405 Total number of users of Merton's leisure centres  | 64,802            | 72,452  |        |            |             | 408,293      | 408,293    | 406,097           |            |
| SP 406 Total number of users of Polka Theatre   | Quarterly Measure |         |        |            |             |              | 33,105     | 35,025            |            |
| <b>Greenspaces</b>  |                   |         |        |            |             |              |            |                   |            |
| SP 026 Residents % satisfaction with parks & green spaces (annual)                                | Annual measure    |         |        |            |             |              | 72%        | 72%               |            |
| SP 027 Young peoples % satisfaction with parks & green spaces (annual)                            | Annual measure    |         |        |            |             |              | 77         | 71                |            |
| SP 028 Total LBM cemeteries income  | £23,515           | £33,000 |        |            |             | £178,457     | £178,457   | £176,000          |            |
| SP 029 Total outdoor events income  | £3,900            | £2,000  |        |            |             | £151,018     | £151,018   | £169,000          |            |
| SP 032 Number of Green Flags (annual)   | Annual measure    |         |        |            |             |              | 5          | 5                 |            |
| SP 318 Number of outdoor events in parks  | 18                | 20      |        |            |             | 167          | 167        | 117               |            |
| SP 385 Volunteer input in parks management (number of groups) (Annual)                            | Annual measure    |         |        |            |             |              | 38         | 30                |            |
| <b>Future merton</b>  |                   |         |        |            |             |              |            |                   |            |
| SP 020 New Homes (annual)   | Quarterly Measure |         |        |            |             |              | 440        | 320               |            |
| SP 257 % Town centre vacancy rates (Quarterly)  | Quarterly Measure |         |        |            |             |              | 4.80%      | 10%               |            |
| SP 263 % modal share for walking and cycling in the borough (annual)                              | Annual measure    |         |        |            |             |              | 33         | 36                |            |
| SP 265 Reduce total no. killed or seriously injured in road traffic accidents (annual)            | Annual measure    |         |        |            |             |              | 32         | 44                |            |
| SP 382 New jobs created - number of apprenticeships   | Annual measure    |         |        |            |             |              | 100        | 60                |            |
| SP 383 Number of new businesses created through the Economic Development Strategy (EDS) (Annual)  | Annual measure    |         |        |            |             |              | 157        | 100               |            |
| SP 395 Number of new jobs created through the Economic Development Strategy (EDS) (annual)        | Annual measure    |         |        |            |             |              | 176        | 300               |            |
| SP 396 % modal increase in cycling from 2% baseline in the borough (annual)                       | Annual measure    |         |        |            |             |              | 3%         | 0.50%             |            |
| <b>Property</b>   |                   |         |        |            |             |              |            |                   |            |
| support the financial strategy (excluding Merton Priory Homes) (Quarterly)                        | Quarterly Measure |         |        |            |             |              | £0.8m      | £0.2m             |            |
| SP 024 % vacancy rate of property owned by the council (Quarterly)                                | Quarterly Measure |         |        |            |             |              | 0.45%      | 3.50%             |            |
| SP 025 % Debt owed to LBM by tenants inc businesses (Quarterly)                                   | Quarterly Measure |         |        |            |             |              | 6.35%      | 8%                |            |
| SP 386 Property asset valuations (annual)   | Annual measure    |         |        |            |             |              | 241        | 150               |            |
| <b>Traffic and Highway</b>  |                   |         |        |            |             |              |            |                   |            |
| SP 260 % Streetworks inspections completed (Quarterly)  | Quarterly Measure |         |        |            |             |              | 42.50%     | 37%               |            |
| SP 327 % to Emergency callouts within 2 hours (traffic & highways)                                | 100%              | 100%    |        |            |             | 100%         | 100%       | 100%              |            |
| SP 328 % Streetworks permitting determined  | 97%               | 98%     |        |            |             | 97.08%       | 97.08%     | 98%               |            |
| SP 329 Percentage of Condition Surveys completed on time (traffic and highways) (annual)          | Annual measure    |         |        |            |             |              | 95.35%     | 92%               |            |
| SP 350 Percentage of jobs completed where no Fixed Penalty Notice issued                          | 95%               | 93%     |        |            |             | 94.61%       | 94.61%     | 93%               |            |
| SP 389 Carriageway condition - unclassified roads defectiveness condition indicator (annual)      | Annual measure    |         |        |            |             |              | 20.60%     | 21%               |            |
| SP 390 Footway condition - defectiveness condition indicator (annual)                             | Annual measure    |         |        |            |             |              | 22.70%     | 21%               |            |
| SP 391 Average number of days taken to repair an out of light street light (Quarterly)            | Quarterly Measure |         |        |            |             |              | 2.52       | 3                 |            |

## Sustainable Communities – Communities & Housing - September 2015

| Dept.                    | PI Code & Description   | Polarity | Sep 2015 |          |        |             |            | YTD Result | Annual YTD Target | YTD Status |
|--------------------------|---|----------|----------|----------|--------|-------------|------------|------------|-------------------|------------|
|                          |   |          | Value    | Target   | Status | Short Trend | Long Trend |            |                   |            |
| Libraries                | CRP 059 / SP 008 No. of people accessing the library by borrowing an item or using a peoples network terminal at least once in the previous 12 months | High     | 65,108   | 55,000   |        |             |            | 65,108     | 54,500            |            |
| Libraries                | CRP 060 / SP 009 No. of visitors accessing the library service on line  | High     | 112,314  | 83,000   |        |             |            | 112,314    | 83,000            |            |
| Libraries                | SP 279 % Self-service usage for stock transactions (libraries)  | High     | 96%      | 95%      |        |             |            | 96%        | 95%               |            |
| Libraries                | SP 280 Active volunteering numbers in libraries (Rolling 12 Month)  | High     | 337      | 200      |        |             |            | 337        | 200               |            |
| Libraries                | SP 282 Partnership numbers (Libraries)  | High     | 62       | 30       |        |             |            | 62         | 30                |            |
| Libraries                | SP 287 Maintain Income (Libraries)  | High     | £166,090 | £139,708 |        |             |            | £166,090   | £139,708          |            |
| Housing Needs & Enabling | CRP 062 / SP 035 Number of homelessness preventions   | High     | 284      | 275      |        |             |            | 284        | 275               |            |
| Housing Needs & Enabling | CRP061SP036MP045 Number of households in temporary accommodation  | Low      | 157      | 130      |        |             |            | 149.67     | 130               |            |
| Housing Needs & Enabling | SP 037 Highest no. of families in Bed and Breakfast accommodation during the year   | Low      | 7        | 10       |        |             |            | 4.83       | 10                |            |
| Housing Needs & Enabling | SP 038 Highest no. of adults in Bed and Breakfast accommodation   | Low      | 7        | 10       |        |             |            | 6.33       | 10                |            |

## Sustainable Communities – Communities & Housing - Quarter 2 2015

| Dept.                    | PI Code & Description  | Polarity | Q2 2015/16 |        |   |   |   | YTD Result | Annual YTD Target | YTD Status  |
|--------------------------|--|----------|------------|--------|---|---|---|------------|-------------------|---|
|                          |  |          | Value      | Target | Status  | Short Trend   | Long Trend  |            |                   |   |
| Merton Adult Education   | CRP 063 / SP 242 Number of enrolments funded by SFA on non-accredited courses (CL - Community Learning) (academic) (Quarterly) | High     | NMTP       | 1,500  | Not Measured This Period  |   |   | 1,317 (Q1) | 400 (Q1)          |  |
| Merton Adult Education   | SP 243 Number of enrolments funded by SFA on accredited courses (ASB - Adult Skills Budget) (academic) (Quarterly)             | High     | NMTP       | 750    | Not Measured This Period  |   |   | 699 (Q1)   | 375 (Q1)          |  |
| Housing Needs & Enabling | SP 277 Social Housing Lets (Quarterly)   | High     | 158        | 160    |  |  |  | 158        | 160               |  |
| Housing Needs & Enabling | SP 360 Number of enforcement / improvement notices issued (Quarterly)  | High     | 18         | 24     |  |  |  | 18         | 24                |  |
| Housing Needs & Enabling | SP 361 Number of Disabled Facilities Grants (DFG) approved (Quarterly)   | High     | 17         | 32     |  |  |  | 17         | 32                |  |



## **Committee: Children and Young People Overview and Scrutiny Panel**

3<sup>rd</sup> November 2015

## **Healthier Communities & Older People Overview and Scrutiny Panel**

10<sup>th</sup> November 2015

## **Sustainable Communities Overview and Scrutiny Panel**

11<sup>th</sup> November 2015

## **Overview and Scrutiny Commission**

24<sup>th</sup> November 2015

**Agenda item:**

**Wards:**

**Subject:** Business Plan Update 2016-2020

**Lead officer:** Caroline Holland

**Lead member:** Councillor Mark Allison

**Contact officer:** Paul Dale

**Forward Plan reference number:**

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### **Recommendations:**

1. That the Panel considers the proposed amendments to savings set out in Appendix 1 of the attached report on the Business Plan 2016-2020 which it is proposed are incorporated into the financial implications into the draft MTFS 2016-20.
  2. That the Panel considers the draft capital programme 2016-20 and indicative programme for 2021-25 set out in Appendix 3 of the attached report on the Business Plan
  3. That the Panel considers the draft savings/income proposals and associated equalities analyses set out in Appendix 4 and Appendix 5 of the attached report on the Business Plan
  4. That the Overview and Scrutiny Commission considers the comments of the Panels on the Business Plan 2016-2012 and provides a response to Cabinet when it meets on the 7 December 2015.
-

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

- 1.1 This report requests Scrutiny Panels to consider the latest information in respect of the Business Plan and Budget 2016/17, including proposed amendments to savings previously agreed by Council, the draft capital programme 2016-20, and the draft savings/income proposals and associated equalities analyses for 2016-19, and feedback comments to the Overview and Scrutiny Commission.
- 1.2 The Overview and Scrutiny Commission will consider the comments of the Panels and provide a response on the Business Plan 2016-20 to Cabinet when it meets on the 7 December 2015.

## **2. Details - Revenue**

- 2.1 The Cabinet of 19 October 2015 received a report on the business plan for 2016-20..

- 2.2 At the meeting Cabinet

RESOLVED: That

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 and refers them to the Overview and Scrutiny panels and Commission in November 2015 for consideration and comment.
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.

## **3. Alternative Options**

- 3.1 It is a requirement that the Council sets a balanced budget. The Cabinet report on 19 October 2015 sets out the progress made towards setting a balanced budget. This identified the current budget position that needs to be addressed between now and the next report to Cabinet on 7 December 2015, with further reports to Cabinet on 18 January 2016 and 15 February 2016, prior to Council on 2 March 2016, agreeing the Budget and Council Tax for 2016/17 and the Business Plan 2016-20, including the MTFs and Capital Programme 2016-20.

## **4. Capital Programme 2016-20**

- 4.1 Details of the draft Capital Programme 2016-20 were agreed by Cabinet on 19 October 2015 in the attached report for consideration by Overview and Scrutiny panels and Commission.

## 5. **Consultation undertaken or proposed**

5.1 Further work will be undertaken as the process develops.

## 6. **Timetable**

6.1 The timetable for the Business Plan 2016-20 including the revenue budget 2016/17, the MTFs 2016-20 and the Capital Programme for 2016-20 was agreed by Cabinet on 14 September 2015.

## 7. **Financial, resource and property implications**

7.1 These are set out in the Cabinet report for 19 October 2015. (Appendix 1)

## 8. **Legal and statutory implications**

8.1 All relevant implications have been addressed in the Cabinet reports. Further work will be carried out as the budget and planning proceeds and will be included in the budget report to Cabinet on the 7 December 2015.

8.2 Detailed legal advice will be provided throughout the budget setting process further to any proposals identified and prior to any final decisions.

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

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

9.2 A draft equalities assessment has been carried out with respect to the proposed budget savings and is included as Appendix 5 to the Business Plan report (Appendix1).

## 10. **Crime and Disorder implications**

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

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

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

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

Appendix 1: Cabinet report 19 October 2015: Draft Business Plan Update 2016-20

## **BACKGROUND PAPERS**

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

Budget files held in the Corporate Services department.

2015/16 Budgetary Control and 2014/15 Final Accounts Working Papers in the Corporate Services Department.

Budget Monitoring working papers

MTFS working papers

13. **REPORT AUTHOR**

– Name: Paul Dale

– Tel: 020 8545 3458

**email:** [paul.dale@merton.gov.uk](mailto:paul.dale@merton.gov.uk) Budget files held in the Corporate Services department.

# 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<br>£000 | 2017/18<br>£000 | 2018/19<br>£000 | 2019/20<br>£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<br/>£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:-

|                              | <b>2016/17<br/>£000</b> | <b>2017/18<br/>£000</b> | <b>2018/19<br/>£000</b> | <b>2019/20<br/>£000</b> | <b>Total<br/>£000</b> |
|------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-----------------------|
| 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<br/>£000</b> | <b>2016/17<br/>£000</b> | <b>2017/18<br/>£000</b> | <b>2018/19<br/>£000</b> | <b>2019/20<br/>£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<br/>2016/17<br/>£'000</b> | <b>Proposals<br/>2017/18<br/>£'000</b> | <b>Proposals<br/>2018/19<br/>£'000</b> | <b>Proposals<br/>Total<br/>£'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<br/>£'000</b> | <b>Proposals<br/>£'000</b> | <b>Balance<br/>£'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<br>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<br>£000 | 2017/18<br>£000 | 2018/19<br>£000 | 2019/20<br>£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<br>£000 | 2016/17<br>£000 | 2017/18<br>£000 | 2018/19<br>£000 | 2019/20<br>£000 | Total<br>£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<br>£000 | 2017/18<br>£000 | 2018/19<br>£000 | 2019/20<br>£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 MTFs 2016-20 TO BE RE-PROFILED

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

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

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

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

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

## PROPOSED RE-PROFILED SAVINGS

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

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

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

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

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

|  |  |  |                   |    |      |   |  |  |  |
|--|--|--|-------------------|----|------|---|--|--|--|
|  |  |  | 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><br>Delete 1 x FTE manager post.   | 379                        | 50           |              |              | Low                            | Low                                 | SS2                      |
|       |      | Service Implication         | Deleting this post will impact on our ability to implement initiatives and projects, it will also impact on our policy monitoring, ability to maintain and improve e-forms and e-initiatives. 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><br>Reduce 10.6 FTE Debt Recovery Officers/Bailiff Admin to 9.6 FTE -  | 1,684                      | 31           |              |              | Low                            | Low                                 | SS2                      |
|       |      | Service Implication         | Introduce sharing of resources across the two teams to enable better use of resources and working arrangements - will impact on debt recovery targets  |                            |              |              |              |                                |                                     |                          |
|       |      | Staffing Implications       | 1 FTE compulsory redundancy  |                            |              |              |              |                                |                                     |                          |
|       |      | Business Plan implications  | None   |                            |              |              |              |                                |                                     |                          |
|       |      | Impact on other departments | None   |                            |              |              |              |                                |                                     |                          |
|       |      | Equalities Implications     | None   |                            |              |              |              |                                |                                     |                          |

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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><br>Reduction in discretionary relief (replacement of CS12 and CS13 which had both been deferred until 2016/17) | 95                         | (81)         |              |              | Low                            | Low                                 | SS2                      |
|       |     | Service Implication         | None  |                            |              |              |              |                                |                                     |                          |
|       |     | Staffing Implications       | None  |                            |              |              |              |                                |                                     |                          |
|       |     | Business Plan implications  | None  |                            |              |              |              |                                |                                     |                          |
|       |     | Impact on other departments | None  |                            |              |              |              |                                |                                     |                          |
|       |     | Equalities Implications     | None  |                            |              |              |              |                                |                                     |                          |

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

**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<br>11/12<br>£000 | 2016/17<br>£000 | 2017/18<br>£000 | 2018/19<br>£000 | Risk Analysis -<br>Deliverability | Risk Analysis -<br>Reputational<br>Impact | Type of Saving<br>(see key) |
|-------|------|------------------------------------|---|----------------------------------|-----------------|-----------------|-----------------|-----------------------------------|---|-----------------------------|
| O&SC  | CS49 | <b>Service Description</b>         | <u>Human Resources - Business Partners</u><br>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><br><b>Description</b><br><b>Service Implication</b><br><b>Staffing Implications</b><br><b>Business Plan implications</b><br><b>Impact on other departments</b><br><b>Equalities Implications</b> | <u>Human Resources</u><br><b>COT review</b><br>Reduced business support<br>Reduced staffing levels<br>Less transactional support<br>Less transactional support<br>Proposals affect a female workforce   | 425                        | (38)         |              |              | M                              | M                                   | SS2                      |
|       | CSD29 | <b>Division</b><br><b>Description</b><br><b>Service Implication</b><br><b>Staffing Implications</b><br><b>Business Plan implications</b><br><b>Impact on other departments</b><br><b>Equalities Implications</b> | <u>Human Resources</u><br><b>Recruitment and DBS review</b><br>Reduction in HR managerial support<br>Reduction in staffing<br>Reduction in transactional support<br>Reduction in transactional support<br>Impacts on a largely female workforce | 425                        | (50)         |              |              | M                              | M                                   | SS1                      |
|       |       | Total: Human Resources Savings to be Deferred  |   |                            | (448)        | 0            | 0            |                                |                                     |                          |

**DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2016-20**  
**DEFERRED SAVING**

| Panel | Ref  | Description of Saving              |   | Baseline Budget 12/13 £000 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|-------|------|------------------------------------|---|----------------------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
| O&S   | CS48 | <b>Service Description</b>         | <b>Further rationalisation of HR Services</b><br>Reduction of HR business partner (HRBP's) posts<br>High risk to HR BP support to departments at time of change | 543                        | 130          |              | (130)        | High                         | High                              | SS1                      |
|       |      | <b>Service Implication</b>         |   |                            |              |              |              |                              |                                   |                          |
|       |      | <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<br>HR Support - centralisation  | 265                        | 90           |              | (90)         | Medium                       | High                              | SS1                      |
|       |      | <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: 2016-2020**  
**DEFERRED SAVING**

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

**DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2016-20**  
**DEFERRED SAVING**

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



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><br/><b>Description</b><br/><b>Service Implication</b><br/><b>Staffing Implications</b><br/><b>Business Plan implications</b><br/><b>Impact on other departments</b><br/><b>Equalities Implications</b><br/><b>TOM Implications</b></p> <p><u>Children Social Care</u><br/><b>Remove Serious Case Review.</b><br/>Any future reviews will be funding from MSCB/CSC learning and development underspends and Health commissioners.<br/>N/a<br/>N/A<br/>Request for ad hoc funding for SCR. Possible risk if other agencies will not contribute.<br/>N/A<br/>None</p>   | 77                         | 77           |              |              |              | Low                          | Medium                            |
| C&YP  | CSF2015-02 | <p><u>Service</u><br/><b>Description</b><br/><b>Service Implication</b><br/><b>Staffing Implications</b><br/><b>Business Plan implications</b><br/><b>Impact on other departments</b><br/><b>Equalities Implications</b><br/><b>TOM Implications</b></p> <p><u>Cross Cutting</u><br/><b>Service management review across CSF Department</b><br/>The refocusing of our EY Service, minimal Youth offer and reduced commissioning budgets alongside our introduction of a department wide case work system provide the imperatives to restructure the CSF department. A phased approach across three years is proposed to enable a managed transition to a significantly downsized department.<br/>Estimated 0.4 FTE ( part year effect of 1 from 13 service manager posts)<br/>We will prioritise our core statutory education and social care functions however there will likely be reductions in volume and outcomes.<br/>A smaller management team will reduce our ability to work on cross cutting issues and new developments. Management support for partnership working will be impacted<br/>We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs.<br/>The TOM refresh will include an increased focus on delivering the restructure. 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<br>£000 | 2016/17<br>£000 | 2017/18<br>£000 |
|---|------|-----------------------------|--|-----------------|-----------------|-----------------|
| 2012/15   | ER10 | Service/Section Description | <b>Regulatory Services</b><br>Merton, Sutton, Kingston, Richmond and Croydon are in the process of exploring the possibility of sharing regulatory services or of one authority becoming the lead provider of services for other council(s). Merton is relatively well placed to act as lead provider in a number of service areas as a result of the high level of professional expertise and knowledge that is not reflected in the other boroughs involved. This approach would maintain a level of resilience. | 230             |                 |                 |
| <b>Total Environment and Regeneration Savings</b> |      |                             |  | <b>230</b>      | <b>0</b>        | <b>0</b>        |

**Alternative Savings proposals****DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS**

| Budget Process                                    | Ref  | Description of Saving       |   | 2015/16<br>£000 | 2016/17<br>£000 | 2017/18<br>£000 |
|---|------|-----------------------------|---|-----------------|-----------------|-----------------|
| 2012/15   | ER10 | Service/Section Description | <b>Regulatory Services</b><br>The Regulatory Services Partnership (RSP) between Merton and Richmond is in the process of implementing Phase 2 of their restructure, which is expected to achieve a saving of £196k.<br><br>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).<br><br>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<br>£000 | 2017/18<br>£000 | 2018/19<br>£000 |
|---|-------|------------------------------------|---|-----------------|-----------------|-----------------|
| 2015/18   | E&R14 | <b>Service/Section</b>             | <b>Regulatory Services</b>  |                 |                 |                 |
|   |       | <b>Description</b>                 | Further expansion of the shared service.  | 100             |                 |                 |
|   |       | <b>Service Implication</b>         | This is new business development associated with potential new partners joining the existing shared |                 |                 |                 |
|   |       | <b>Staffing Implications</b>       | None  |                 |                 |                 |
|   |       | <b>Business Plan implications</b>  | In line with Reg.Services TOM   |                 |                 |                 |
|   |       | <b>Impact on other departments</b> | None  |                 |                 |                 |
|   |       | <b>Equalities Implications</b>     | None  |                 |                 |                 |
| <b>Total Environment and Regeneration Savings</b> |       |                                    |   | <b>100</b>      | <b>0</b>        | <b>0</b>        |

Page 39 Deferred Savings Proposals**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS**

| Budget Process                                    | Ref   | Description of Saving              |   | 2016/17<br>£000 | 2017/18<br>£000 | 2018/19<br>£000 |
|---|-------|------------------------------------|---|-----------------|-----------------|-----------------|
| 2014/17   | E&R14 | <b>Service/Section</b>             | <b>Regulatory Services</b>  |                 |                 |                 |
|   |       | <b>Description</b>                 | Further expansion of the shared service.  | -100            | 100             |                 |
|   |       | <b>Service Implication</b>         | This is new business development associated with potential new partners joining the existing shared regulatory services partnership. The estimate is based on two new boroughs joining the partnership. |                 |                 |                 |
|   |       | <b>Staffing Implications</b>       | None  |                 |                 |                 |
|   |       | <b>Business Plan implications</b>  | In line with Reg.Services TOM   |                 |                 |                 |
|   |       | <b>Impact on other departments</b> | None  |                 |                 |                 |
|   |       | <b>Equalities 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><br/>Description<br/>Service Implication<br/>Staffing Implications<br/>Business Plan implications<br/>Impact on other departments<br/>Equalities Implications</p> | <p><u>Adult Social Care</u><br/><b>Below inflation uplift to third party suppliers</b><br/>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.<br/>None<br/>Contributes to efficiency savings<br/>None<br/>See overall EA</p> | 38,465       | 500                          | High                              | High                         |                                   | SP1                      |
| HC&OP | CH03 | <p><u>Service</u><br/>Description<br/>Service Implication<br/>Staffing Implications<br/>Business Plan implications<br/>Impact on other departments<br/>Equalities Implications</p> | <p><b>Brokerage Efficiency savings, by finding the best value option and setting personal budgets on this basis</b><br/>Care and support packages will be negotiated and brokered to deliver the best value solution based on assessed need. There is likely to be complaints from some customers who would prefer a different package.<br/>None<br/>In line with the aim of delivering cost effective, person centred services.<br/>None<br/>See overall EA</p>   | 5,357        | 150                          | High                              | High                         |                                   | SP1                      |
| HC&OP | CH10 | <p><u>Service</u><br/>Description<br/>Service Implication<br/>Staffing Implications<br/>Business Plan implications<br/>Impact on other departments<br/>Equalities Implications</p> | <p><b>Procurement Opportunities</b><br/>Delivering further efficiencies through contract negotiations.<br/>None<br/>In line with the aim of delivering cost effective, person centred services.<br/>None<br/>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:<br/>Brokerage efficiency savings, by finding the best value option and setting personal budgets on this basis</p> <p>These savings add to the targets of existing programmes: procurement, brokerage and contracting for home care. The ASC transformation plan will continue with its existing principles of promoting greater independence. This approach would be driven through all ASC access channels (Brokerage, MAAT, OT and MILES), and through reviews.</p> <p>None identified.</p> <p>None identified.</p> <p>None identified.</p> <p>ASC customers are more likely to be older and have disabilities compared with the general population.</p> | 36,658       | 242                          | High                              | High                         |                                   | SNS2                     |
|       | CH2 | <p><b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>                       | <p><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<br><br>2015/16 | <b>Description</b>          | <b>Adult Social Care</b><br>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<br><br>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<br>2015/16  | <p><b>Description</b><br/>CONTRACTS - South Thames Crossroads Caring for Carers</p> <p>Service Implications<br/>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<br/>None</p> <p>Business Plan Implications<br/>In line with TOM and ASC commissioning and procurement plan</p> <p>Impact on other departments<br/>None</p> <p>Equalities Implications<br/>See EA</p> | (294)           | 0            | 0            | 0            | M                            | H                                 |                              |                                   | SP1                      | CH60    |
| CH1<br>2015/16   | <p><b>Description</b><br/>CONTRACTS - Meals on Wheels (Sodexo )</p> <p>Service Implications<br/>Decommissioning service and embed support within community, neighbourhood and voluntary support infrastructure</p> <p>Staffing Implications<br/>None</p> <p>Business Plan Implications<br/>In line with TOM and ASC commissioning and procurement plan</p> <p>Impact on other departments<br/>None</p> <p>Equalities Implications<br/>See EA</p>  | (153)           | 0            | 0            | 0            | M                            | H                                 |                              |                                   | SP1                      | CH61    |
| CH01<br>2013/14  | <p><b>Description</b><br/>CONTRACTS - Supported accommodation mental health -Family Mosaic (Waldemar Road)</p> <p>Service Implications<br/>Decommission service as a result of Provider notice to cease service in Merton</p> <p>Staffing Implications<br/>None</p> <p>Business Plan Implications<br/>In line with TOM and ASC commissioning and procurement plan</p> <p>Impact on other departments<br/>None</p> <p>Equalities Implications<br/>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<br>2013/14   | <b>Description</b><br>Service Implications<br>Staffing Implications<br>Business Plan Implications<br>Impact on other departments<br>Equalities Implications | CONTRACTS - day support Imagine Independence<br>Decommission service and recommission cost effective peer led day opportunities for people with mental health<br>None<br>In line with TOM<br>None<br>See EA | (84)            | 0            | 0            | 0            | M                            | H                                 |                              |                                   | SP1                      | CH63    |
|   | <b>Description</b><br>Service Implications<br>Staffing Implications<br>Business Plan Implications<br>Impact on other departments<br>Equalities Implications | Staffing savings- Directorate. This position is now funded from Public Health budget and no longer required.<br>None<br>None<br>None<br>None<br>See EA  | (30)            | 0            | 0            | 0            | L                            | L                                 |                              |                                   | SS2                      | CH64    |
| <b>Total: Community and Housing Replacement Savings</b> |   |   | (1,467)         | 600          | 200          | 0            |                              |                                   |                              |                                   |                          |         |
| <b>Total: Community and Housing Deleted Savings</b>     |   |   | 1,645           | 0            | 0            | 0            |                              |                                   |                              |                                   |                          |         |
| <b>Net Shortfall: Community and Housing Savings</b>     |   |   | 178             | 600          | 200          | 0            |                              |                                   |                              |                                   |                          |         |

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

### 2 Proposals identified to date - October 2015

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

### 3. Balance remaining against target

|                                  | Balance<br>2016/17<br>£'000 | Balance<br>2017/18<br>£'000 | Balance<br>2018/19<br>£'000 | Additional<br>Target<br>£'000 | Balance<br>Total<br>£'000 |
|----------------------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|---------------------------|
| Corporate Services               | 0                           | (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><br>Description<br>Service Implication<br>Staffing Implications | <u>Business Improvement</u><br>Reduction in IT support/maintenance contracts<br>Rationalisation of IT systems, removal of support for some<br>None | 616                  |              | 0            | 3            | L                            | L                                 | SP1                      |
|  |           | Business Plan implications  | In line with IT Strategy   |                      |              |              |              |                              |                                   |                          |
|  |           | Impact on other departments   | Requires procurement support/advice. May affect support arrangements and require more controlled investment through TDA.                           |                      |              |              |              |                              |                                   |                          |
|  |           | Equalities Implications   | None   |                      |              |              |              |                              |                                   |                          |
|  |           | TOM Implications  | None   |                      |              |              |              |                              |                                   |                          |
|  | CS2015-02 | <u>Service</u><br>Description<br>Service Implication<br>Staffing Implications | <u>Business Improvement</u><br>Expiration of salary protection<br>None<br>None   | 1124                 |              |              | 16           | L                            | L                                 | ??                       |
|  |           | Business Plan implications  | None   |                      |              |              |              |                              |                                   |                          |
|  |           | Impact on other departments   | None   |                      |              |              |              |                              |                                   |                          |
|  |           | Equalities Implications   | None   |                      |              |              |              |                              |                                   |                          |
|  |           | TOM Implications  | None   |                      |              |              |              |                              |                                   |                          |
| <b>Total</b>                                 |           |   |  |                      |              | 0            | 0            | 19                           |                                   |                          |
| Total BI (Corporate Services) Target Savings |           |   |  |                      |              | 0            | 13           | 169                          |                                   |                          |
| (Shortfall)/Surplus                          |           |   |  |                      |              | 0            | (13)         | (150)                        |                                   |                          |

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**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            |                              |                                   |                          |
| Total Resources - Policy (Corporate Services) Target Savings |     |                       |                            |              |              | 19           |                              |                                   |                          |
| (Shortfall)/Surplus  |     |                       |                            | 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 67  | CS2015-05 | <p><b>Service Description</b></p> <p><b>Staffing Costs and income budgets</b></p> <p>There will be a further review of staffing budgets. This will extend across the entire division, Business planning, Accountancy and the remaining business partners. The proposed staffing savings would reduce the net establishment from from 48.9 FTE to 38.7. (NB the major corporate services restructuring had already reduced the establishment by c.14 posts).A contribution from any income budgets not used above will be sought to mitigate the impact</p> | 2985                       |              |              | 216          |                              |                                   |                          |
|  |           | <p><b>Service Implication</b></p> <p>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</p>  |                            |              |              |              |                              |                                   |                          |
|  |           | <p><b>Staffing Implications</b></p> <p>3 to 4 posts will need to be deleted</p>  |                            |              |              |              |                              |                                   |                          |
|  |           | <p><b>Business Plan implications</b></p> <p>It is consistent with the streamlining proposed in the business plan</p>   |                            |              |              |              |                              |                                   |                          |
|  |           | <p><b>Impact on other departments</b></p> <p>This will require a substantial increase in the move to self help by departmental managers</p>  |                            |              |              |              |                              |                                   |                          |
|  |           | <p><b>Equalities Implications</b></p> <p>The down sizing will be managed in line with the corporate managing of change policies</p>  |                            |              |              |              |                              |                                   |                          |
| <p><b>TOM Implications</b></p> <p>The change is consistent with TOM themes of process improvement and streamlining</p> |           |  |                            |              |              |              |                              |                                   |                          |
| <b>Total</b>   |           |  |                            |              |              |              |                              |                                   |                          |
| <b>Total Resources (Corporate Services) Target Savings</b>   |           |  |                            |              |              |              |                              |                                   |                          |
| <b>(Shortfall)/Surplus</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><br>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           |                                |                                     |                          |
| <b>Total Corporate Governance (Corporate Services) Target Savings</b> |           |                                    |   |                            | 0            | 73           | 236          |                                |                                     |                          |
| <b>(Shortfall)/Surplus</b>  |           |                                    |   |                            | 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<br>15/16 £000 | 2016/17<br>£000 | 2017/18<br>£000 | 2018/19<br>£000 | Risk Analysis<br>Deliverability | Risk Analysis<br>Reputational<br>Impact | Type of<br>Saving<br>(see key) |
|---|-----------|-------------------------------|---|-------------------------------|-----------------|-----------------|-----------------|---------------------------------|---|--------------------------------|
|   | CS2015-07 | <u>Service</u><br>Description | <u>Running Costs</u><br>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><br><b>Increased income from schools and/or reduced LA service offer to schools.</b>   | Income (1,489)<br>Retained budgets 18,553 |              | 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>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 | <u>Service</u>  | <u>Commissioning, Strategy and Performance</u>  | 203                        |              |              | 60           | Medium                       | Low                               | SS1                      |
|       |            | <p><b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p> <p><b>TOM Implications</b></p> | <p><b>Commissioning rationalisation.</b></p> <p>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.</p> <p>1 FTE post reduction from a total of 2.44FTE.</p> <p>None specific - the reductions in volumes and outcomes will result from fewer and more targeted commissioned services.</p> <p>CSF will need to work with Public Health to maintain appropriate commissioning capacity.</p> <p>We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs.</p> <p>The TOM refresh will include an increased focus on delivering the restructure as well as flexible working and the introduction of the SCIS. The rationalisation of commissioning capacity will be achieved through improved partnership with Public Health and CCG colleagues.</p> |                            |              |              |              |                              |                                   |                          |
| C&YP  | CSF2015-05 | <u>Service</u>  | <u>Commissioning, Strategy and Performance</u>  | 451                        |              |              | 55           | Medium                       | Medium                            | SS1                      |
|       |            | <p><b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p> <p><b>TOM Implications</b></p> | <p><b>Property and contracts service review.</b></p> <p>There will be a lower volume of capital works to expand school provision by 2018-19 enabling a reduction in project management capacity.</p> <p>1 FTE project manager post of 3.</p> <p>None specific</p> <p>None specific</p> <p>We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs.</p> <p>The TOM refresh will include an increased focus on delivering the restructure as well as flexible working/SCIS. This proposal is in line with TOM drive to increase efficiency and value via ensuring functions operate with minimum capacity needed.</p>   |                            |              |              |              |                              |                                   |                          |

## DEPARTMENT: Children, Schools and Families

| 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><br/> <b>Service Implication</b><br/> <b>Staffing Implications</b><br/> <b>Business Plan implications</b><br/> <b>Impact on other departments</b><br/> <b>Equalities Implications</b><br/> <b>TOM Implications</b></p> | <p><b>Senior Management &amp; Support</b><br/> Reduce the level of PA support to Heads of Service by 0.6fte.<br/> None<br/> Reduction of 0.6fte [of 2.6fte]<br/> None<br/> None<br/> None<br/> Consistent with TOM direction of travel in reducing back office support service costs</p>  | 95           |              | 19           |                              | Low                               | Low                      | SS2 |
| Page 73 | ENV02 | <p><b>Service/Section Description</b><br/> <b>Service Implication</b><br/> <b>Staffing Implications</b><br/> <b>Business Plan implications</b><br/> <b>Impact on other departments</b><br/> <b>Equalities Implications</b><br/> <b>TOM Implications</b></p> | <p><b>Parking Services (CEO team)</b><br/> Review the current structure, shift patterns and hours of operation with the intention of moving toward a two shift arrangement based on 5 days on/2 days off.<br/> Better deployment of enforcement resources.<br/> Deletion of 5 FTE's [of 35fte] whilst retaining existing capacity in CEO hours per annum to achieve same outcomes<br/> No impact on business plan - allows same outputs with fewer staff<br/> None<br/> Will require consultation but no immediate equalities implications<br/> This review is mentioned in the TOM but is not referred to in any budgetary forecast . This is consistent with direction of travel in TOM</p> | 1,311        |              | 190          |                              | Medium                            | Medium                   | SS2 |
|         | ENV03 | <p><b>Service/Section Description</b><br/> <b>Service Implication</b><br/> <b>Staffing Implications</b><br/> <b>Business Plan implications</b><br/> <b>Impact on other departments</b><br/> <b>Equalities Implications</b><br/> <b>TOM Implications</b></p> | <p><b>Parking Services (CEO team)</b><br/> Reduction number of team leader posts from 4 to 3<br/> Reduced overall management<br/> Loss of 1 team leaders post [of 4fte]<br/> Potential drop in compliance rates.<br/> None<br/> None<br/> Consistent with direction of travel in reducing management overheads .</p>  | 1,311        |              | 45           |                              | Low                               | Medium                   | SS2 |

## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - 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 74 | ENV04 | <p><b>Service/Section Description</b><br/> <b>Parking Services (CEO team)</b><br/> Improved management of traffic flows/congestion and availability of parking space through Increase compliance based on detailed analysis of existing and projected compliance levels and deployment of resources based upon future projections of population growth , expansion of CPZs where a majority of local residents have asked for this, and areas of potential non-compliance.</p> <p><b>Service Implication</b><br/> Improvement in overall enforcement strategy</p> <p><b>Staffing Implications</b><br/> None projected at this stage.</p> <p><b>Business Plan implications</b><br/> None</p> <p><b>Impact on other departments</b><br/> None</p> <p><b>Equalities Implications</b><br/> None</p> <p><b>TOM Implications</b><br/> This is consistent with TOM direction of travel in better utilisation of data / heat maps to ensure resources deployed effectively.</p> | (5,446)                    |              | 250          |              | Medium                       | Medium                            | SI2                      |
|         | ENV05 | <p><b>Service/Section Description</b><br/> <b>Parking Services</b><br/> Review the back office structure based upon the anticipated tailing off of ANPR activity and the movement of CCTV into parking services.</p> <p><b>Service Implication</b><br/> Could impact upon the level of service provided</p> <p><b>Staffing Implications</b><br/> To be assessed but could mean the deletion of 2 management posts [of 10fte]</p> <p><b>Business Plan implications</b><br/> Reduction in the costs of 2 posts</p> <p><b>Impact on other departments</b><br/> None</p> <p><b>Equalities Implications</b><br/> None</p> <p><b>TOM Implications</b><br/> Consistent with TOM direction of travel in reducing back office costs</p>  | 1,189                      |              | 70           |              | Medium                       | Medium                            | SS2                      |

## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - 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><br/> <b>Service Implication</b><br/> <b>Staffing Implications</b><br/> <b>Business Plan implications</b><br/> <b>Impact on other departments</b><br/> <b>Equalities Implications</b><br/> <b>TOM Implications</b></p> | <p><b>Parking Services</b><br/> Reduction in transport related budgets<br/> May result in slight reduction in quality of some areas of service, particularly in respect of civil enforcement<br/> some changes in staff travel arrangements to ensure on site as effectively and efficiently as possible.<br/> None<br/> None<br/> None<br/> consistent with TOM direction of travel</p> | 140          |              | 46           |                              | Low                               | Low                      | SNS1 |
| Page 75 | ENV07 | <p><b>Service/Section Description</b><br/> <b>Service Implication</b><br/> <b>Staffing Implications</b><br/> <b>Business Plan implications</b><br/> <b>Impact on other departments</b><br/> <b>Equalities Implications</b><br/> <b>TOM Implications</b></p> | <p><b>Parking Services</b><br/> Reduction in supplies &amp; services/third party payment budgets.<br/> May result in slight reduction in quality of some areas of service.<br/> None<br/> None<br/> None<br/> None<br/> consistent with TOM direction of travel</p>  | 571          |              |              | 60                           | Low                               | Low                      | SNS1 |
|         | ENV08 | <p><b>Service/Section Description</b><br/> <b>Service Implication</b><br/> <b>Staffing Implications</b><br/> <b>Business Plan implications</b><br/> <b>Impact on other departments</b><br/> <b>Equalities Implications</b><br/> <b>TOM Implications</b></p> | <p><b>Regulatory Services</b><br/> Funding of EH FTE by public health subsidy. As agreed between DPH and Head of PP .<br/> None<br/> One FTE funded by Public Health<br/> Not known at this stage<br/> None<br/> Not known at this stage<br/> Not known at this stage</p>  | 190          |              |              | 40                           | Medium                            | Medium                   | SG1  |

## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - 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 76 | ENV09 | <p><b>Service/Section Description</b><br/> <b>Regulatory Services</b><br/>           Investigate potential commercial opportunities to generate income such as: Trading Standards business advice; contaminated land / acoustic assessment consultancy for developers; processing licensing applications for other LAs; Licensing pre-application service; Shared service seminars.</p> <p><b>Service Implication</b><br/>           To avoid a potential conflict of interest, we will need to create a bespoke team, from existing resources, based on commercial principles that is separate and distinct from the enforcement function.</p> <p><b>Staffing Implications</b><br/>           Diversion of existing staff to resource the new team will impact in the short term on enforcement capability but as the service grows it will become self-financing</p> <p><b>Business Plan implications</b><br/>           Increase in income</p> <p><b>Impact on other departments</b><br/>           None</p> <p><b>Equalities Implications</b><br/>           None</p> <p><b>TOM Implications</b><br/>           Consistent with drive to increase commercialisation in TOM generally</p> | N/A                        |              | 50           | 50           | Medium                       | Low                               | S12                      |
|         | ENV10 | <p><b>Service/Section Description</b><br/> <b>Regulatory Services</b><br/>           Reduction in Transport/Supplies and Services budget through greater efficiency</p> <p><b>Service Implication</b><br/>           May result in slight reduction in quality of some areas of service</p> <p><b>Staffing Implications</b><br/>           None</p> <p><b>Business Plan implications</b><br/>           None</p> <p><b>Impact on other departments</b><br/>           None</p> <p><b>Equalities Implications</b><br/>           None</p> <p><b>TOM Implications</b><br/>           consistent with TOM direction of travel</p>   | 123                        |              | 10           |              | Low                          | Low                               | SNS1                     |

## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - 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 | <p><b>Service/Section Description</b><br/> <b>Leisure &amp; Culture</b><br/>           Outsource leisure and sports activities - commissioning of the arts and sports development to an external organisation to replace the in-house provision.</p> <p><b>Service Implication</b><br/>           Potential reduction in the scope of the service</p> <p><b>Staffing Implications</b><br/>           Loss of 3 ftes [of 12.6fte]</p> <p><b>Business Plan implications</b><br/>           None</p> <p><b>Impact on other departments</b><br/>           Potential loss of departmental support on corporate projects</p> <p><b>Equalities Implications</b><br/>           None, objectives would be maintained within the scope of the commissioning brief.</p> <p><b>TOM Implications</b><br/>           In line with the TOM outcomes</p>                    | 589                        |              | 59           |              | Low                          | Low                               | SP1                      |
| Page 77 | ENV12 | <p><b>Service/Section Description</b><br/> <b>Leisure &amp; Culture</b><br/>           Loss of head of section/amalgamated with head of Greenspaces</p> <p><b>Service Implication</b><br/>           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.</p> <p><b>Staffing Implications</b><br/>           Loss of 1 fte [of 2fte]</p> <p><b>Business Plan implications</b><br/>           None</p> <p><b>Impact on other departments</b><br/>           None</p> <p><b>Equalities Implications</b><br/>           None</p> <p><b>TOM Implications</b><br/>           Linked to the outsourcing of the greenspaces functions within their TOM.</p> | 158                        |              | 70           |              | Low                          | Low                               | 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) |     |
|---------|-------|---|---|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|-----|
|         | ENV13 | <p><b>Service/Section Description</b><br/> <b>Service Implication</b><br/> <b>Staffing Implications</b><br/> <b>Business Plan implications</b><br/> <b>Impact on other departments</b><br/> <b>Equalities Implications</b><br/> <b>TOM Implications</b></p> | <p><b>Leisure &amp; Culture</b><br/> Staff savings through the reorganisation of the back office through channel shift from phone and face to face contact.<br/> The introduction of the customer contact centre will reduce the need for phone and face to face contact with customers, reducing the need for office based customer agents.<br/> Reduction of 3 fte [of 9.6fte]<br/> None<br/> None<br/> None<br/> consistent with TOM direction of travel</p> | 336          |              | 70           |                              | Low                               | Low                      | SS1 |
| Page 78 | ENV14 | <p><b>Service/Section Description</b><br/> <b>Service Implication</b><br/> <b>Staffing Implications</b><br/> <b>Business Plan implications</b><br/> <b>Impact on other departments</b><br/> <b>Equalities Implications</b><br/> <b>TOM Implications</b></p> | <p><b>Property Management</b><br/> Increase in income from rent reviews of c60 properties.<br/> none - would be within existing resources<br/> Part of the current team's core work.<br/> In line with the TOM outcomes<br/> None<br/> None<br/> consistent with TOM direction of travel</p>  | (4,022)      |              |              | 100                          | Medium                            | Low                      | SI2 |



## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - 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><br/> <b>Traffic &amp; Highways</b><br/>           Reduction in street lighting energy and maintenance costs. Would require Capital investment of c£400k, which forms part of the current capital programme - Investment in LED lights in lamp Colum stock most capable of delivering savings</p> <p><b>Service Implication</b><br/>           Would require additional specialist staffing resource - costs contained within the business case that is being prepared.</p> <p><b>Staffing Implications</b><br/>           None</p> <p><b>Business Plan implications</b><br/>           In line with the TOM outcomes</p> <p><b>Impact on other departments</b><br/>           None</p> <p><b>Equalities Implications</b><br/>           None</p> <p><b>TOM Implications</b><br/>           consistent with TOM direction of travel</p>  | 884                        |              | 148          |              | Low                          | Low                               | SNS1                     |
| Page 79 | ENV16 | <p><b>Service/Section Description</b><br/> <b>Traffic &amp; Highways</b><br/>           Further reductions in the highways maintenance contract costs following reprocurement. Part year effect in 17/18 due to contract start date mid year.</p> <p><b>Service Implication</b><br/>           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><br/>           None</p> <p><b>Business Plan implications</b><br/>           will almost certainly require specification / service standard changes to deliver required savings levels</p> <p><b>Impact on other departments</b><br/>           None</p> <p><b>Equalities Implications</b><br/>           None</p> <p><b>TOM Implications</b><br/>           consistent with TOM direction of travel in 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><br><b>Service Implication</b><br><b>Staffing Implications</b><br><b>Business Plan implications</b><br><b>Impact on other departments</b><br><b>Equalities Implications</b><br><b>TOM Implications</b> | <b>Traffic &amp; Highways</b><br>Reduction in reactive works budget<br>Reduction in carriageway and footpath reactive maintenance with possible increase in insurance claims.<br>None<br>Reduction in response times and possibly intervention threshold.<br>Increase in corporate services insurance workload<br>None<br>consistent with TOM direction of travel                      | 650          |              | 30           | 35                           | Low                               | Medium                   | SNS2 |
| Page 80 | ENV18 | <b>Service/Section Description</b><br><b>Service Implication</b><br><b>Staffing Implications</b><br><b>Business Plan implications</b><br><b>Impact on other departments</b><br><b>Equalities Implications</b><br><b>TOM Implications</b> | <b>Greenspaces</b><br>Increased income from events in parks<br>Increased income through a broader range of commercial opportunities - over and above those previously agreed.<br>Some unquantified extra resource likely to be required, linked to the business case for each initiative.<br>In line with the TOM outcomes<br>None<br>None<br>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><br/> <b>Greenspaces</b><br/> Planned re-distribution of North East Surrey Crematorium funds to be used to offset costs associated with the running of the Council's cemeteries. This is expected to be min £80k from 17/18 and for min 8 years . Unringfenced .</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 81 | ENV20 | <p><b>Service/Section Description</b><br/> <b>Development &amp; Building Control</b><br/> 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><br/> <b>Greenspaces</b><br/> 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><br/> <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><br/> 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 82 | ENV23 | <p><b>Service/Section Description</b><br/> <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><br/> 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 83 | ENV24 | <p><b>Service/Section Description</b><br/> <b>Future Merton</b><br/>           Cease subscription to Urban London and Future London Leaders from service budgets and prioritise the use of corporate training and development budgets to pay for these activities that provide considerable professional development courses and represent very good value for money.</p> <p><b>Service Implication</b> None</p> <p><b>Staffing Implications</b> None</p> <p><b>Business Plan implications</b> None</p> <p><b>Impact on other departments</b> Would require corporate learning and development to prioritise these training opportunities.</p> <p><b>Equalities Implications</b> None</p> <p><b>TOM Implications</b> Consistent with TOM direction of travel</p> | 18                         |              | 10           |              | Low                          | Low                               | SNS2                     |
|         | ENV25 | <p><b>Service/Section Description</b><br/> <b>Waste</b><br/>           Department restructure of the waste section</p> <p><b>Service Implication</b> Moving from a support function towards a commercialised commissioning and clienting service post Phase C contract award</p> <p><b>Staffing Implications</b> equivalent of c5fte [of 13.19fte] across all levels of staff</p> <p><b>Business Plan implications</b> To be assessed following contract award and SLWP clienting requirements</p> <p><b>Impact on other departments</b> TBC</p> <p><b>Equalities Implications</b> TBC</p> <p><b>TOM Implications</b> Consistent with TOM direction of travel</p>  | 514                        |              | 191          |              | Low                          | Medium                            | SS2                      |

## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - 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 84 | 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><br><b>Service Implication</b><br><b>Staffing Implications</b><br><b>Business Plan implications</b><br><b>Impact on other departments</b><br><b>Equalities Implications</b><br><b>TOM Implications</b> | <b>Waste Services: waste disposal</b><br>Divert gully waste and mechanical Street sweepings from landfill through pre-treatment and recycling<br>None( assumes tipping at Garth Rd WTS)<br>None<br>Increase in waste diversion<br>None - procurement will be required<br>None<br>Consistent with TOM direction of travel | 4,360        |              | 37           |                              | Low                               | Low                      | SP1 |
| Page 85 | ENV29 | <b>Service/Section Description</b><br><b>Service Implication</b><br><b>Staffing Implications</b><br><b>Business Plan implications</b><br><b>Impact on other departments</b><br><b>Equalities Implications</b><br><b>TOM Implications</b> | <b>Waste Services: recyclate income</b><br>Realign budget to reflect actual income achieved through sale of textiles<br>None<br>None<br>None<br>None<br>None<br>Consistent with TOM direction of travel  | N/A          |              | 20           |                              | Low                               | Low                      | SP1 |
|         | ENV30 | <b>Service/Section Description</b><br><b>Service Implication</b><br><b>Staffing Implications</b><br><b>Business Plan implications</b><br><b>Impact on other departments</b><br><b>Equalities Implications</b><br><b>TOM Implications</b> | <b>Waste Services: Garden waste service</b><br>Increase annual subscription fees by £5 p.a.<br>Possible reduction in subscriptions<br>None<br>Potential reduction in recycling / composting performance.<br>None<br>To be undertaken<br>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><br/> <b>Service Implication</b><br/> <b>Staffing Implications</b><br/> <b>Business Plan implications</b><br/> <b>Impact on other departments</b><br/> <b>Equalities Implications</b><br/> <b>TOM Implications</b></p> | <p><b>Waste Operations</b><br/>                     Commencing charging schools for recyclable waste (17/18) and food waste (18/19) collection<br/>                     Possible loss of contracts to private sector<br/>                     None<br/>                     Potential impact on overall waste diversion<br/>                     tbc<br/>                     to be completed<br/>                     Consistent with TOM direction of travel</p>  | N/A          |              | 102          | 9                            | Low                               | Medium                   | SI1 |
| Page 86   | ENV32 | <p><b>Service/Section Description</b><br/> <b>Service Implication</b><br/> <b>Staffing Implications</b><br/> <b>Business Plan implications</b><br/> <b>Impact on other departments</b><br/> <b>Equalities Implications</b><br/> <b>TOM Implications</b></p> | <p><b>Transport Services:</b><br/>                     Review of Business Support requirements<br/>                     Post Phase C there will be a change in the Business Support requirements, following the loss of much of the fleet management to the new contractor. It is anticipated that this will lead to a reduction in 1FTE<br/>                     Reduction of 1 fte [of 8.33fte]<br/>                     Saving would result in a reduction in client budgets.<br/>                     Consistent with TOM direction of travel</p> | 311          |              |              | 30                           |                                   |                          | SS2 |
| <b>Total Environment and Regeneration Savings</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   | <b>Description</b>                 | Negotiate extra NHS funding for extra costs of Hospital Discharges - Circa £150k on packages, £50k on staff.   | <b>(£2,596)</b> | £200         | £0           | 0                            | H                                 | L                        | SI2 |
|                          |  | <b>Service Implication</b>         | This funds the increased volume of work to assess people and arrange packages of support for them.   |                 |              |              |                              |                                   |                          |     |
|                          |  | <b>Staffing Implications</b>       | Need to work efficiently and effectively to undertake the higher volume of work.   |                 |              |              |                              |                                   |                          |     |
|                          |  | <b>Business Plan implications</b>  | This support to ensure prompt discharge is consistent with the business plan commitment to support independence.   |                 |              |              |                              |                                   |                          |     |
|                          |  | <b>Impact on other departments</b> | None.  |                 |              |              |                              |                                   |                          |     |
|                          |  | <b>Equalities Implications</b>     | None.  |                 |              |              |                              |                                   |                          |     |
| <b>TOM Implications</b>  | None. This plan achieves a better alignment between funding levels and increased activity levels.  |                                    |  |                 |              |              |                              |                                   |                          |     |
|                          |  | <b>Service</b>                     | <b>Supporting People Contracts</b>   |                 |              |              |                              |                                   |                          |     |
| HC&OP                    | CH52   | <b>Description</b>                 | Review of remaining Supporting People Expenditure as much of it is a discretionary spending area.  | <b>£1,772</b>   | £0           | £300         | 0                            | H                                 | H                        | SP2 |
|                          |  | <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. |                 |              |              |                              |                                   |                          |     |
|                          |  | <b>Staffing Implications</b>       | None.  |                 |              |              |                              |                                   |                          |     |
|                          |  | <b>Business Plan implications</b>  | The risk is that this could increase pressure on the Housing Needs budget.   |                 |              |              |                              |                                   |                          |     |
|                          |  | <b>Impact on other departments</b> | There is a potential internal pressure within the department on the Housing Needs and Enabling Service   |                 |              |              |                              |                                   |                          |     |
|                          |  | <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.  |                 |              |              |                              |                                   |                          |     |
| <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." |                                    |  |                 |              |              |                              |                                   |                          |     |

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

## DEPARTMENT: Community and Housing

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

DEPARTMENT: Community and Housing

| Panel                                      | Ref  | Description of Saving              |  | Baseline Budget 15/16 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000   | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|--|------|------------------------------------|--|-----------------------|--------------|--------------|----------------|------------------------------|-----------------------------------|--------------------------|
|  |      | <u>Service</u>                     | <u>Housing Needs</u>   |                       |              |              |                |                              |                                   |                          |
| SC   | CH57 | <b>Description</b>                 | <b>Staff reduction in Housing Services</b>   | 929                   | 0            | 50           | 118            | H                            | H                                 | SS2                      |
|  |      | <b>Service Implication</b>         | This makes service delivery very challenging, but will seek to preserve a greater number of front-line staff engaged with service delivery. The main impact will be upon supervisory and other management roles.   |                       |              |              |                |                              |                                   |                          |
|  |      | <b>Staffing Implications</b>       | Deletion of 1.0 post (2017/18) out of remaining 24.03 FTE's and Deletion of 2.0 posts and Re-evaluation of 1.0 post (2018/19) out of remaining 21.53 FTE's. Redundancy costs to the council and increased workloads for remaining staff  |                       |              |              |                |                              |                                   |                          |
|  |      | <b>Business Plan implications</b>  | The business plan implication would ensure no further loss of front line staff with a corresponding ability to continue statutory housing act functions which include: Homelessness Prevention, Private Sector tenants rights and enforcement. The additional reductions in staffing (in addition to those identified in 2016/17) would be limited to management and supervisor posts. Whilst this will be increasingly challenging for the remaining management and staff, it is anticipated that the business will continue to be delivered with some adjustments made as necessary. |                       |              |              |                |                              |                                   |                          |
|  |      | <b>Impact on other departments</b> | This will have an impact on children's and adult's social care   |                       |              |              |                |                              |                                   |                          |
|  |      | <b>Equalities Implications</b>     | BME communities are over represented in homeless episodes. However, all groups will be affected by the reduction in front line housing services.   |                       |              |              |                |                              |                                   |                          |
|  |      | <b>TOM Implications</b>            | This is consistent with the existing TOM   |                       |              |              |                |                              |                                   |                          |
| <b>Total Housing Needs</b>                 |      |                                    |  |                       | <b>0</b>     | <b>50</b>    | <b>118</b>     |                              |                                   |                          |
| <b>Total C&amp;H Savings Proposals</b>     |      |                                    |  |                       | <b>200</b>   | <b>950</b>   | <b>1,285</b>   | <b>2,435</b>                 |                                   |                          |
| <b>Total Community and Housing Targets</b> |      |                                    |  |                       | <b>0</b>     | <b>783</b>   | <b>2,601</b>   | <b>3,384</b>                 |                                   |                          |
| <b>(Shortfall)/Surplus</b>                 |      |                                    |  |                       | <b>200</b>   | <b>167</b>   | <b>(1,316)</b> | <b>(949)</b>                 |                                   |                          |

# Equality Analysis

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

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

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

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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)?**

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| Protected characteristic (equality group) | Tick which applies |    | Tick which applies        |    | Reason<br>Briefly explain what positive or negative impact has been identified |
|---|--------------------|----|---------------------------|----|--|
|   | Positive impact    |    | Potential negative impact |    |  |
|   | Yes                | No | Yes                       | No |  |
| Age                                       |                    | ✓  | ✓                         |    | Staff 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 |
|-------------------------|---------------------------------------|------------|----------------|



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

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

| Stage 1: Overview  |  |
|--|--|
| Name and job title of lead officer   | Mark Humphries – Assistant Director Infrastructure & Transactions  |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | To deliver financial savings of £100K over the period 2018/19 by restructuring the Transactional Services section and deleting up to 3 FTE posts that process payments and set up new vendors/suppliers on the councils various financial systems.   |
| 2. How does this contribute to the council's corporate priorities?   | The saving is required as part of the Medium Term Financial Strategy, and can be achieved through efficiency savings that will be achieved through the implementation of new corporate IT systems that will automate the processing and payment of invoices and reduce the overall requirement for Transactional Services staff.   |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | This proposal will affect up to three members of staff from a current establishment of 13.3. The Transactional Services team are responsible for the council's entire Accounts Payable/Receivable function, maintaining the master vendor/suppliers database and providing support and training on the various systems used by staff for processing payments and invoices. |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                          | No   |

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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)?

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

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

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

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

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

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

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

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

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

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

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

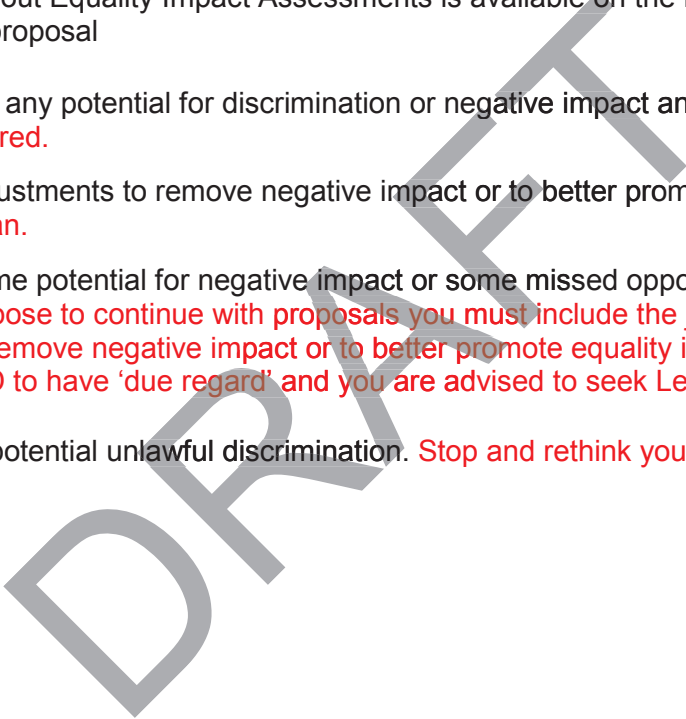
Stage 4: Conclusion of the Equality Analysis

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.**

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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**

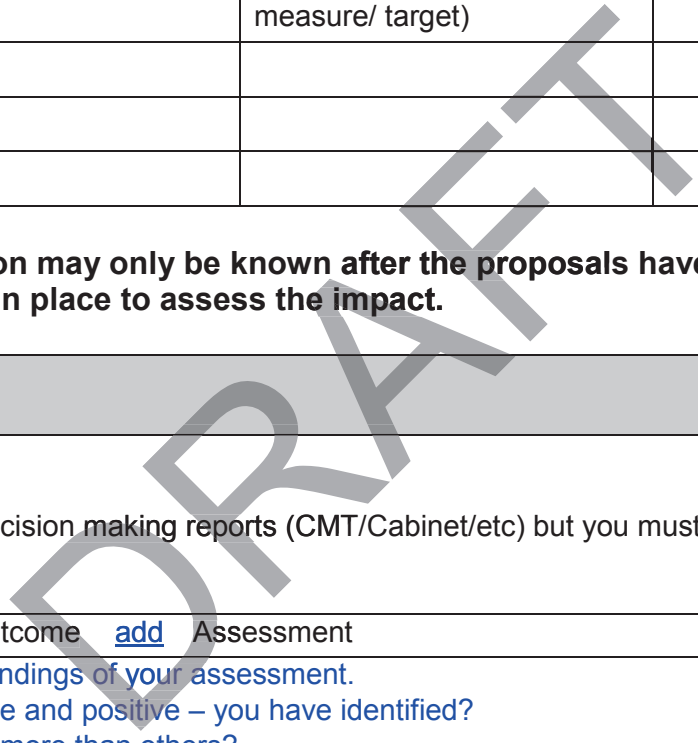
This section can also be used in your decision making reports (CMT/Cabinet/etc) but you must also attach the assessment to the report, or provide a hyperlink

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

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   |

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

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

## Stage 2: Collecting evidence/ data

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

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

The performance of all commissioned services is monitored regularly in proportion to the amount of money that they receive. Data and information is required from providers to enable the council to monitor performance and monitoring meetings with providers are held. All services are currently meeting specified outputs. Providers are expected to deliver services equitably and monitoring data suggests that equalities groups are benefitting from fair access. Some specific services are targeted to specific equalities groups and all are targeted at more vulnerable families with identified needs including those from the more deprived parts of the borough. The proposal is, therefore, likely to impact negatively on families living in poverty and those with specific protected characteristics.

## Stage 3: Assessing impact and analysis

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

| Protected characteristic (equality group) | Tick which applies |    | Tick which applies        |    | Reason<br>Briefly explain what positive or negative impact has been identified  |
|---|--------------------|----|---------------------------|----|---|
|   | Positive impact    |    | Potential negative impact |    |   |
|   | Yes                | No | Yes                       | No |   |
| Age                                       |                    |    | yes                       |    | All services are designed to support children with forms of vulnerability   |
| Disability                                |                    |    | yes                       |    | Potential impact on families of disabled children   |
| Gender Reassignment                       |                    |    |                           | no |   |
| Marriage and Civil Partnership            |                    |    |                           | no |   |
| Pregnancy and Maternity                   |                    |    | yes                       |    | Most services are designed to strengthen parenting including during early years. Some are specifically targeted at improving maternal health. |
| Race                                      |                    |    | yes                       |    | One service works specifically with refugees and asylum seeking young   |

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

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

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

### Stage 4: Conclusion of the Equality Analysis

#### 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 110
- Outcome 1** – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**
- Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**
- Outcome 3** – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have 'due regard' and you are advised to seek Legal Advice.**
- Outcome 4** – The EA shows actual or potential unlawful discrimination. **Stop and rethink your proposals.**



## Stage 5: Improvement Action Pan

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

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

| Negative impact/ gap in information identified in the Equality Analysis   | Action required to mitigate   | How will you know this is achieved? e.g. performance measure/ target)                             | By when         | Existing or additional resources? | Lead Officer | Action added to divisional/ team plan? |
|---|---|---|-----------------|-----------------------------------|--------------|--|
| From April 2016, the range and number of Early Intervention and Prevention services will be significantly reduced | Use of evidence-based interventions wherever possible to ensure maximum effectiveness, focusing delivery at ages and stages that can have maximum impact. | Monitoring of pressures on statutory social care services – eg Children in Need, LAC and CP cases | From April 2016 | Existing                          | L Wallder    |  |
|   | Case by case examination of need to reprovide support to individual CYP and families.   | All current service users consulted on implications of closure of service.                        | Dec 2015        | Existing                          | L.Wallder    |  |
|   |   |   |                 |                                   |              |  |
|   |   |   |                 |                                   |              |  |

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

## Stage 6: Reporting outcomes

### 10. Summary of the equality analysis

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

- Savings from the EIP Commissioning budget could potentially have a negative impact on disadvantaged groups within the community
  - Proposals for savings in 2016/17 could affect a significant number of children and families as this would mean a major reduction in the amount of money available to commission services
- What course of action are you advising as a result of this assessment?
- Acceptance of these savings proposals based on the plan to mitigate negative impact on specific service users

| Stage 7: Sign off by Director/ Head of Service                  |                |                                     |                |
|---|----------------|-------------------------------------|----------------|
| 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:<br><i>Yvette Stanley</i> | Date 07/10/15  |

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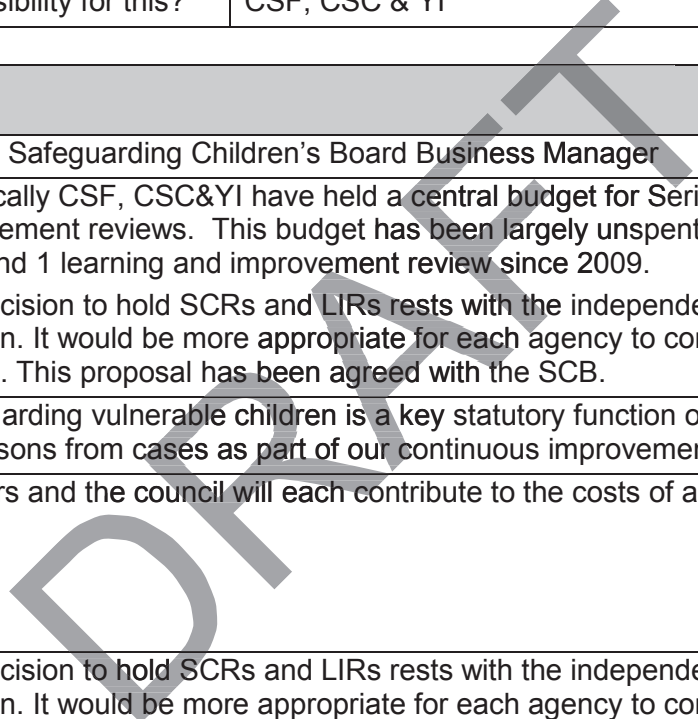
# Equality Analysis

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.<br>The decision to hold SCRs and LIRs rests with the independent chair of the SCB and is a multi-agency decision. It would be more appropriate for each agency to contribute financial as and when a review is agreed. This proposal has been agreed with the SCB. |
| 2. How does this contribute to the council’s corporate priorities?   | Safeguarding vulnerable children is a key statutory function of the council and we are committed to learning the lessons from cases as part of our continuous improvement agenda.   |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | Partners and the council will each contribute to the costs of an SCR/LIR as and when they occur.  |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                          | The decision to hold SCRs and LIRs rests with the independent chair of the SCB and is a multi-agency decision. It would be more appropriate for each agency to contribute financial as and when a review is agreed. This proposal has been agreed with the SCB.   |

Appendix 1



## Stage 2: Collecting evidence/ data

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

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

The 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)?

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

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

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

### Stage 4: Conclusion of the Equality Analysis

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

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

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

**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.

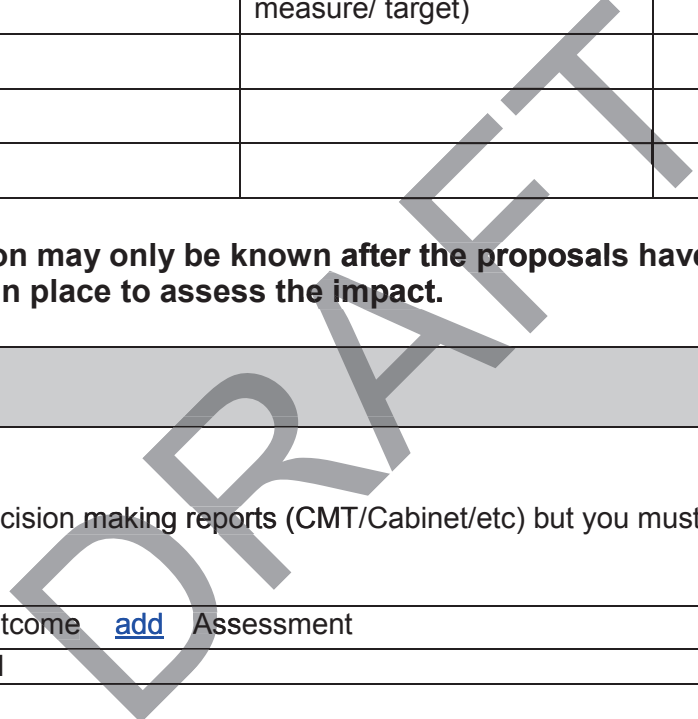
**Stage 6: Reporting outcomes**

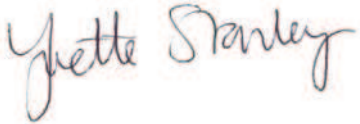
**10. Summary of the equality analysis**

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                                    |

Page 16



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

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# Equality Analysis

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

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

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



## Stage 2: Collecting evidence/ data

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

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

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

## Stage 3: Assessing impact and analysis

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

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

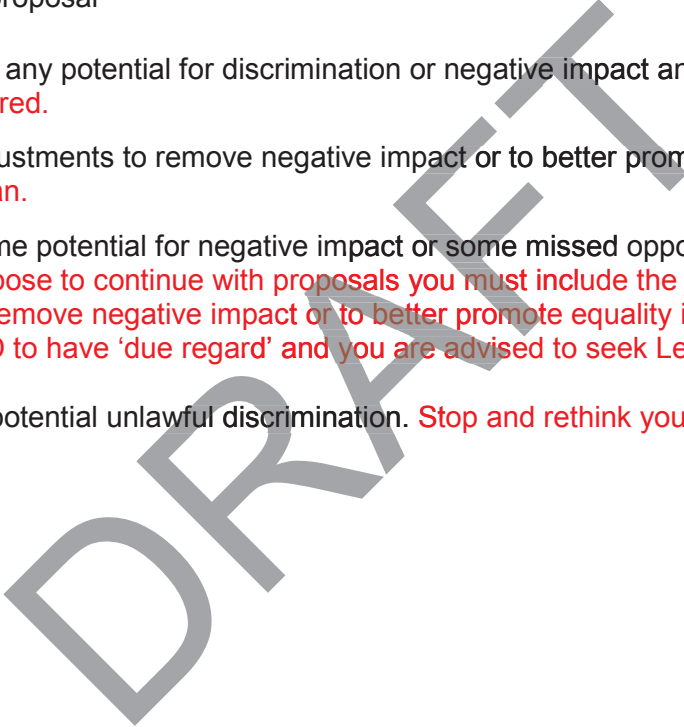
Stage 4: Conclusion of the Equality Analysis

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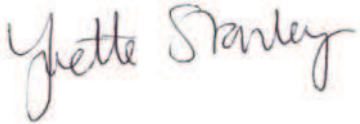
Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

**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:<br> | Date: 15/09/2015 |

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

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

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

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

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

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

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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)

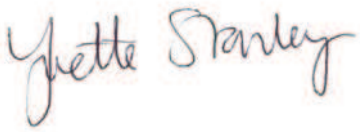
Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

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:<br> | 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)?**

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

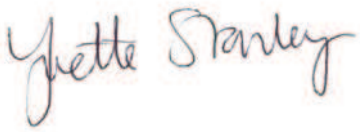
OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

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

Page 1 of 1

DRAFT

## Stage 2: Collecting evidence/ data

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

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

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

## Stage 3: Assessing impact and analysis

Page 13  
6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

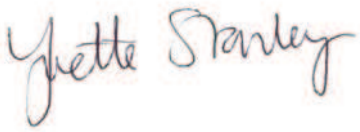
OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

| Stage 5: Sign off by Director/ Head of Service                  |                                  |   |                  |
|---|----------------------------------|---|------------------|
| Assessment completed by   | Paul Ballatt, Assistant Director | Signature:  | Date: 5/10/2015  |
| Improvement action plan signed off by Director/ Head of Service | Yvette Stanley, Director         | Signature:<br> | 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>CSF2015-06</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<br>(equality group) | Tick which applies<br>Positive impact |    | Tick which applies<br>Potential<br>negative impact |    | Reason<br>Briefly explain what positive or negative impact has been identified |
|--|---------------------------------------|----|--|----|--|
|  | Yes                                   | No | Yes  | No |  |
|  | Age                                   |    |  |    |  |
| 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

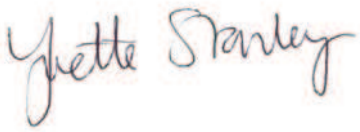
OUTCOME 1

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:<br> | Date: 07/10/2015 |

DRAFT

# 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  |

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).

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

## Stage 3: Assessing impact and analysis

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

Page 140

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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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> |
|---|---|

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

**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**

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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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

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

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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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   |

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

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

# Equality Analysis

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

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

| Stage 1: Overview  |   |
|--|---|
| Name and job title of lead officer   | Paul Walshe Head of Parking and CCTV Services |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | Reduction in Transport Related Budgets        |
| 2. How does this contribute to the council's corporate priorities?   | Reduction in expenditure                      |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | Unclear at the moment                         |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                          | Unclear at the moment                         |

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## Stage 2: Collecting evidence/ data

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

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

To be considered at a later date

## Stage 3: Assessing impact and analysis

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

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

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

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

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

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

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

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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 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  |

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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).

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)?

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

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

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

| Negative impact/ gap in information identified in the Equality Analysis | Action required to mitigate | How will you know this is achieved? e.g. performance measure/ target) | By when | Existing or additional resources? | Lead Officer | Action added to divisional/ team plan? |
|---|-----------------------------|---|---------|-----------------------------------|--------------|--|
| 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   | Paul Walshe Head of Parking and CCTV Services | Signature: | Date: |
| Improvement action plan signed off by Director/ Head of Service | John Hill Head of Public Protection           | Signature: | Date: |

# Equality Analysis

**ENV08 ENV09 ENV10. Replacement Saving ER10**

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

**Stage 1: Overview**

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

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

**Stage 3: Assessing impact and analysis**

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

Page 159

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

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

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

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

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

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

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

# Equality Analysis – ENV11

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

| Stage 1: Overview  |  |
|--|--|
| Name and job title of lead officer   | Christine Parsloe, Leisure & Culture Development Manager   |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | <p>Aims: To reduce expenditure and rationalise service provision, reducing number of direct employees in the process, commissioning out a reduced Leisure and Arts Development service in order to achieve savings</p> <p>Outcomes: To achieve savings<br/>                     To externalise Arts &amp; Leisure Development function<br/>                     Potential reduction in scope of services<br/>                     Loss of 3 ftes</p> |
| 2. How does this contribute to the council's corporate priorities?   | Contributes to the council's saving plans.   |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | <p>These proposals are set to make savings for the council. Those affected will be:</p> <ul style="list-style-type: none"> <li>• Arts &amp; Leisure Development Officers</li> <li>• Local community partners, sports &amp; arts organisations, other service departments and teams, national governing bodies of sports; etc. will all be affected by these proposals.</li> </ul>  |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                          | No   |

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

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

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

### Stage 4: Conclusion of the Equality Analysis

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

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

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

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

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

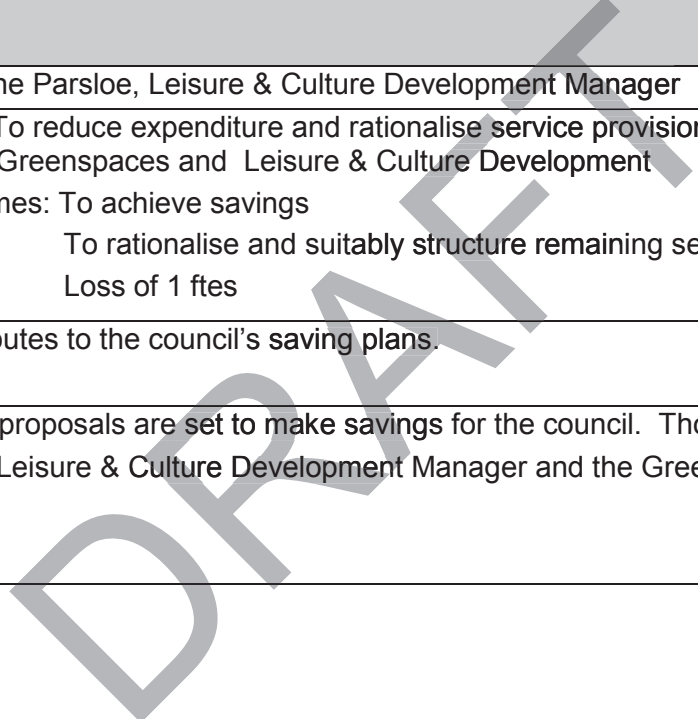
|  |   |                   |  |
|--|---|-------------------|--|
| <b>Assessment completed by</b>   | Christine Parsloe,<br>Leisure & Culture Development Manager | <b>Signature:</b> | <b>Date:</b> 12 <sup>th</sup> October 2015 |
| <b>Improvement action plan signed off by Director/ Head of Service</b>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

# Equality Analysis – ENV12

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

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

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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<br>Briefly explain what positive or negative impact has been identified |
|---|--------------------|----|---------------------------|----|--|
|   | Positive impact    |    | Potential negative impact |    |  |
|   | Yes                | No | Yes                       | No |  |
| Age                                       |                    |    |                           | X  |  |
| Disability                                |                    |    |                           | X  |  |
| Gender Reassignment                       |                    |    |                           | X  |  |
| Marriage and Civil Partnership            |                    |    |                           | X  |  |
| Pregnancy and Maternity                   |                    |    |                           | X  |  |
| Race                                      |                    |    |                           | X  |  |
| Religion/ belief                          |                    |    |                           | X  |  |
| Sex (Gender)                              |                    |    | X                         |    | 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 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 female                              | Encourage staff to take up training and development courses and support them through job applications | Attendance on training courses and further employment obtained        | Mar 17  | Existing                          | JMcG         | Added to TOM and individual appraisal targets from May 2016 |

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

### Stage 6: Reporting outcomes

#### 10. Summary of the equality analysis

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

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

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

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

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

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

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

# Equality Analysis – ENV13

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

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

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

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

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

| Negative impact/ gap in information identified in the Equality Analysis | Action required to mitigate   | How will you know this is achieved? e.g. performance measure/ target) | By when | Existing or additional resources? | Lead Officer | Action added to divisional/ team plan?                      |
|---|---|---|---------|-----------------------------------|--------------|---|
| Loss of staff all of whom are female                                    | Encourage staff to take up training and development courses and support them through job applications | Attendance on training courses and further employment obtained        | Mar 17  | Existing                          | FM           | Added to TOM and individual appraisal targets from May 2016 |

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

### Stage 6: Reporting outcomes

#### 10. Summary of the equality analysis

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

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

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

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

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

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

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

# Equality Analysis

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

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

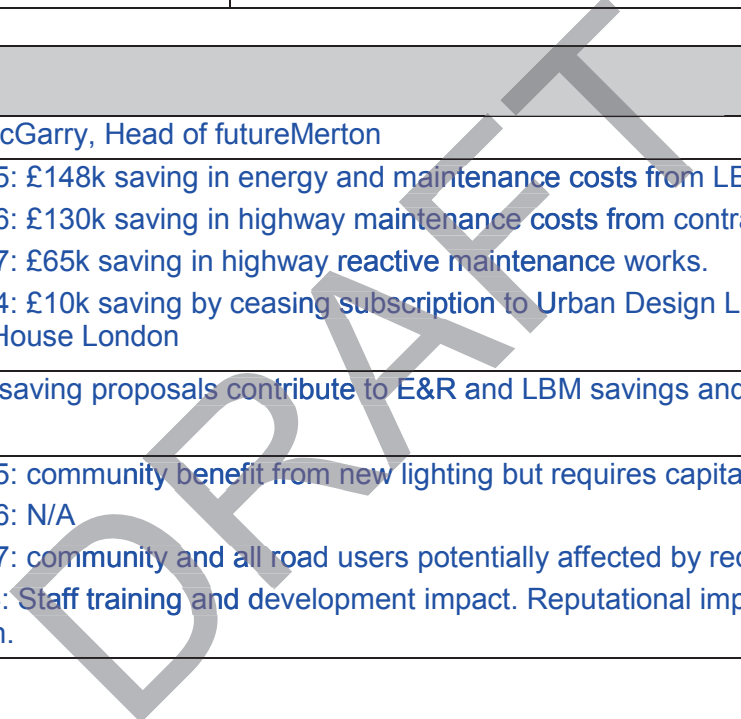
# Equality Analysis

**ENV15 ENV16 ENV17 ENV24.**

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

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

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

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

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

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

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

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

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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   | 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<br/> <b>ENV19</b> Offsetting costs running Council cemeteries with North East Surrey Crematorium funds.<br/> <b>ENV21</b> Reduction in grant to Wandle Valley Parks Trust<br/> <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.   |

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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 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)?**

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

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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? |
|---|-----------------------------|---|---------|-----------------------------------|--------------|--|
| 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> |
|--------------|

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

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

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

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

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

**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   | 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..  |

**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)?**

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

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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? |
|---|-----------------------------|---|---------|-----------------------------------|--------------|--|
| 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>   |

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



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

1. N/A

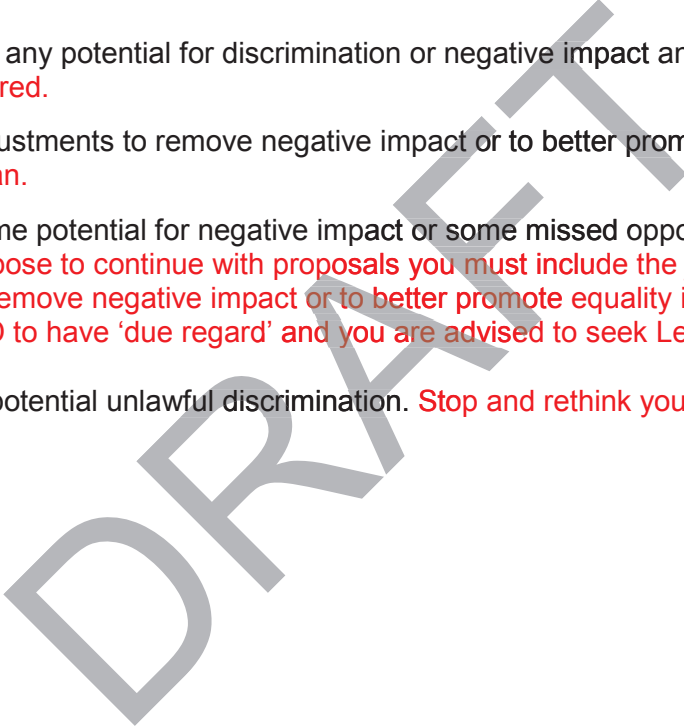
**Stage 4: Conclusion of the Equality Analysis**

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**

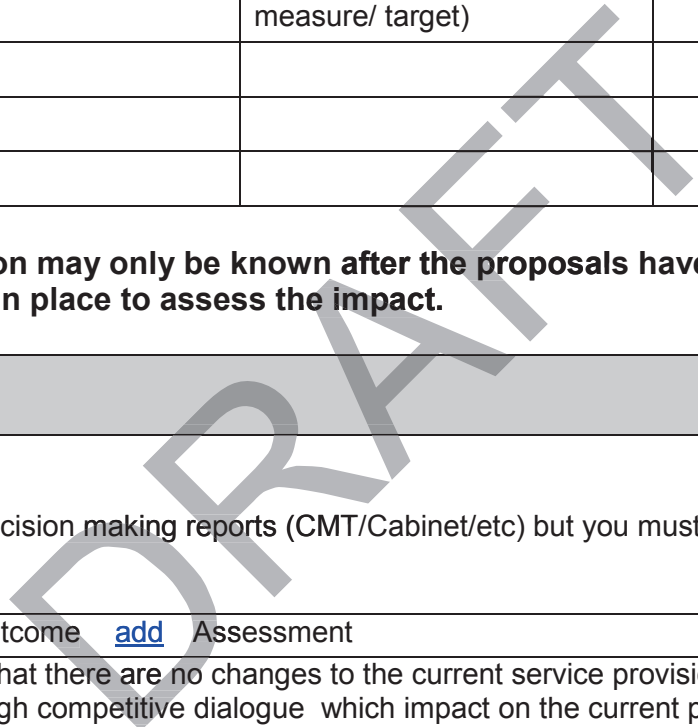
**10. Summary of the equality analysis**

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

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# Equality Analysis

|              |
|--------------|
| <b>ENV27</b> |
|--------------|

|   |   |
|---|---|
| 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.   |

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

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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? |
|---|--|---|---------|-----------------------------------|--------------|--|
| 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: |

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# Equality Analysis

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

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

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

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

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

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

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

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

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

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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> |
|--------------|

|   |   |
|---|---|
| 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.  |

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

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

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

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

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 |
|-------|

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

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

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

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

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

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: |
|---|---|------------|-------|

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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DRAFT

**Stage 2: Collecting evidence/ data**

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

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

A more detailed EIA will be completed.

**Stage 3: Assessing impact and analysis**

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

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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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  |

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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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  |

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

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

|  |  |
|--|--|
| <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. |
|---|--|

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

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

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

Older

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Page 2 of 8

**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<br>Briefly explain what positive or negative impact has been identified                                    |
|---|--------------------|----|---------------------------|----|---|
|   | Positive impact    |    | Potential negative impact |    |   |
|   | Yes                | No | Yes                       | No |   |
| Age                                       | ✓                  |    |                           | ✓  | There will be no impact on the protected characteristics as the prevention activity will continue to be provided. |
| Disability                                | ✓                  |    |                           | ✓  | There will be no impact on the protected characteristics as the prevention activity will continue to be provided. |
| Gender Reassignment                       | ✓                  |    |                           | ✓  | There will be no impact on the protected characteristics as the prevention activity will continue to be provided. |
| Marriage and Civil Partnership            | ✓                  |    |                           | ✓  | There will be no impact on the protected characteristics as the prevention activity will continue to be provided. |
| Pregnancy and Maternity                   | ✓                  |    |                           | ✓  | There will be no impact on the protected characteristics as the prevention activity will continue to be provided. |
| Race                                      | ✓                  |    |                           | ✓  | There will be no impact on the protected characteristics as the prevention activity will continue to be provided. |
| Religion/ belief                          | ✓                  |    |                           | ✓  | There will be no impact on the protected characteristics as the prevention activity will continue to be provided. |
| Sex (Gender)                              | ✓                  |    |                           | ✓  | There will be no impact on the protected characteristics as the prevention activity will continue to be provided. |
| Sexual orientation                        | ✓                  |    |                           | ✓  | There will be no impact on the protected characteristics as the prevention activity will continue to be provided. |
| Socio-economic status                     | ✓                  |    |                           | ✓  | There will be no impact on the protected characteristics as the prevention activity will continue to be provided. |

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

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

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

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

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

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<br>(equality group) | Tick which applies |    | Tick which applies        |    | Reason<br>Briefly explain what positive or negative impact has been identified   |
|--|--------------------|----|---------------------------|----|--|
|  | Positive impact    |    | Potential negative impact |    |  |
|  | Yes                | No | Yes                       | No |  |
| Age  |                    | ✓  | ✓                         |    | 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.<br><br>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<br>(equality group) | Tick which applies<br>Positive impact |    | Tick which applies<br>Potential<br>negative impact |    | Reason<br>Briefly explain what positive or negative impact has been identified |
|--|---------------------------------------|----|--|----|--|
|  | Yes                                   | No | Yes  | No |  |
|  | <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.                       | <p>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.</p> <p>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.</p>  |
| 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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From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

| Protected characteristic<br>(equality group) | Tick which applies |    | Tick which applies           |    | Reason<br>Briefly explain what positive or negative impact has been identified  |
|--|--------------------|----|------------------------------|----|---|
|  | Positive impact    |    | Potential<br>negative impact |    |   |
|  | Yes                | No | Yes                          | No |   |
| Age  |                    | ✓  | ✓                            |    | 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<br>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> |
| How will you know this is achieved? e.g. performance measure / target | Contract 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**

|  |   |                                   |                       |
|--|---|-----------------------------------|-----------------------|
| <b>Assessment completed by</b>   | Rahat Ahmed-Man, Head of Assessment and Commissioning | <b>Signature:</b> Rahat Ahmed-Man | <b>Date:</b> 12.10.15 |
| <b>Improvement action plan signed off by Director/ Head of Service</b> | Simon Williams, Director of Community and Housing     | <b>Signature:</b> Simon Williams  | <b>Date:</b> 12.10.15 |

DRAFT

# 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<br>(equality group) | Tick which applies |    | Tick which applies        |    | Reason<br>Briefly explain what positive or negative impact has been identified                             |
|--|--------------------|----|---------------------------|----|--|
|  | Positive impact    |    | Potential negative impact |    |  |
|  | Yes                | No | Yes                       | No |  |
| Age  |                    | ✓  | ✓                         |    | 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<br>(equality group) | Tick which applies |    | Tick which applies           |    | Reason<br>Briefly explain what positive or negative impact has been identified                   |
|--|--------------------|----|------------------------------|----|--|
|  | Positive impact    |    | Potential<br>negative impact |    |  |
|  | Yes                | No | Yes                          | No |  |
| Age  |                    | ✓  |                              | ✓  |  |
| Disability                                   |                    | ✓  | ✓                            |    | 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  |

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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).

|   |   |
|---|---|
| <b>Negative impact / gap in information identified in the Equality Analysis</b> | There may be a delay in accessing suitable accommodation when this service ceases to be provided.   |
| <b>Action required to mitigate</b>  | The Adult Social Care re-design programme, increases the emphasis on the customer, their well being and the development of suitable solutions, whilst ensuring customers are not at risk and where possible enabling their independence to live as they desire where this is possible. This will be achieved through harnessing the strengths and assets of individuals, families, communities and working closely with the voluntary sector to enable them to become more resilient in finding solutions for their lives, as well as supporting people to regain independence.<br><br>We will work closely with service providers to ensure suitable alternative accommodation is available. |
| <b>How will you know this is achieved? e.g. performance measure / target</b>    | Contract will cease.  |
| <b>By when</b>  | March 2016  |
| <b>Existing or additional resources?</b>  | Existing  |
| <b>Lead Officer</b>   | Rahat Ahmed-Man   |
| <b>Action added to divisional / team plan?</b>                                  | Included in the Adult Social care re-design programme   |

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

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

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

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

**OUTCOME 1**

**OUTCOME 2**

**OUTCOME 3**

**OUTCOME 4**



| Stage 5: Sign off by Director/ Head of Service                  |   |                            |                |
|---|---|----------------------------|----------------|
| Assessment completed by   | Rahat Ahmed-Man, Head of Assessment and Commissioning | Signature: Rahat Ahmed-Man | Date: 12.10.15 |
| Improvement action plan signed off by Director/ Head of Service | Simon Williams, Director of Community and Housing     | Signature: Simon Williams  | Date: 12.10.15 |

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# 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<br>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 |

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# Equality Analysis

|   |   |
|---|---|
| What are the proposals being assessed?                      | Budget saving CH64 – position now funded by Public Health |
| Which Department/ Division has the responsibility for this? | Community and Housing, Adult Social Care                  |

| Stage 1: Overview  |  |
|--|--|
| Name and job title of lead officer   | Simon Williams, Director of Community and Housing  |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | For the post to be funded by Public Health.  |
| 2. How does this contribute to the council's corporate priorities?   | The Adult Social Care Service plan and TOM contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly, with the council being an enabler, working with partners to provide services. |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.                       | N/A  |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?                          | N/A  |

## Stage 2: Collecting evidence/ data

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

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

N/A – the post is now funded by Public Health.

**Stage 3: Assessing impact and analysis**

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

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

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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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## Sustainable Communities Work Programme 2015/16

This table sets out the Sustainable Communities Panel Work Programme for 2015/16; the items listed were agreed by the Panel at its meeting on 11<sup>th</sup> June 2015. This Work Programme will be considered at every meeting of the Panel 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.

### Scrutiny Support

For further information on the work programme of the Sustainable Communities Scrutiny Panel please contact: -  
Rebecca Redman, Scrutiny Officer)  
Tel: 020 8545 4035; Email: [rebecca.redman@merton.gov.uk](mailto:rebecca.redman@merton.gov.uk)

For more information about overview and scrutiny at LB Merton, please visit [www.merton.gov.uk/scrutiny](http://www.merton.gov.uk/scrutiny)

**Meeting date – 11 June 2015**

| <b>Scrutiny Category</b>   | <b>Item/issue</b>   | <b>How</b>    | <b>Lead member/lead officer</b>              | <b>Intended outcomes</b>  |
|----------------------------|---|---------------|--|---|
| Setting the work programme | Priorities for 2014/15 – Cabinet Member/Director presentation | Report        | Chris Lee/Simon Williams and Cabinet Members | To provide an overview of the departments priorities to establish where the Panel might focus their work programme and add value to the work of the council.              |
| Setting the work programme | Agreeing the 2014/15 work programme                           | Report        | Rebecca Redman                               | To enable the Panel to agree the draft 2015/16 work programme.  |
| Scrutiny Review            | Morden Leisure Centre   | Verbal Update | Christine Parsloe                            | To provide the Panel with an update on work undertaken and planned in relation to the Morden Leisure Centre development.  |
| Performance Monitoring     | Circle Housing Merton Priory (Performance Monitoring)         | Presentation  | Representatives from CHMP                    | To enable the Panel to performance monitor progress with delivery of the stock transfer commitments, repairs and maintenance and to receive an update on the regeneration |



|                        |   |               |           |  |
|------------------------|---|---------------|-----------|--|
|                        |   |               |           | programme.   |
| Performance Monitoring | Performance Reporting(including focus on waste management and street scene) | Verbal Report | Chris Lee | To highlight to the Panel any items for concern where under performance is evident and to make any recommendations or request information as necessary |

**Meeting date – 2<sup>nd</sup> September 2015**

| <b>Scrutiny Category</b> | <b>Item/issue</b>                     | <b>How</b> | <b>Lead member/lead officer</b> | <b>Intended outcomes</b>  |
|--------------------------|---------------------------------------|------------|---------------------------------|---|
| Pre decision scrutiny    | Creating a Tourist Industry in Merton | Report     | Chris Lee/James McGinlay        | To provide the Panel with an overview of the councils work in this area to determine if Members feel a task group review of the tourist industry in Merton would add value. |

|                        |   |                 |                                 |  |
|------------------------|---|-----------------|---------------------------------|--|
| Pre decision scrutiny  | Merton Adult Education                                      | Report          | Simon Williams                  | To enable the Panel to comment on proposals for the Merton Adult Education Service and to make any recommendations for Cabinet consideration.                    |
| Scrutiny Review        | Draft Final Report – Housing Supply Task Group              | Report          | Rebecca Redman/Cllr Ross Garrod | To present the Final Report and recommendations of the Housing Supply Task Group to the Panel for endorsement and submission to Cabinet their consideration.     |
| Scrutiny Review        | Commercial Services and opportunities to maximise resources | Report          | Chris Lee                       | To provide the Panel with an overview of the councils work in this area to determine if Members feel a task group review of commercial services would add value. |
| Performance Monitoring | Climate Change and Green Deal Task Group                    | Progress Report | James McGinlay                  | To provide the Panel with an update on the delivery of the action plan to implement all agreed recommendations   |

|                            |   |               |                |  |
|----------------------------|---|---------------|----------------|--|
|                            |   |               |                | resulting from this task group review.   |
| Performance Monitoring     | Performance Reporting(including focus on waste management and street scene) | Verbal Report | Chris Lee      | To highlight to the Panel any items for concern where under performance is evident and to make any recommendations or request information as necessary |
| Setting the work programme | Work Programme 2015/16  | Report        | Rebecca Redman | To amend/agree the Panels work programme and accommodate any pre decision or other items that the Panel may wish to consider.                          |

**Meeting date – 11th November 2015**

| <b>Scrutiny Category</b> | <b>Item/issue</b>                       | <b>How</b> | <b>Lead member/lead officer</b>           | <b>Intended outcomes</b>                                |
|--------------------------|---|------------|---|---|
| Pre decision scrutiny    | Budget/Business Plan Scrutiny (round 1) | Report     | Chris Lee/Simon Williams/Caroline Holland | To comment on the councils budget proposals at phase 1. |

|                            |   |               |                |  |
|----------------------------|---|---------------|----------------|--|
|                            |   |               |                |  |
| Pre decision scrutiny      | Results of the wheeled bin pilot  | Report        | Chris Lee      | To comment on the findings of the wheeled bin pilot and make any recommendations to Cabinet.   |
| Scrutiny Review            | Morden Leisure Centre   | Verbal Update | Chris Parsloe  | To provide an update to the Panel on the development of Morden Leisure Centre.   |
| Performance Monitoring     | Performance Reporting(including focus on waste management and street scene) | Verbal Report | Chris Lee      | To highlight to the Panel any items for concern where under performance is evident and to make any recommendations or request information as necessary |
| Setting the work programme | Work Programme 2015/16  | Report        | Rebecca Redman | To amend/agree the Panels work programme and accommodate any pre decision or other items that the Panel may wish to consider.                          |

**Meeting date – January 2016**

| <b>Scrutiny Category</b> | <b>Item/issue</b>                               | <b>How</b>   | <b>Lead member/lead officer</b>               | <b>Intended outcomes</b>   |
|--------------------------|---|--------------|---|--|
| Pre decision scrutiny    | Budget and business plan scrutiny (round 2)     | Report       | Chris Lee/Simon Williams/<br>Caroline Holland | To comment on the budget and business plan proposals at phase 2 and make any recommendations to the Commission to consider and coordinate a response to Cabinet. |
| Scrutiny Review          | Scoping Report – Commercial Services Task Group | Report       | Rebecca Redman                                | To agree the scope for the Panels task group review of commercial services.  |
| Performance Monitoring   | Circle Housing Merton Priory                    | Presentation | CHMP  | Content of presentation to be discussed. Primarily covering repairs and maintenance issues and how they have been addressed and further issues mitigated.        |

|                            |  |               |                              |  |
|----------------------------|--|---------------|------------------------------|--|
| Scrutiny Review            | Executive Response and Action Plan – Housing Supply Task Group               | Report        | James McGinlay/Steve Langley | To provide the Panel with a response to the Report and recommendations of the Housing Supply Task Group further to Cabinet consideration.              |
| Performance Monitoring     | Performance Reporting (including focus on waste management and street scene) | Verbal Update | Chris Lee                    | To highlight to the Panel any items for concern where under performance is evident and to make any recommendations or request information as necessary |
| Setting the work programme | Work Programme 2015/16   | Report        | Rebecca Redman               | To amend/agree the Panels work programme and accommodate any pre decision or other items that the Panel may wish to consider.                          |

**Meeting date – February 2016**

| <b>Scrutiny Category</b> | <b>Item/issue</b> | <b>How</b> | <b>Lead member/lead officer</b> | <b>Intended outcomes</b> |
|--------------------------|-------------------|------------|---------------------------------|--------------------------|
|--------------------------|-------------------|------------|---------------------------------|--------------------------|

|                        |  |              |                 |  |
|------------------------|--|--------------|-----------------|--|
| Scrutiny review        | Cycle Routes   | Report       | James McGinlay  | To provide Members with an update on developments to cycling provision in Merton.  |
| Pre decision scrutiny  | Phase C Procurement programme (including parks, grounds, maintenance and waste)                      | Report       | Cormac Stokes   | To enable Members to undertake pre decision scrutiny of the contract for Phase C.  |
| Performance Reporting  | Town Centre Regeneration Update (including updates on developments re: developing cycling provision) | Presentation | James McGinlay  | To provide a progress update on delivery of the councils town centre regeneration programme.                                     |
| Performance Monitoring | Libraries Annual Report  | Presentation | Anthony Hopkins | To provide the annual report on libraries service and to inform members of proposed future development of the libraries service. |

|                            |   |               |                |  |
|----------------------------|---|---------------|----------------|--|
| Performance Monitoring     | Performance Reporting(including focus on waste management and street scene) | Verbal Report | Chris Lee      | To highlight to the Panel any items for concern where under performance is evident and to make any recommendations or request information as necessary |
| Setting the work programme | Work Programme 2015/16  | Report        | Rebecca Redman | To amend/agree the Panels work programme and accommodate any pre decision or other items that the Panel may wish to consider.                          |

**Meeting date – March 2016**

| <b>Scrutiny Category</b> | <b>Item/issue</b>                       | <b>How</b> | <b>Lead member/ lead officer</b> | <b>Intended outcomes</b>   |
|--------------------------|---|------------|----------------------------------|--|
| Pre decision             | Highways maintenance – contract renewal | Report     | Chris Lee                        | To provide members with an opportunity to comment on the highways maintenance contract renewal and to make any recommendations to Cabinet for consideration. |



|                        |   |                 |   |   |
|------------------------|---|-----------------|---|---|
| Performance Monitoring | Climate Change and Green Deal Task Group  | Progress Report | James McGinlay  | To provide the Panel with an update on the delivery of the action plan to implement all agreed recommendations resulting from this task group review.   |
| Pre decision scrutiny  | TENTATIVE – Draft Heritage Strategy   | Report          | Anthony Hopkins   | To comment on the draft Heritage Strategy and forward any recommendations to Cabinet, if necessary.   |
| Scrutiny review        | Shared Services   | Report          | Chris Lee   | Briefing on shared services to update the Panel on work being undertaken by the Panel in this area, including proposals for establishing shared services across functions/services within the E&R department. |
| Performance Monitoring | Adult Skills and Employability Task Group – Progress on implementation of action plan | Report          | James McGinlay/Yvonne Tomlin<br>Cllr Holmes (Member Champion) | To performance monitor delivery of the action plan resulting from the task groups review of adult skills and employability.   |

|                        |   |               |                |  |
|------------------------|---|---------------|----------------|--|
| Performance Monitoring | Performance Reporting(including focus on waste management and street scene) | Verbal Report | Chris Lee      | To highlight to the Panel any items for concern where under performance is evident and to make any recommendations or request information as necessary |
| Scrutiny Review        | Topic Suggestions 2016/17   | Report        | Rebecca Redman | To seek topic suggestions from the Panel to inform discussions about the Panels 2016/17 work programme.  |