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# Merton Council

## Overview and Scrutiny Commission



Date: 13 November 2019

Time: 7.15 pm

Venue: Committee rooms C, D & E - Merton Civic Centre, London Road, Morden SM4 5DX

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## Overview and Scrutiny Commission membership

### Councillors:

Peter Southgate (Chair)  
Peter McCabe (Vice-Chair)  
John Dehaney  
Sally Kenny  
Paul Kohler  
Owen Pritchard  
Nick McLean  
Edward Gretton  
Joan Henry  
Natasha Irons

### Substitute Members:

David Williams MBE JP  
Thomas Barlow  
Edward Foley  
Ben Butler  
David Chung  
Simon McGrath

### Co-opted Representatives

Emma Lemon, Parent Governor  
Representative - Primary Sector  
Colin Powell, Church of England diocese

### Note on declarations of interest

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

### What is Overview and Scrutiny?

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

Scrutiny's work falls into four broad areas:

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

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

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

# Agenda Item 3

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## OVERVIEW AND SCRUTINY COMMISSION

11 SEPTEMBER 2019

(7.15 pm - 10.00 pm)

**PRESENT:** Councillors Peter Southgate (in the Chair), Peter McCabe, John Dehaney, Sally Kenny, Paul Kohler, Owen Pritchard, Nick McLean, Edward Gretton, Joan Henry and Natasha Irons

**ALSO PRESENT:** Chief Superintendent Sally Benatar, BCU Commander. Ed Hammond, Director of Research, Centre for Public Scrutiny.

Councillor Edith Macauley, Cabinet Member for Voluntary Sector, Partnerships and Community Safety

Neil Thurlow (Community Safety Manager), Kris Witherington (Consultation & Community Engagement Manager) and Julia Regan (Head of Democracy Services)

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

Apologies were received from co-opted members Emma Lemon and Colin Powell.

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

There were no declarations of pecuniary interest.

### 3 MINUTES OF THE MEETING HELD ON 4 JULY 2019 (Agenda Item 3)

The minutes of the meeting held on 4 July 2019 were agreed as an accurate record.

### 4 MINUTES OF THE MEETING HELD ON 14 AUGUST 2019 (Agenda Item 4)

The minutes of the meeting held on 14 August were agreed as an accurate record subject to the following changes:

- Page 8 – amend first bullet point subsequent to the comma to read "implying that even a large increase in parking charges would not have the desired impact"
- Page 10 – insert " from Councillor Owen Pritchard" at top of page between "further proposal" and "to ask"

### 5 CRIME AND POLICING IN MERTON (Agenda Item 5)

Chief Superintendent Sally Benatar, the Basic Command Unit Borough Commander, introduced the report and provided an overview of changes since she last attended the Commission at its meeting on 24 April 2019. Sally Benatar said that this had been

a stable period operationally and had seen a reduction in key areas of crime. She said that the Met was hoping to be allocated 6,000 of the 20,000 new officers promised nationally by the government, and was unsure how many of these would come to Merton but that the uplift would be very welcome.

Sally Benatar added that although Merton is the fourth safest borough in London in terms of the total number of notifiable offences, with no homicides for 16 months, the police are not complacent and are working hard in partnership with Safer Merton to address crime and anti-social behaviour. She anticipated that the deployment of officers to Westminster for public order policing would continue for some time and assured the Commission that she was doing what she could to manage this and minimise the impact on local policing.

Commission members asked a number of detailed questions on police resourcing, police estate, the Eastern Electrics festival and knife crime as planned. Sally Benatar's responses are summarised below.

#### Police resourcing

Currently there are 1,462 officer and staff posts across the BCU, with 95 vacancies (including 46 officers at training college). The 20,000 promised new officers nationally will be in addition to the existing establishment. There will be a level of flexibility in the allocation of additional staff locally, balanced with a requirement for consistency across the BCUs. The 2+1 allocation to wards is fixed – there is scope to expand this for “enhanced wards”, of which there is currently 1 in Kingston and 2 in Wandsworth.

The boroughs in the BCU have not used the MOPAC scheme to provide council funded police officers and Sally Benatar would not advise this as an option until vacancies have been filled as it would be counterproductive due to the need to take the funded officers from other areas of policing.

Members of the Commission reaffirmed their commitment to visible policing in wards and for proactive as well as reactive activities. Sally Benatar said that she had recently established a proactive tasking team comprising 3 sergeants and 24 constables to work across the BCU, to focus on preventative and proactive policing and violence suppression work.

#### Key performance indicators (KPIs)

The five KPIs (set out in response to question 8) were chosen because they could be achieved through better supervision and leadership. There are a wider range of operational performance indicators as well as the three operating principles for the BCU which are to focus on prevention of crime and harm, to work as a team and to put victims first.

#### Police estate

Sally Benatar said that she has no update on these matters as there is an ongoing review of the estates strategy as a result of the anticipated growth in officer numbers. In the meantime, Wimbledon Police Station will remain open 24/7 and Mitcham Police Station 9-5 Monday to Friday. The response team for Merton Borough continues to operate from Wimbledon Police Station. Sally Benatar undertook to

provide an update to the Leader and Chief Executive when an update was available and to ask for this to be shared with the Commission.

#### Eastern Electrics festival

Sally Benatar provided a detailed breakdown of offences committed at the festival (published alongside these minutes).

Members commented on the increased number of offences this year and asked what more could be done to make the event a success or whether it was not a suitable event for the venue.

Sally Benatar said that the police had worked closely with the council and the event organisers to make sure the event would be safe and secure. She said that she was concerned about the level of offences but stressed that the plan put in place ahead of the event had been robust and proportionate and that a similar process would be followed for any similar event applications in future. She declined to comment on what further conditions could be attached to the licence or whether the police would support a future event of this nature.

Sally Benatar confirmed that all four stabbings occurred inside the event and the police hadn't charged anyone, one of the reasons being that none of the victims wanted to co-operate with these investigations. The investigations remain ongoing. The level of policing had been increased on the Sunday, in response to the stabbings on Saturday, with central resources being allocated to Merton Borough in order to prevent further incidents, and this had resulted in a higher number of stop and search and arrests for possession of drugs.

Policing costs in 2018 were about £50k and in 2019 were about £100k. Costs are borne by the BCU. In response to a question about exactly how policing costs for such events are calculated, Sally Benatar undertook to find out and provide details.

ACTION: BCU Commander

#### Knife crime

Merton is the 5<sup>th</sup> safest London borough in terms of knife crime. There has been an increase but numbers are still low. The police are working hard to address knife crime and this is a priority for the Community Safety partnership.

Neil Thurlow, Community Safety Manager, added that this was a complex area and posed difficulties for the police when victims wouldn't engage in their investigations. CCTV footage is used to assist where possible.

Sally Benatar said that people who carry knives are more likely to become a victim of a stabbing. She stressed the role of parents and families in taking responsibility for the prevention of knife crime.

#### Stop and search

In response to questions about why increasing the number of stop and searches was a KPI rather than using a measure of the success of stop and search, Sally Benatar said that she wanted her officers to carry out more stop and searches as a

preventative power to suppress violence and knife crime, whilst also doing these in a proportionate and appropriate way. She said that the outcome rate was one of the highest in London but overall numbers had been lower across the South West BCU. She confirmed in response to a specific question that stop and search could be used to detect and prevent moped crime if there were grounds to do so. She undertook to take the concerns expressed on board and to provide data on stop and search in a future report and suggested that the Commission could also seek data from the Stop and Search Monitoring Group.

ACTION: BCU Commander and Head of Democracy Services

The Chair thanked Sally Benatar for her helpful responses to the Commission's questions.

## 6 SAFER MERTON UPDATE (Agenda Item 6)

Neil Thurlow, Community Safety Manager, introduced the report and drew the Commission's attention to the public health approach that has been adopted nationally and regionally in respect of knife crime; the new leaflet on anti-social behaviour; and the update on the Public Space Protection Order enforcement and consultation process.

Neil Thurlow and Councillor Edith Macauley, Cabinet Member for Voluntary Sector, Partnerships and Community Safety, provided additional information in response to questions:

- It is planned to use the learning from work done in Lambeth and Croydon on the relationship between domestic violence and knife crime and the benefits of early intervention.
- Antisocial behaviour - 23 Community Protection Warnings and 6 Community Protection Notices have been issued. These figures are in line with the national average. Members asked for data to be included in future reports, broken down by ward. ACTION: Community Safety Manager
- Public Space Protection Orders are not intended to prevent all drinking in public places but just to be used for problematic anti-social drinking.
- Licensing conditions could be used to address the issue of the use of "dog poo" bags being used to cover cans of alcoholic drink for covert drinking in public

Members asked for more detailed data on each anti-social behaviour category to be included in future reports. ACTION: Community Safety Manager

The Commission RESOLVED to:

1. Endorse the community weapon sweeps and recommend that these are publicised to all ward councillors; and
2. Endorse and promote the Safer Merton Community Safety Consultation.



## 7 CENTRE FOR PUBLIC SCRUTINY REVIEW OF OVERVIEW AND SCRUTINY IN MERTON (Agenda Item 7)

The Chair introduced Ed Hammond, Director of Research at the Centre for Public Scrutiny, and thanked him for carrying out a thorough review and providing a thought provoking report. Ed Hammond drew the Commission's attention to the findings, in particular the suggestion that scrutiny should refine its focus to address those cross-cutting issues which affect the social fabric of the borough. Ed Hammond said that suggestion was central to being able to put in place some of the other recommendations. He added that an evolutionary approach would be required and that the Commission should be mindful of a degree of disengagement amongst some councillors in the recent past.

In response to questions about how information is used at meetings, Ed Hammond recognised that there was a need for members to spend time understanding an issue but said that, as there is limited time, this could be done outside of meetings and that it is important to move from general questions to dig into the detail and produce recommendations on the basis of deliberation. He said that the onus was on officers to make information more accessible as well as on members to be clear about what they require and to prepare for meetings.

Members discussed the recommendation to reduce the number of substantive agenda items. One member expressed concern that some more sensitive issues may be excluded and asked for clarity on how members can add items to the agenda during the year as well as at the beginning. There was disagreement about whether councillors who are not members of a Panel should be able to speak on agenda items – at present priority is given to local groups and residents and the constitution explicitly states that political groups shall not be entitled to use the deputation procedure.

Members agreed that they wished to ensure that scrutiny was not used politically and cited instances where Cabinet had made policy or budget changes in response to scrutiny.

In response to the discussion, Ed Hammond said that there was no hard and fast rule on the number of agenda items and that it would take time to get the number and depth of discussion right. He said that it is important that scrutiny should add value to the discussion of an item and that members should therefore be reflective and critical in relation to identifying which items to include on the agenda. He recognised that councillors have a political perspective and that this is valuable but should not extend to overt party political behaviour at scrutiny meetings. He said that scrutiny was most powerful when members acted collectively.

The Commission RESOLVED to establish a working group to develop an action plan in response to the recommendations of the CfPS review – Councillors Ed Gretton, Paul Kohler and Peter Southgate volunteered to join the working group.

## 8 RESULTS OF THE RESIDENTS SURVEY 2019 (Agenda Item 8)

Kris Witherington, Consultation and Community Engagement Manager, briefly introduced the report and provided additional information in response to questions:

- Local authorities traditionally have a poor reputation on value for money, probably linked to payment of council tax and lack of public understanding of the relative contributions of council tax and government grant. The LGA benchmark shows that Merton's value for money figure is above the national average.
- Waste is a universal service and is the most visible service to the public so satisfaction with this service will also impact on satisfaction with other aspects of the council.
- The residents survey is a snapshot and provides valuable trend data. It should be used in conjunction with other sources of information, including performance measures.
- Street cleaning has generally been a low performing measure in Merton in comparison with elsewhere.

The Commission expressed concern with the performance of the street cleaning service and RESOLVED to continue to focus on this at meetings of the Sustainable Communities Overview and Scrutiny Panel.

9 FINANCIAL MONITORING TASK GROUP - NOTE OF MEETING HELD ON 17 JULY 2019 (Agenda Item 9)

The Commission noted the minutes of the meeting held on 17 July 2019.

10 WORK PROGRAMME (Agenda Item 10)

The Commission AGREED the work programme as set out in the report.

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

30 October 2019

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

5 November 2019

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

6 November 2019

## **Overview and Scrutiny Commission**

13 November 2019

**Agenda item:**

**Wards:**

**Subject:** Business Plan Update 2020-2024

**Lead officer:** Caroline Holland

**Lead member:** Councillor Mark Allison

**Contact officer:** Roger Kershaw

**Forward Plan reference number:**

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### **Recommendations:**

1. That the Panel considers the proposed replacement savings, deferred savings and new savings for 2020-24 set out in Appendices 4a to 4c of the attached report (Appendix 1) on the Business Plan 2020-2024 and associated draft equalities analysis where applicable attached as Appendix 2 to this report, which it is proposed are incorporated into the draft MTFS 2020-24.
  2. That the Panel considers the proposed new capital bids and draft capital programme 2020-24 set out in Appendix 6 of the attached report on the Business Plan
  3. That the Overview and Scrutiny Commission considers the comments of the Panels on the Business Plan 2020-2024 and provides a response to Cabinet when it meets on 9 December 2019.
-

## **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 2020-24, replacement savings, deferred savings, and new savings for 2020-24. This report also includes associated draft equalities assessments for proposed savings where applicable (APPENDIX 2). The panel are also asked to consider the draft capital programme 2020-24 and new capital bids. Panels are requested to feedback any 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 2020-24 to Cabinet when it meets on the 9 December 2019.

## **2. Details - Revenue**

2.1 The Cabinet of 14 October 2019 received a report on the business plan for 2020-24.

2.2 At the meeting Cabinet

RESOLVED:

1. That Cabinet notes the approach to rolling forward the MTFS for 2020-24.
- 2 That Cabinet confirm the latest position with regards to savings already in the MTFS
- 3 That Cabinet agrees the approach to setting a balanced budget using the unmet balance of last year's savings targets as the basis for the setting of targets for 2020-24.
- 4 That Cabinet agrees the proposed savings targets.
- 5 That Cabinet agrees the timetable for the Business Plan 2020-24 including the revenue budget 2020/21, the MTFS 2020-24 and the Capital Programme for 2020-24.
- 6 That Cabinet note the process for the Service Plan 2020-24 and the progress made so far.
- 7 That Cabinet considers the proposed new savings, replacement savings and deferred savings for 2020-24, and refers them to the Scrutiny Panels and Commission. That Cabinet agrees to ratify these savings at a future Cabinet meeting subject to scrutiny comments. (Draft Equality Assessments (EAs) will be provided for the Overview and Scrutiny panels and Commission).
- 8 That Cabinet considers and agrees the proposed new capital bids and draft capital programme 2020-24 and refers them to the Scrutiny Panels and Commission

### **3. Alternative Options**

- 3.1 It is a requirement that the Council sets a balanced budget. The Cabinet report on 14 October 2019 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 report to Cabinet on 9 December 2019, with further reports to Cabinet on 13 January 2020 and 10 February 2020, prior to Council on 4 March 2020, agreeing the Budget and Council Tax for 2020/21 and the Business Plan 2020-24, including the MTFS and Capital Programme 2020-24.

### **4. Capital Programme 2020-24**

- 4.1 Details of the draft Capital Programme 2020-24 were noted by Cabinet on 14 October 2019 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 2020-24 including the revenue budget 2020/21, the MTFS 2020-24 and the Capital Programme for 2020-24 was agreed by Cabinet on 14 October 2019.

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

- 7.1 These are set out in the Cabinet report for 14 October 2019. (Attached as Appendix 1 to this report)

### **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 9 December 2019.
- 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 Draft equalities assessments have been carried out with respect to the proposed replacement savings and new savings where applicable and are included as Appendix 2 to this report.

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 14 October 2019: Draft Business Plan 2020-24

Appendix 2: Draft Equalities Assessments

**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.

2019/20 Budgetary Control and 2018/19 Final Accounts Working Papers in the Corporate Services Department.

Budget Monitoring working papers

MTFS working papers

13. **REPORT AUTHOR**

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# **CABINET**

**Date: 14 October 2019**

**Subject: Business Plan 2020-24**

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

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

**Contact Officer:** Roger Kershaw

## **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 2020/21 and requires consideration of issues relating to the Budget process and Medium Term Financial Strategy 2020-2024. It is important that this consideration is not delayed in order that the Council can work towards a balanced budget at its meeting on 4 March 2020 and set a Council Tax as appropriate for 2020/21.

## **Recommendations:**

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1. That Cabinet notes the approach to rolling forward the MTFs for 2020-24.
  - 2 That Cabinet confirm the latest position with regards to savings already in the MTFs
  - 3 That Cabinet agrees the approach to setting a balanced budget using the unmet balance of last year's savings targets as the basis for the setting of targets for 2020-24.
  - 4 That Cabinet agrees the proposed savings targets.
  - 5 That Cabinet agrees the timetable for the Business Plan 2020-24 including the revenue budget 2020/21, the MTFs 2020-24 and the Capital Programme for 2020-24.
  - 6 That Cabinet note the process for the Service Plan 2020-24 and the progress made so far.
  - 7 That Cabinet considers the proposed new savings, replacement savings and deferred savings for 2020-24, and refers them to the Scrutiny Panels and Commission. That Cabinet agrees to ratify these savings at a future Cabinet meeting subject to scrutiny comments. (Draft Equality Assessments (EAs) will be provided for the Overview and Scrutiny panels and Commission).
  - 8 That Cabinet considers and agrees the proposed new capital bids and draft capital programme 2020-24 and refers them to the Scrutiny Panels and Commission
-

## 1. Purpose of report and executive summary

- 1.1 This report presents an initial review of the Medium Term Financial Strategy and updates it for development as part of the business planning process for 2020/21. It recognises the fact there is a great deal of uncertainty regarding future funding allocations and the difficulty and risk that has for the Business Planning process.
- 1.2 The report sets out the approach towards setting a balanced budget for 2020-2024 and a draft timetable for the business planning process for 2020/21. It also proposes initial corporate and departmental targets to be met from savings and income over the four year period of the MTFS.
- 1.3 The report also sets out a revised capital programme for 2020-24 including new bids.
- 1.4 There is also a summary of the Government's Spending Review 2019 announced on 4 September 2019 and an update on the current position relating to the Government's proposed changes to Business Rates and the Fair Funding Review.

### Details

## 2. Medium Term Financial Strategy 2020-24

### 2.1 Background

Council on 6 March 2019 agreed the Budget 2019/20 and MTFS 2019-23. Whilst a balanced budget was set for 2019/20 there was a gap remaining in future years which needs to be addressed, as shown in the following table:-

	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m
MTFS gap (cumulative)	1.108	5.409	6.076	7.644

- 2.2 The initial phase of the business planning process is to re-price the MTFS and roll it forward for an additional year. Development of the MTFS in recent budget processes allowed for various scenarios on a range of key variables to be modelled and it is intended to do the same this year and where feasible, to improve the approach to modelling.

### 2.3 Review of Assumptions

The pay and price calculations have been reviewed using the approved budget for 2019/20 as the starting point.

#### 2.3.1 Pay

In 2018/19 and 2019/20 there was a two year pay award. For the remaining years of the MTFS (2020/21 onwards), pay provision of 1% was included.



In July 2019 the Government announced that a wide range of public sector employees groups would be getting pay increases in excess of the current level of inflation. The extent to which any additional Government funding will be provided to meet the cost is unclear but it is likely that it will have to be self-funded from additional income and/or savings.

Given the current economic outlook, with the Government's monetary policy aimed towards an annual inflation target of 2%, it is proposed to increase the provision for pay to 2% per year.

The implications of an increase in pay provision from 1% p.a. to 2% p.a. are summarised in the following table:-

**Provision for Pay Inflation:**

(Cumulative)	2020/21	2021/22	2022/23	2023/24
Pay inflation (%)	1.0%	1.0%	1.0%	1.0%
MTFS 2019-23 (Council 6/3/19) (cumulative £000)	773	1,546	2,319	3,092
Pay inflation (%)	2.0%	2.0%	2.0%	2.0%
MTFS 2020-24 (Latest) (cumulative £000)	1,708	3,416	5,124	6,832
Change (cumulative £000)	935	1,870	2,805	3,740

Further details on any progress towards agreeing a pay award for 2020/21, and the impact on the MTFS, will be reported during the Business Planning process as more information becomes available.

2.3.2 Prices

The current assumptions regarding price inflation incorporated into the MTFS are

- 1.5% in each year of the MTFS

The MTFS agreed by Council on 6 February 2019 includes the following provision for price inflation

**Provision for Prices Inflation:**

	2020/21	2021/22	2022/23	2023/24
Price inflation in MTFS (%)	1.5%	1.5%	1.5%	1.5%
Original MTFS 2019-23 (cumulative £000)	2,077	4,156	6,234	8,312

This has been reviewed using the approved budget for 2019/20 and the latest estimate based on 1.5% price inflation is:-

(Cumulative)	2020/21		2021/22	2022/23	2023/24
Price inflation (%)	1.5%		1.5%	1.5%	1.5%
Revised Estimate (cumulative £000)	2,035		4,069	6,104	8,139

### **Net change in Pay and Price inflation provision:**

The overall change in inflation provision since Council in March 2019 is

(Cumulative) (£000)	2020/21	2021/22	2022/23	2023/24
Latest Inflation estimate	3,743	7,485	11,228	14,971
Original MTFS 2019-23 (Council March 2019)	2,850	5,702	8,553	11,404
Change	893	1,783	2,675	3,567

The Consumer Prices Index (CPI) 12-month rate was 1.7% in August 2019, down from 2.1% in July 2019. The Consumer Prices Index including owner occupiers' housing costs (CPIH) 12-month inflation rate was 1.7% in August 2019, down from 2.0% in July 2019. The largest downward contributions to the change were from a range of recreational and cultural goods and services (principally games, toys and hobbies, and cultural services), clothing and sea fares. There were rises in air fares which resulted in the largest factor to offset the reduction. The RPI rate for August 2019 was 2.6%, which is down from the figure of 2.8% in July 2019.

The latest inflation and unemployment forecasts for the UK economy, based on a summary of independent forecasts, with more information in Appendix 2, are set out in the following table:-

### **Forecasts for the UK Economy**

Source: HM Treasury - Forecasts for the UK Economy (September 2019)			
2019 (Quarter 4)	Lowest %	Highest %	Average %
CPI	1.5	2.5	1.8
RPI	2.2	3.4	2.6
LFS Unemployment Rate	3.8	4.3	4.0
2020 (Quarter 4)	Lowest %	Highest %	Average %
CPI	1.7	3.3	2.1
RPI	2.2	4.2	2.9
LFS Unemployment Rate	3.6	5.9	4.2

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

Independent medium-term projections for the calendar years 2019 to 2023 are summarised in the following table:-

Source: HM Treasury - Forecasts for the UK Economy (August 2019)					
	2019	2020	2021	2022	2023
	%	%	%	%	%
CPI	1.9	2.0	2.0	2.1	2.1
RPI	2.7	2.8	3.0	3.2	3.2
LFS Unemployment Rate	3.9	4.1	4.3	4.3	4.3

### 2.3.3 Provision for Excess Inflation:

There is also a corporate provision which is held to assist services that may experience price increases greatly in excess of the 1.5% inflation allowance provided when setting the budget. This will only be released for specific demonstrable demand.

	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
Inflation exceeding 1.5%	450	450	450	450

The cash limiting strategy is not without risks but if the Government's 2% target levels of inflation were applied un-damped across the period then the budget gap would increase by c. £2.7m by 2023/24.

## 2.4 **Income**

2.4.1 The MTFS does not include any specific provision for inflation on income from fees and charges, as these have now been subsumed into the overall gap and therefore approach to targets. However, in the business planning process for recent years, service departments have been able to identify increased income as part of their savings proposals and increased income currently makes up c.43% of future agreed savings.

## 2.5 **Pension Fund**

2.5.1 The Pension Fund is revalued every three years and the last valuation based on the position as at 31 March 2016 was implemented in the 2017/18 financial year. The next revaluation will be based on the position as at 31 March 2019 and will be implemented in 2020/21.

2.5.2 Discussions will take place with the Council's actuaries, Barnett Waddingham, LLP, throughout the current year and progress will be reported as more details become known.

## 2.6 **Spending Round 2019 and Local Government Finance Settlement**

### 2.6.1 Background

Each year in December, the Ministry of Housing, Communities and Local Government (MHCLG) notifies local authorities of their Provisional Local Government Finance Settlement. The final Settlement figures are published the following January/February but are generally unchanged or very similar to the provisional figures. The total amount of funding available for local authorities is essentially determined by the amount of resources that Central Government has allocated as part of its annual Departmental Expenditure Limit. The Departmental Expenditure Limits were announced in the Spending Round 2019 on 4 September 2019.

### 2.6.2 Spending Round 2019

Central government had previously indicated that there would be a new Spending Review in 2019 covering the period 2020/21 to 2022/23 (SR19). The long awaited 2019 Spending Round was finally timetabled in August 2019 for 4 September 2019 when HM Treasury announced that a full multi-year spending review had been pushed back to 2020 but it would set departmental budgets for the coming financial year, 2020–21. Setting departmental budgets for just one year is understandable given the ongoing uncertainty relating to Brexit and the terms of the UK's departure from, and future relationship with, the European Union which means that the outlook for the UK economy is highly uncertain. Delaying its long term spending plans will give the Government more flexibility to respond to future developments but undermines Government departments', including local government's, ability to plan over the medium to long term.

The Chancellor of the Exchequer announced the Spending Round 2019 in Parliament on 4 September 2019. The main issues relating to local government are:-

- Local Government Core Spending Power will increase nationally by 6.2%. This assumes all councils increase main council tax by 2% and their Adult Social Care precept by 2%
- Settlement Funding Assessment (Business Rates + Revenue Support Grant) will increase by the Business Rates Multiplier (September inflation c. 2%)
- Current adult social care grants including Improved Better Care Fund (iBCF), social care support grant and winter pressures funding will continue in 2020/21 at the same levels as 2019/20

- Additional Social Care Grant of £1 billion in 2020/1 (Merton's share would be c. £3.1m based on same methodology as 2019/20)
- Council Tax referendum limits, subject to consultation, of 2% general threshold and 2% Adult Social Care threshold. In its Core Spending Power calculations, the Government assumes that Councils will increase their Council Tax by these limits.
- National increase in schools funding of £2.6 billion in 2020/21, £4.8 billion in 2021/22 and £7.1 billion in 2022/23
- the additional schools funding includes over £700 million more in 2020-21 compared to 2019-20 funding levels for Higher Needs to support children and young people with special educational needs. (It is estimated that Merton's share of this funding in 2020/21 could be c. £3.7m)
- the Government have indicated that 75% pilot pools will cease after 2019/20. In this case London boroughs will revert to the previous scheme although it is possible that they could continue to seek to pool but this would require all London boroughs to agree and would have reduced benefits and have greater risks than the current pilot pool arrangements.
- the Government have indicated that the Fair Funding Review and 75% Business Rates Retention and Business Rates reset will be deferred until 2021/22.

The Government have indicated that legacy grant funding in the Core Spending Power 2019/20 will be rolled forward a year. Merton's grants in Core Spending Power in 2019/20 are:-

	2019/20 £000
Improved Better Care Fund	4.114
New Homes Bonus	2.108
Winter pressures Grant	0.748
Social Care Support Grant	1.278

More information is required on how the Government will fund New Homes Bonus in future years. Further details relating to the Spending Round 2019 are provided in Appendix 1.

Further details will be reported as they become known as part of the Business Planning process. At this stage it is not anticipated that there will be news on funding until the Autumn with no specific funding allocations announced until

the Provisional Local Government Settlement 2020, which is expected in early/mid December 2019.

2.6.3 The current level of resources included in the draft MTFS 2020-24 is as follows :-

<b>DRAFT MTFS 2020-24:</b>				
	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>
Revenue Support Grant	0	0	0	0
*Business Rates (inc. Section 31 grant)	(39,135)	(39,978)	(40,837)	(41,714)
PFI Grant	(4,797)	(4,797)	(4,797)	(4,797)
New Homes Bonus	(1,304)	(1,008)	(800)	(800)
Corporate Funding in the MTFS	(45,236)	(45,783)	(46,434)	(47,311)

\* These figures already assume that the London Pilot pool does not continue in 2020/21 and that Merton's funding is at the "No Worse Off " safety net level but will be kept under review as part of the settlement process and potential pool option. It assumes that there is an annual 2% uplift for CPI inflation to the Business Rate multiplier.

Updates will be provided in future reports as part of the Business Planning process.

#### 2.6.4 Social Care Funding

##### Children's Social Care

There was an overspend of c. £3.2m in Children's Social Care in 2018/19 which was mainly due to:-

Fostering and Residential Placements	£1.078m
Unaccompanied asylum seeking children	£0.778m
Community Placements	£0.450m

This pressure is continuing in 2019/20 with an overspend of £1.7m forecast as at July 2019 with the main areas of overspend:-

Fostering and Residential Placements	£0.696m
Unaccompanied asylum seeking children (net of grant)	£0.497m
Community Placements	£0.385m
MASH and First Response Staffing	£0.257m

## Adult Social Care

With the provision of growth, government grant and careful management of its budget, the Adult Social Care budget was slightly underspent in 2018/19 and as at July 2019 is expected to overspend slightly (£149k). However, there is a lack of clarity currently over the future levels of grant funding over the medium term. The level of funding from government and Adult Social Care precept in 2019/20 is summarised in the following table:-

	2019/20 £000
<u>Improved Better Care Fund</u>	
Initial BCF	3,060
Budget 2017 allocation to BCF	1,054
<u>Budget 2018</u>	
Winter Pressures	748
Adult and Children's Social Care *	1,278
Council Tax Flexibility (3% in 2017/18)	2,629
Council Tax Flexibility (1% in 2018/19)	876
Council Tax Flexibility (2% in 2019/20)	1,753

\* To be shared between Adult and Children's Social Care

There is also an Adult Social Care Grants Reserve which has been formed to enable the service to plan more strategically over the longer term. As at 31 March 2019 the balance on the reserve was £4.193m

Clearly it would be of great concern if the Government decide not to continue to provide funding at the level it is currently and the additional resources announced in the Spending Round 2019 will reduce the funding pressures in the short term. However, they do not provide certainty for future years and the pressure on social care budgets is a nationwide issue and is expected to increase in the future.

## SEN Transport

The SEN transport budget was overspent by £1.223m in 2018/19 and as at July 2019 is forecasting to overspend by £1.097m in 2019/20. Overall in 2018/19 the Education division had a small underspend of £37k.

There is a corporate working group looking at transport issues, chaired by the Director of Environment and Regeneration.

## Schools Funding

### Dedicated School Grant

In 2018/19 DSG funded services overspent by £3.523m. Of this overspend £494k was funded from the DSG reserve. The DSG ended with a deficit at

year-end of £2.909m. This was carried forward as a negative reserve, similar to other boroughs.

The Department for Education (DfE) announced in July 2018 that local authorities were required to submit a recovery plan if they have a cumulative deficit of 1% or more of their dedicated schools grant (DSG), starting at the end of the 2018 to 2019 financial year.

The deficit recovery plan should outline how local authorities will bring their deficit back into balance in a three-year time frame. Local authorities that are required to submit a recovery plan should do so by 30 June in the following financial year.

Failure to provide a plan by the deadline will result in escalation to the Minister, the Chief Finance Officer, and the Director of Children's services.

Merton's deficit as at 31 March 2019 was £2.909m and DSG was £167.709m so the deficit of 1.7% is in excess of the 1% level which requires a deficit recovery plan to be submitted and this was done by the 30 June deadline.

Due to rising pressures, especially from a sharply rising general secondary school age population, it was not possible to show how the council can reduce the deficit over the next three years and in fact the annual deficit will continue to rise from 2018/19 levels without further funding.

Without additional funding, and if the trend in increasing Education, Health and Care Plans (EHCPs) continues, it is possible that the DSG deficit could become unmanageable.

This issue was raised by EY in their Audit Results Report on the 2018/19 accounts where they state that "despite the planned further actions the Authority forecasts that without additional funding the cumulative deficit will continue to grow to approximately £22.4m by the end of 2021-22. This deficit is not integrated into the Authority's medium term financial plans. If the forecast is accurate and the deficit is not addressed through the receipt of additional funding from Government this will reduce the net level of earmarked revenue reserves available to the Authority to support its general revenue spending and increase the budget gap."

The Department for Education have asked for an extended plan to be submitted after confirmation of the Higher Needs funding allocation and officers are working on this, with an anticipated increase in the deficit over the period due to higher EHCPs.

This is a national issue and one that it is difficult for the Government to ignore. As a result, on 30 August 2019, the Government announced additional funding for schools which was confirmed in the Spending Round 2019. However, details of allocations of funding from the DfE to local authorities will not be known until October 2019.



Further updates will be provided throughout the Business Planning process to evaluate the implications of the additional funding announcements for Merton to ensure that this important issue is properly addressed as part of the Medium Term Financial Strategy and budget setting process, with the resulting impact on General Fund services and Council Tax payers.

#### 2.6.5 Business Rates - Update

Despite previous indications that 100% Business Rates Retention was to be introduced and the operation of some 100% pilots such as the London pilot in 2018/19, in December 2017, the government announced the aim of increasing the level of business rates retained by local government from the current 50% to only the equivalent of 75% in April 2020. The Government decided to operate pilots for the 75% scheme during 2019/20 and implement 75% Business Rates Retention for all local authorities with effect from 2020/21.

As a result, the Government and London authorities agreed to pilot 75% business rates retention in 2019/20 and Merton's budget for 2019/20 was set on this basis.

However, the Government has indicated its intention not to proceed with the 75% pilot pools in 2020/21 and is deferring the introduction of 75% Business Rates Retention until 2021/22.

London Councils are considering challenging the decision to discontinue with the 75% pilot. In addition, London Councils are exploring the feasibility of pooling on the basis of the current 67% scheme. Under the current 67% scheme, Merton retains 30% of its business rates, GLA 37% and the Government 33%.

### 2.7 **Council Tax and Collection Fund**

#### 2.7.1 Council Tax

The Council Tax income forecast in the current MTFS agreed by Council in March 2019 assumes that the Council Tax Base will increase by 0.5% per year with a collection rate 98.5%. It also assumes the following changes in Council Tax over the MTFS period:-

	2020/21 %	2021/22 %	2022/23 %	2023/24 %
Council Tax increase - General	2.0%	2.0%	2.0%	2.0%
Council Tax increase – ASC	0%	0%	0%	0%

On the basis of these assumptions the Council Tax income included over the period of the MTFS is:-

(Cumulative figures exc. WPCC)	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000
Council Tax - No change in rate	(89,837)	(90,278)	(90,720)	(91,165)
Council Tax - General	(4,461)	(6,347)	(8,280)	(10,260)
Council Tax income	(94,298)	(96,625)	(99,000)	(101,425)

As announced in the Spending Round 2019, subject to consultation, the Council Tax Referendum Principles for 2020/21 will be 2% for the main council tax and 2% for adult social care. No change has been made at this stage to the assumptions shown in the table in paragraph 2.7.1, but 2% raises £1.9m.

The Council Tax Base will be updated later in the year following the return of the Government's CTB statistical return, usually in October, which is based on properties on the valuation list in September.

#### 2.7.2 Collection Fund

In the MTFS approved by Council on 6 March 2019, the shares to preceptors of the collection surplus/deficit for Council Tax and NNDR based on the estimated Collection Fund balance at 31 March 2019 are summarised in the following table:-

	Estimated surplus/ (deficit) as at 31/03/19	Estimated surplus/ (deficit) as at 31/03/19	Total surplus/ (deficit) as at 31/03/19
	Council Tax	NNDR	
	£000	£000	£000
Central Government	N/A	340	340
GLA	489	(1,621)	(1,132)
Merton	1,949	(3,250)	(1,301)
Total	2,438	(4,531)	(2,093)

2.7.3 Merton's share of the surplus for council tax and NNDR were built into the MTFS agreed by Council in March 2019.

2.7.4 Since then, the Council has produced its 2018/19 accounts as at 31 March 2019 which have now been audited. The accounts for 2018/19 include the following surplus/deficit for Council Tax and NNDR as at 31 March 2019:-

	Surplus/ (deficit) as at 31/03/19 Outturn	Surplus/ (deficit) as at 31/03/19 Outturn	Total surplus/ (deficit) as at 31/03/19
	Council Tax	NNDR	
	£000	£000	£000
Central Government	N/A	339	339
GLA	580	(1,275)	(695)
Merton	2,159	(2,635)	(476)
Total	2,739	(3,571)	(832)

2.7.5 The overall change in shares of surpluses/deficits is:-

	Surplus/ (deficit) as at 31/03/19	Surplus/ (deficit) as at 31/03/19	Total surplus/ (deficit) as at 31/03/19
	Council Tax	NNDR	
	£000	£000	£000
Central Government	N/A	(1)	(1)
GLA	91	346	437
Merton	210	615	825
Total	301	960	1,261

2.7.6 The net change in Merton's share of the surplus/deficit is therefore:-

	Estimated Surplus/ (deficit) as at 31/03/19	Outturn Surplus/ (deficit) as at 31/03/19	Surplus/ (deficit) as at 31/03/19 Change
	£000	£000	£000
Council Tax	1,949	2,159	210
NNDR	(3,250)	(2,635)	615
Total	(1,301)	(476)	825

2.7.7 There is no change to the surplus/deficit figures agreed for 2019/20 as all variations are managed via the Collection Fund. However, the net surplus of £0.825m will need to be taken into account when calculating the Merton General Fund's share of any surplus/deficit due to/from the Collection Fund in 2020/21.

2.7.8 The calculation of the estimated surplus/deficit on the Collection Fund as at 31 March 2020 will be made later in the budget process when key variables are firmed up and council tax base and NNDR returns have been completed.

Until this time, the increase in the net surplus carried forward from 2019/20 of £0.825m will be included in the draft MTFs for 2020/21.

## 2.8 Treasury Management: Capital Financing Costs and Investment income

2.8.1 Council in March 2019 approved the following Capital Programme for 2019-23:-

Capital Expenditure	2019/20 Estimate £'000	2020/21 Estimate £'000	2021/22 Estimate £'000	2022/23 Estimate £'000
Capital Expenditure	53,529	18,788	15,437	21,349
Slippage	(12,818)	8,783	718	1,158
Total Capital Expenditure *	40,711	27,571	16,155	22,508
<b>Financed by:</b>				
Capital Receipts **	6,956	900	640	4,490
Capital Grants & Contributions	14,428	8,625	4,325	2,823
Revenue Provisions	3,620	75	54	58
<b>Net financing need</b>	<b>15,707</b>	<b>17,971</b>	<b>11,136</b>	<b>15,137</b>

\* excludes finance leasing expenditure

\*\* Includes anticipated in-year capital receipts

2.8.2 Following the closing and preparation of final accounts for 2018/19, the level of slippage required from 2018/19 and the reprofiling of schemes over the programming period has been undertaken to ensure that the level of capital budget is aligned with the Council's capacity to deliver it. In addition new capital projects commencing in 2023/24 may be identified in accordance with achievement of the Council's forward strategic plan. The capital programme will be continually reviewed throughout the financial year and further details including options around financing will be included in future reports as appropriate.

2.8.3 The level, profiling and funding strategy used for the capital programme will have a significant revenue impact that needs to be incorporated into the MTFs. More details on the latest assumptions regarding the Capital Programme 2020-24 are provided in Section 4 of this report. At this stage it includes the slippage of £20m estimated expenditure on the Housing Company by one year and no new capital bids.

### 2.8.4 Investment Income

There are two key factors that impact on the level of investment income that the Council can generate:-

- The amount invested
- The interest rate that is achieved

Based on latest information, the projected levels of investment income, which had accounted for an interest rate increase over the period of the MTFs, have

been revised. The following table show the latest projections compared with the amounts included in the MTFS approved by Council in March 2019:-

<b>Investment Income</b>	<b>2020/21 Estimate £'000</b>	<b>2021/22 Estimate £'000</b>	<b>2022/23 Estimate £'000</b>	<b>2023/24 Estimate £'000</b>
MTFS (Council March 2019)	(518)	(412)	*(1,387)	*(1,059)
Latest projections	(572)	(427)	(322)	(322)
Change	(54)	15	1,065	737

\* includes income from Housing Company loan

Currently in the monthly monitoring report for July 2019 it is forecast that investment income will be £0.977m which is £0.313m above the budgeted level.

Work is currently ongoing to produce a robust cash flow forecast and forward projection of the level of interest rates that will be achievable. This will be included in a future report.

## **2.9 Reserve for Use in Future Year's Budgets**

2.9.1 The Business Plan and MTFS for 2019-23 approved by Council on 6 March 2019 forecast that a contribution of £2.034m would be required in 2019/20 with the balance of £3.990m applied in 2020/21.

2.9.2 Following the final accounts process for 2018/19, it was possible to increase the Reserve for use in Future Year's Budgets, mainly because of the share of the London Business Rates Pool, and as a result the balance (subject to audit) on the Reserve as at 31 March 2019 is £9.680m. This means that there is c. £3.4m more available to balance the budget over the MTFS period.

2.9.3 The reserve will be applied over the period of the MTFS to reduce the budget gap and enable longer term, strategic management of the budget.

2.9.4 It should be recognised that the use of reserves is a one-off form of funding and alternative ongoing savings would need to be identified to address the budget gap over the long-term.

### **2.9.5 In-year review of Reserves**

The use and availability of Reserves is monitored throughout the year as part of the monthly monitoring process.

## 2.10 Review of Outturn 2018/19 and Current Budget and Spending 2019/20

2.10.1 There may be issues identified during the final accounts process and from monthly monitoring, elsewhere on this agenda, that have on-going financial implications which need to be addressed in setting the budget for 2020-24.

### 2.10.2 Monitoring 2019/20

At period 4 to 31 July 2019 the year end forecast is a net £0.200m overspend compared to the current budget. The budget monitoring process will continue to focus on Children's Social Care and Youth Inclusion as this area is forecasting an overspend of c.£2m. DSG funded services are also forecast to overspend substantially by £9.183m (based on July 2019) and with a deficit of £2.909m at the end of 2018/19 the cumulative overspend at the end of 2019/20 is currently estimated at £12.092m. Based on the number of EHCPs still being awarded following assessment, it is expected that this will increase further by year end and this has been built into the DSG Recovery Plan assumptions.

Merton has been working in conjunction with Association of Directors for Children's Services (ADCS), Society for London Treasurers (SLT), London Councils and the Children's Commissioner to lobby Central Government for additional funding. All commissioned analysis shows that the funding shortfall is becoming a national issue which requires additional grant funding.

## 2.11 Growth

2.11.1 In light of the ongoing pressures in services currently identified, including the New Burdens funding to offset the DSG deficit, it is considered that the following growth should be incorporated into the update of the MTFS 2020-24:-

Cumulative	2020/21	2021/22	2022/23	2023/24
	£000	£000	£000	£000
CS - Emergency Planning – Response to Grenfell	150	0	0	0
CS – Microsoft Licences	280	0	0	0
CSF - Children's GF pressures +	0	0	0	0
CSF – New Burdens funding to offset DSG Deficit*	9,297	(1,297)	726	925
<b>Total</b>	<b>9,727</b>	<b>(1,297)</b>	<b>726</b>	<b>925</b>
<b>Cumulative</b>	<b>9,727</b>	<b>8,430</b>	<b>9,156</b>	<b>10,081</b>

\*Current growth to offset 50% of the deficit, with some assumed additional HN Grant funding for 2021/21 only.

+CSF are working through their growth requirements and a bid will be brought forward for December Cabinet.

2.11.2 Further details on the growth are included in Appendix 5.

## 2.12 Re-priced MTFS 2020-24

2.12.1 As indicated in the report, there have been a number of changes to information and data to factors which impact on the Council's MTFS and budget gap:-

- Updated inflation
- Collection Fund surplus/deficit change following draft outturn for 2018/19
- Change in reserve following draft outturn for 2018/19
- Growth to address known pressures

2.12.2 Taking these issues into account and rolling forward the MTFS forward one year produces the latest revised funding gap:-

<u>(Cumulative)</u>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>MTFS gap (Council 6/3/19)</b>	<b>1.108</b>	<b>5.409</b>	<b>6.076</b>	<b>7.644</b>
Pay Inflation (1% to 2%)	0.935	1.870	2.805	3.740
Prices Inflation (1.5%)	(0.043)	(0.086)	(0.130)	(0.174)
Council Tax Yield - assumes 0.5% increase in Council Tax Base	(0.039)	(0.062)	(0.085)	(0.107)
Collection Fund adjustments for outturn	(0.825)	0.000	0.000	0.000
Growth for pressures	9.727	8.431	9.157	10.082
Use of reserves – updated for outturn and revised profile	(4.654)	0.000	0.000	0.000
Capital Financing Costs	(1.095)	(1.000)	0.380	(1.324)
<b>Revised MTFS Gap</b>	<b>5.114</b>	<b>14.562</b>	<b>18.203</b>	<b>19.861</b>

However, there is a lot of uncertainty about future funding going forward. In particular, there is no information currently available about school's funding allocations, although there have been announcements of increased funding nationally. Funding allocations for the Council need to be known and then an assessment made on the impact on the Council's latest DSG deficit projections.

2.12.3 On this basis, it is not possible to produce an updated MTFS that could confidently be said to predict the Council's budget gap going forward with any certainty.

2.12.4 There are risks involved from the current economic situation and the outcome of Brexit which may increase the gap and similarly, use of reserves if available to fund the gap only provides one-off funding and there is still a necessity to find ongoing savings in future years to maintain a balanced budget.

## 2.13 Summary

2.13.1 There has been a substantial improvement in the council's strategic approach to business planning in recent years and it is important that this is maintained.

Planning should be targeted towards the achievement of a balanced budget over the four year MTFS period.

2.13.2 Progress made in recent years in identifying savings over the whole period of the MTFS has reduced pressure on services to make short-term, non-strategic cuts. However, because there is still likely to be a sizeable gap over the four year period, and there is utilisation of the Reserve for Use in Future Year's budgets there is a need to set savings targets aimed at eliminating this gap on an ongoing basis.

### **3. Approach to Setting a Balanced Budget**

3.1 This is the initial report on the business planning process for 2020/21 and there is a great deal of work to be done, including the following key areas that are expected to be at the forefront.

a) Review of Central Items

All central items will be closely reviewed to assess the implications for 2020-2024.

b) Further Departmental Savings/Income Targets

The MTFS 2020-24 includes the full year effect of previously agreed savings and income proposals amounting to c. £8.8m.

New savings targets will need to be set to enable progress towards balancing the budget over the period of the MTFS. Details of how it is proposed to do this are set out in paragraph 3.4 of this report.

c) Review of funding

Given the uncertain economic climate due to the ongoing Brexit negotiations, it is too soon in the financial year to accurately predict the ongoing impact on central Government funding particularly over a four year period. There will be regular updates during the business planning process as more information becomes available.

d) Capital Programme 2020-24

Changes in the capital programme may arise due to slippage, re-profiling and addition/deletion of schemes. This will have an impact on the capital financing costs of the programme. There is a more detailed analysis and discussion of capital related issues in Section 4 of this report.

### **3.2 Grant Funding and Business Rates Retention**

3.2.1 Further analysis and review in the current year will be undertaken as soon as the Ministry of Housing, Communities and Local Government provide updates as to how it proposes to proceed with the Fair Funding Review and Business Rates Retention. Regular updates will be provided in Business Plan reports throughout the year.



### 3.3 Savings agreed and incorporated into the MTFS

3.3.1 The MTFS includes the following amounts in service department budgets for previously agreed savings/income proposals:-

	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
Savings in MTFS (cumulative)	7,307	8,723	8,828	8,828

3.3.2 However, it is also dependent on pre agreed savings for 2019/20 of c. £6.9m being achieved. The July monitoring report includes the following details of progress on meeting savings agreed in 2019/20.

Department	Target Savings 2019/20 £000	Projected Savings 2019/20 £000	Period 3 Forecast Shortfall £000	Period Forecast Shortfall (P3) %	Period 2 Forecast Shortfall £000	2020/21 Expected Shortfall £000
Corporate Services	1,484	1,391	93	6.3%	45	35
Children Schools and Families	572	572	0	0.0%	0	0
Community and Housing	1,534	1,326	208	13.6%	151	0
Environment and Regeneration	3,340	2,131	1,209	36.2%	1,234	100
<b>Total</b>	<b>6,930</b>	<b>5,420</b>	<b>1,510</b>	<b>21.8%</b>	<b>1,430</b>	<b>135</b>

#### Progress on savings 2018/19

Department	Target Savings 2018/19 £000	2018/19 Shortfall £000	2019/20 Projected shortfall £000	2020/21 Projected shortfall £000
Corporate Services	2,024	505	395	10
Children Schools and Families	489	0	0	0
Community and Housing	2,198	442	0	0
Environment and Regeneration	926	523	135	0
<b>Total</b>	<b>5,637</b>	<b>1,470</b>	<b>530</b>	<b>10</b>

## Progress on savings 2017/18

Department	Target Savings 2017/18	2017/18 Shortfall	2018/19 shortfall	2019/20 Projected shortfall
	£000	£000	£000	£000
Corporate Services	2,316	196	0	0
Children Schools and Families	2,191	7	0	0
Community and Housing	2,673	0	0	0
Environment and Regeneration	3,134	2,188	694	305
<b>Total</b>	<b>10,314</b>	<b>2,391</b>	<b>694</b>	<b>305</b>

It is imperative that firm discipline is maintained in delivering savings and departments should be beginning the planning for delivering 2020/21 savings now. Where difficulties are foreseen with achieving any of the savings currently incorporated into the MTFs, then alternative measures must be identified before the 2020/21 budget is set.

- 3.3.4 In addition to reviewing savings, the impact of changes in capital financing, potential changes in grant income and adjusting profiling of planned use of reserves will be utilised to assist in balancing the budget. All potential avenues will be reviewed and modelled throughout the Business Planning process.
- 3.3.5 Some savings will however be required to balance budgets over the period of the MTFs and draft targets are proposed for this. Draft proposals to meet the targets will be brought forward during the budget process and will be subject to scrutiny as has been the case in previous years.

### **3.4 Savings Targets for 2020-24**

- 3.4.1 In previous years the approach to setting savings targets for departments for the Business Planning process has been based on using controllable budgets and aimed to protect front-line services and services to the vulnerable in line with the 'July principles'. Weightings for each department; Corporate Services, Environment and Regeneration, Community and Housing, and Children, Schools and Families in the ratio (100%) : (100%) : (67%) : (50%), were applied to reduce the impact on Adult Social Care, Children's Social Care and vulnerable groups. The targets set also took into account the level to which departments had achieved savings against targets set for previous years.
- 3.4.2 Using the same basis as last year, it should be recognised that in setting the 2019/20 budget, proposals to fully meet the savings targets set were not

identified and agreed over the duration of last year's budget setting period, leaving a balance still to be found.

3.4.3 Before setting new targets for 2020/21 onwards (using controllable budgets for 2019/20), departments will be required to identify savings/income proposals to meet the balance of the savings targets set in last year's business planning process.

3.4.4 The balance of savings not met by each department is as follows:-

	Targets £'000	Proposals £'000	Balance £'000	Balance %
Corporate Services	3,148	2,485	663	21.1
Children, Schools & Families	3,620	993	2,627	72.6
Environment & Regeneration	6,631	4,025	2,606	39.3
Community & Housing	6,360	1,975	4,385	68.9
<b>Total</b>	<b>19,759</b>	<b>9,478</b>	<b>10,281</b>	<b>52.0</b>

3.4.5 Given the lack of clarity about the level of the MTFS gap it is proposed that service departments should in the first instance seek to identify savings to meet the balance of savings brought forward from last year.

3.4.6 The progress made by each service department towards identify savings towards their targets are as follows:-

<b>SAVINGS TARGETS BY DEPARTMENT</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>	<b>Total £000</b>
Corporate Services	570	(49)	125	0	646
Children, Schools and Families	509	400	0	0	909
Environment and Regeneration	1,240	340	0	0	1,580
Community and Housing	0	500	0	0	500
<b>Total</b>	<b>2,319</b>	<b>1,191</b>	<b>125</b>	<b>0</b>	<b>3,635</b>
<b>Total (cumulative)</b>	<b>2,319</b>	<b>3,510</b>	<b>3,635</b>	<b>3,635</b>	

3.4.7 More details on the savings put forward by service departments are included in Appendix 4. There will be further savings coming forward to the December Cabinet, particularly in Community and Housing.

### 3.5 Replacement Savings

3.5.1 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.

3.5.2 If this is the case, departments will need to identify replacement savings from elsewhere within their overall budgets.

3.5.3 For this meeting,

- Children, Schools and Families are proposing to replace £0.700m of savings in 2020/21 with some alternative proposals of the same amount.

3.5.4 Further replacement savings may be brought to future Cabinet meetings for Members to consider.

### 3.6 Deferred Savings

3.6.1 Environment and Regeneration department have identified savings that they would like to defer. Details of this request to defer savings are set out in Appendix 4c. The change over the four year MTFs period resulting from these proposals is set out in the following table:-

<b>Deferred Savings</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>	<b>Total £000</b>
Environment and Regeneration	65	10	(75)	0	0
Total	65	10	(75)	0	0
Cumulative Total	65	75	0	0	0

3.6.2 Further deferred savings proposals may be brought to future Cabinet meetings for Members to consider.

## 4. Capital Programme for 2020-24

4.1 Since the capital programme was approved by Council in March 2019 and the revenue implications built into the MTFs, there have been a number of amendments arising from outturn 2018/19, monthly monitoring and a review by project managers. There has been a great deal of effort made to ensure that the capital programme set is realistic, affordable and achievable within the capacity available. This has been accompanied by improved financial monitoring and modelling of the programme's costs over the period of the MTFs which has enabled the budgets for capital financing costs to be reduced and therefore scarce resources to be utilised more effectively.

4.2 It is important to ensure that the revenue and capital budgets are integrated and not considered in isolation. The revenue implications of capital expenditure can quickly grow if the capital programme is not contained within the Council's capacity to fund it over the longer term. For example, assuming external borrowing, the capital financing costs of funding £1m (on longer-life assets and short-life assets financed in 2020/21) for the next four years of the MTFs would be approximately:-

Capital financing costs of £1m over the MTFS period	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
Longer life Assets	10	60	60	60
Short-life assets	10	220	220	220

4.3 The bidding process for 2023/24 was launched on 24 June 2019. The closing date for submission of bids was 2 August 2019. Any resulting revisions to the programme and new schemes will be reported to Cabinet in October 2019.

4.4 The current capital provision and associated revenue implications in the currently approved capital programme, based on August 2019 monitoring information and maximum use of capital receipts, a deferral by one year of £20m of Housing Company expenditure, and new capital bids (as set out in Appendix 6) , are as follows:-

	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
Capital Programme	32,863	25,746	13,273	24,818
Revenue borrowing costs	10,375	11,762	13,015	13,127

4.5 The potential change in the capital programme since Council in March 2019 is summarised in the following table:-

	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
Capital Programme:				
- As approved by Council	27,571	16,155	22,508	11,045
- Revised Position with Slippage revisions	32,863	25,746	13,273	24,818
Change	5,292	9,591	(9,235)	13,773
Revenue impact				
As approved by Council	10,834	12,218	12,133	13,889
Revised	9,739	11,218	12,513	12,565
Change	(1,095)	(1,000)	380	(1,324)

4.6 It is considered that these figures represent the worst case subject to there being no further new bids, with further work currently ongoing to review and challenge the assumptions these figures are based on.

## 5. Revised MTFS 2020-24 Updated for Savings Proposals

- 5.1 Taking into account the new savings proposals, replacement savings and deferred savings included in the report, the MTFS gap is revised as follows:-

	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
<b>Revised MTFS Gap (paragraph 2.12.2 refers)</b>	5,114	14,562	18,203	19,861
Deferred and Replacement Savings	65	10	(75)	0
New Savings	(2,319)	(3,510)	(3,635)	(3,635)
<b>Revised gap after savings proposals</b>	<b>2,860</b>	<b>11,062</b>	<b>14,493</b>	<b>16,226</b>

- 5.2 A revised MTFS is provided in Appendix 7.

## 6. Service Planning for 2020-24

- 6.1 The Service planning process for 2020-24 will be launched in August 2019. A plan has been created for each council service. These plans describe what the service does, its plans for the future linked to the Target Operating Model (TOM), its key performance indicators and how its plans will take place within the budget.
- 6.2 There will be three versions of service plans; First Draft, Second Draft reported to Cabinet and scrutiny, with the Final version reported to Cabinet and Council,.

## 7. Alternative Options

- 7.1 The range of options available to the Council relating to the Business Plan 2020-24 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 which is set out in Appendix 3.

## 8. Consultation Undertaken or Proposed

- 8.1 All relevant bodies have been consulted.

## 9. Timetable

- 9.1 In accordance with current financial reporting timetables.
- 9.2 A chart setting out the proposed timetable for developing the business plan and service plans is provided as Appendix 3.

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

10.1 As contained in the body of the report.

## **11. Legal and statutory implications**

11.1 As outlined in the report.

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

12.1 Draft Equalities assessments for the savings proposals will be included with the report to scrutiny panels and the Commission.

## **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 – Spending Round 2019

Appendix 2 – Inflation Outlook

Appendix 3 - Business Plan and Service Planning Timetable 2020-24

Appendix 4a – New Departmental Revenue Savings

Appendix 4b – Replacement Savings

Appendix 4c – Deferred Savings

Appendix 5 – Departmental Growth

Appendix 6a – New Capital Bids

Appendix 6b – Draft Capital Programme 2020-24

Appendix 7 – Updated MTFS 2020-24

## **15. Background Papers**

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

2018/19 Budgetary Control and Final Accounts Working Papers in the Corporate Services Department.

2019/20 Budget Monitoring working papers

MTFS working papers

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### SPENDING ROUND 2019

From 2019-20 to 2020-21, day-to-day departmental spending will now grow at 4.1% in real terms.

This Spending Round focuses on day-to-day resource spending. Departments and the devolved administrations already have capital budgets for 2020-21, which were set at the Spending Review in 2015. This Spending Round largely leaves these capital budgets unchanged. However, additional funding is confirmed to support the government's commitments on healthcare, policing and prisons.

#### Health and social care

The Spending Round reaffirms the five-year settlement for the NHS with an additional £33.9 billion more per year by 2023-24 compared to 2018-19 budgets.

- an additional £1 billion for adult and children's social care.

Based on the same allocation method as the 2019/20 Social Care Grant, Merton's estimated grant would be c. £3.1m (Part of Core Spending Power)

- In addition, the government will consult on a 2% Adult Social Care precept that will enable councils to access a further £0.5 billion. This funding will support local authorities to meet rising demand and continue to stabilise the social care system.

This would equate to c. £1.850m to Merton on an ongoing basis.

#### Education and skills

The Spending Round confirms:

- the government's commitment to a £7.1 billion increase in funding for schools by 2022-23 (£4.6 billion above inflation), compared to 2019-20 funding levels. Ahead of that, the schools budget will rise by £2.6 billion in 2020-21 and £4.8 billion in 2021-22, compared to 2019-20 funding levels;
- in 2020-21, the government will ensure that per pupil funding for all schools can rise in line with inflation (1.8%). The minimum per pupil amount for 2020-21 will increase to £3,750 for primary schools and £5,000 for secondary schools, with the primary schools minimum then rising to £4,000 in 2021-22 in line with the government's commitment;
- the additional schools funding includes over £700 million more in 2020-21 compared to 2019-20 funding levels to support children and young people with special educational needs to ensure all receive a high-quality education and reach their potential; and
- £400 million in 2020-21 for Further Education, recognising the vital role of this sector in delivering the skills needed in the UK. This includes £190 million to

increase core funding for 16-19 year-olds at a faster rate than core schools funding, and £210 million in targeted interventions such as high-cost programmes, English and Maths resits, T Levels, the Advanced Maths Premium and workforce investments.

Allocations to local authorities will not be known until October 2019 at the earliest. An initial estimate of Merton's High Needs Block allocation is that it will increase from c. £33.7m to c. £37.0m, an increase of c.£3.7m.

## Tackling crime

The Spending Round confirms for 2020-21:

- an extra £750 million for policing to begin delivery of the government's commitment to recruit 20,000 additional officers by 2023 (up to 6,000 officers are to be in place by the end of 2020-21). In addition, the government is spending £45 million in 2019-20 to kick start recruitment, bringing in up to 2,000 additional officers this year.
- £55 million for the Ministry of Justice (MoJ) and £80 million for the Crown Prosecution Service (CPS) to support the work of the 20,000 additional police officers and manage the increasing complexity of crime; and
- additional funding for crucial probation reforms that will help reduce reoffending and improve post-custody supervision.

## Preparing for Brexit

This Spending Round confirms £2 billion of core funding provided to departments for Brexit in 2019-20 will be continued into 2020-21. This money will be used to help pay for the costs of establishing a new relationship with the EU.

Merton received £105k out of a £20m allocation in 2018/19 and in 2019/20 will receive two lots of £105k out of £40m. So it looks like there will be some grant for Brexit costs in 2020/21 but not clear how much.

## Spending Review 2020

A full multi-year spending review will be conducted in 2020 for capital and resource budgets beyond 2020-21. The review will take into account the nature of Brexit and set out further plans for long-term reform.

## **Departmental Settlements**

### **Department of Health and Social Care (DHSC)**

The Department of Health and Social Care's resource budget will rise by 3.1% in real terms.

The settlement includes:

a real terms increase to the Public Health Grant budget, which will ensure local authorities can continue to provide prevention and public health interventions;

For social care, the Local Government settlement contains an additional £1 billion for adult and children's social care. The government will also consult on a 2% precept that will enable councils to access a further £0.5 billion for adult social care. This funding will support local authorities to meet rising demand and continue to stabilise the social care system. Separately, the government remains committed to putting adult social care on a fairer and more sustainable footing and will bring forward proposals in due course.

### **Department for Education (DfE)**

This Spending Round delivers on the government's commitment to increase the schools budget by £7.1 billion (£4.6 billion above inflation) by 2022-23, compared to 2019-20 funding levels. To fulfil this commitment, the Spending Round exceptionally sets budgets for schools until 2022-23.

The schools budget will rise by £2.6 billion in 2020-21, £4.8 billion in 2021-22 and £7.1 billion in 2022-23, compared to 2019-20 funding levels. Separate to this, each year the government will provide almost £1.5 billion of funding to compensate schools for the increased cost of employer pensions contributions.

The government will use part of this funding to continue to implement the schools National Funding Formula. The government will ensure that per pupil funding for all schools can rise in line with inflation (1.8%) in 2020-21. For schools already on their National Funding Formula allocation, the per pupil values in the formula will increase by at least 4% in nominal terms in 2020-21. The minimum per pupil amount for 2020-21 will increase to £3,750 for primary schools and £5,000 for secondary schools, with the primary schools minimum then rising to £4,000 in 2021-22 in line with the government's commitment.

This settlement also provides over £700 million more in 2020-21 compared to 2019-20 funding levels to support children and young people with special educational needs to ensure all receive a high-quality education and reach their potential.

The government is also making a £400 million investment in Further Education in 2020-21, recognising the vital role of this sector in delivering the skills needed for our economy. This package includes £190 million to increase core funding for 16-19 year-olds at a faster rate than core schools funding, and £210 million of funding in targeted interventions such as high-cost programmes, English and Maths resits, T Levels, the Advanced Maths Premium and workforce investments.

The government will also increase early years spending by £66 million to increase the hourly rate paid to childcare providers through the government's free hours offers.

The Department for Education settlement, taking into account the schools, Further Education and early years funding, represents a 3.3% increase in real terms to the overall resource budget from 2019-20 to 2020-21 and also includes:

- funding to deliver high-quality apprenticeships;
- funding to support world-class higher education;
- funding to develop the National Retraining Scheme to equip people with the skills they need for the future; and
- funding for programmes supporting local authorities to deliver high quality children's social care services to support and protect children. The local government settlement includes an additional £1 billion for adult and children's social care to help local authorities meet rising demand in social care services and continue to help stabilise the system.

### **Home Office (HO)**

- an extra £750 million for policing to begin delivery of the government's commitment to recruit 20,000 additional officers by 2023 (up to 6,000 officers are to be in place by the end of 2020-21), providing them with the resources they need to tackle serious violence, and make the UK's streets safer. In addition, the government is spending £45 million in 2019-20 to kick start recruitment, bringing in up to 2,000 additional officers this year.
- £110 million additional funding, plus £65 million of Official Development Assistance (ODA), for the asylum system and continuing £150 million funding for the Global Resettlement Programme, to support and protect the most vulnerable refugees; and
- maintaining £480 million of Brexit funding in real terms, including continued funding for Border Force capability and delivery of the EU Settlement Scheme.

### **Ministry of Justice (MoJ)**

- £55 million across the criminal justice system to support the work of 20,000 additional police officers; and
- additional funding to support the ongoing reform of the probation system, which will help reduce reoffending and improve the quality of post-custody supervision.

### **Single Intelligence Account (SIA)**

The Spending Round also confirms the previously agreed growth in the National Cyber Security Programme's budget in 2020-21. This is a key part of the total £1.9 billion investment over the Spending Review 2015 period to implement the National Cyber Security Strategy.

## Ministry of Housing, Communities and Local Government (MHCLG)

The Ministry of Housing, Communities and Local Government settlement includes:

- a 2.7% real terms increase to the department's resource budget from 2019-20 to 2020-21
- £422 million resource funding to help reduce homelessness and rough sleeping, including an additional £54 million in 2020-21. This represents a real terms increase of 13% compared to 2019-20;
- £24 million additional funding for the Building Safety Programme to support the new building safety regime and help prevent a tragedy like Grenfell happening again. This comes on top of £600 million of government funding for the removal of aluminium composite material (ACM) cladding in the private and social residential sectors;
- £10 million additional funding for English as a second language provision. This will enable the second wave of the Integration Areas Programme;
- a total of £241 million from the Towns Fund in 2020-21 to support the regeneration of high streets, town centres and local economies;
- continued funding for the Troubled Families programme

### Local Government

**Table 2.12: Local Government**

	£ billion	
	2019-20	2020-21
RDEL excluding depreciation (1)	6.1	8.6
Local Government Core Spending Power (2)	46.2	49.1

1 In this table, RDEL reflects a transfer of the New Homes Bonus from MHCLG Housing and Communities DEL. The adjusted baseline used to calculate the growth rate is £7.5 billion, which excludes the effect of 2019-20 Business Rate Retention pilots.

2 The figure for Core Spending Power is an estimate and subject to data changes and will be published following final decisions in the 2020-21 Local Government Finance Settlement.

Local Government DEL will increase by £1.1 billion in cash terms on the adjusted baseline.

With this increase in grant, Local Government Core Spending Power is estimated to increase by £2.9 billion in total in 2020-21. Within this:

- the settlement includes an additional £1 billion grant for adult and children's social care;

- the government will consult on a 2% Adult Social Care precept that will enable councils to access a further £0.5 billion, bringing the total increase in funding for social care to £1.5 billion; and
- Local Government's business rate baseline funding levels will also increase in line with inflation.
  - Outside of the main Local Government settlement, high-needs funding for schools is increasing by more than £700 million in 2020-21, an increase of more than 11% on 2019-20 funding levels. This funding will support children and young people with special educational needs to ensure all receive a high-quality education and reach their potential.
  - In addition, the Spending Round confirms that local authorities will receive additional resources through a real terms increase in the Public Health Grant and through the NHS contribution to adult social care through the Better Care Fund, which will increase by 3.4% in real terms, in line with the overall NHS long-term settlement.
  - Combined with the £2.9 billion increase in Core Spending Power, these announcements mean local authorities can benefit from more than £3 1/2 billion of additional resources made available in this Spending Round.

## **Department for Transport (DfT)**

The Department for Transport settlement includes:

- an 11.4% increase in real terms to the department's resource budget from 2019-20 to 2020-21;
- £1.1 billion funding to ensure the Strategic Road Network runs safely and smoothly, enabling a high-performing road network that will support the economy;

## **Department for Business, Energy and Industrial Strategy (BEIS)**

- continuing to provide £191 million of funding to support delivery of Brexit-related activities, including the development of a UK Global Navigation Satellite System option and delivering business stability for company law and audit;

## **Department for Environment, Food and Rural Affairs (Defra)**

- funding to deliver the government's commitment to pass on to the next generation a natural environment protected and enhanced for the future, including:
  - more than £30 million increase in funding for air quality;

## **Department for Work and Pensions**

The Department for Work and Pensions settlement includes:

- £40 million additional funding for Discretionary Housing Payments to tackle affordability pressures in the private rented sector in England and Wales;

- £36 million to ensure DWP decision-making is accurate and the application processes are straightforward and accessible, as well as improving safeguarding by creating a new independent Serious Case Panel;
- £7 million to expand Jobcentre advisor support in schools for young people with special educational needs and extending eligibility for Access to Work to internships for disabled people; and
- £23 million to fund a range of other measures, including support for vulnerable claimants and people with complex needs migrating to Universal Credit, additional outreach activities to support those who are homeless, and increasing the number of Armed Forces champions to support veterans when entering the labour market.

In addition to this, DWP's resource budget will enable the department to continue to:

- help people move into work and support their progression in work, through targeted employment support programmes and tailored interventions for disadvantaged groups;
- improve financial security through the accurate and timely administration of benefit payments, including the secure delivery of Universal Credit;



### Outlook for inflation:

The Bank of England's Monetary Policy Committee (MPC) sets monetary policy to meet the 2% inflation target and in a way that helps to sustain growth and employment. At its meeting ending on 18 September 2019, the MPC voted unanimously to maintain Bank Rate at 0.75%. The Committee voted unanimously to maintain the stock of sterling non-financial investment-grade corporate bond purchases, financed by the issuance of central bank reserves, at £10 billion. The Committee also voted unanimously to maintain the stock of UK government bond purchases, financed by the issuance of central bank reserves, at £435 billion.

In the minutes to its September meeting, the MPC note that "Since the MPC's previous meeting, the trade war between the United States and China has intensified, and the outlook for global growth has weakened. Monetary policy has been loosened in many major economies. Shifting expectations about the potential timing and nature of Brexit have continued to generate heightened volatility in UK asset prices, in particular the sterling exchange rate has risen by over 3½%. Brexit-related developments are making UK economic data more volatile, with GDP falling by 0.2% in 2019 Q2 and now expected to rise by 0.2% in Q3. The Committee judges that underlying growth has slowed, but remains slightly positive, and that a degree of excess supply appears to have opened up within companies."

Employment and pay growth may be a key factor as the MPC recognise that "CPI inflation fell to 1.7% in August, from 2.1% in July, and is expected to remain slightly below the 2% target in the near term. The labour market appears to remain tight, with the unemployment rate having been just under 4% since the beginning of this year. Annual pay growth has strengthened further to the highest rate in over a decade. Unit wage cost growth has also risen, to a level above that consistent with meeting the inflation target in the medium term. The labour market does not appear to be tightening further, however, with official and survey measures of employment growth softening."

However, short term policy may be heavily influenced by the outcome of Brexit negotiations and the MPC note that "In the event of a no-deal Brexit, the exchange rate would probably fall, CPI inflation rise and GDP growth slow. The Committee's interest rate decisions would need to balance the upward pressure on inflation, from the likely fall in sterling and any reduction in supply capacity, with the downward pressure from any reduction in demand. In this eventuality, the monetary policy response would not be automatic and could be in either direction."



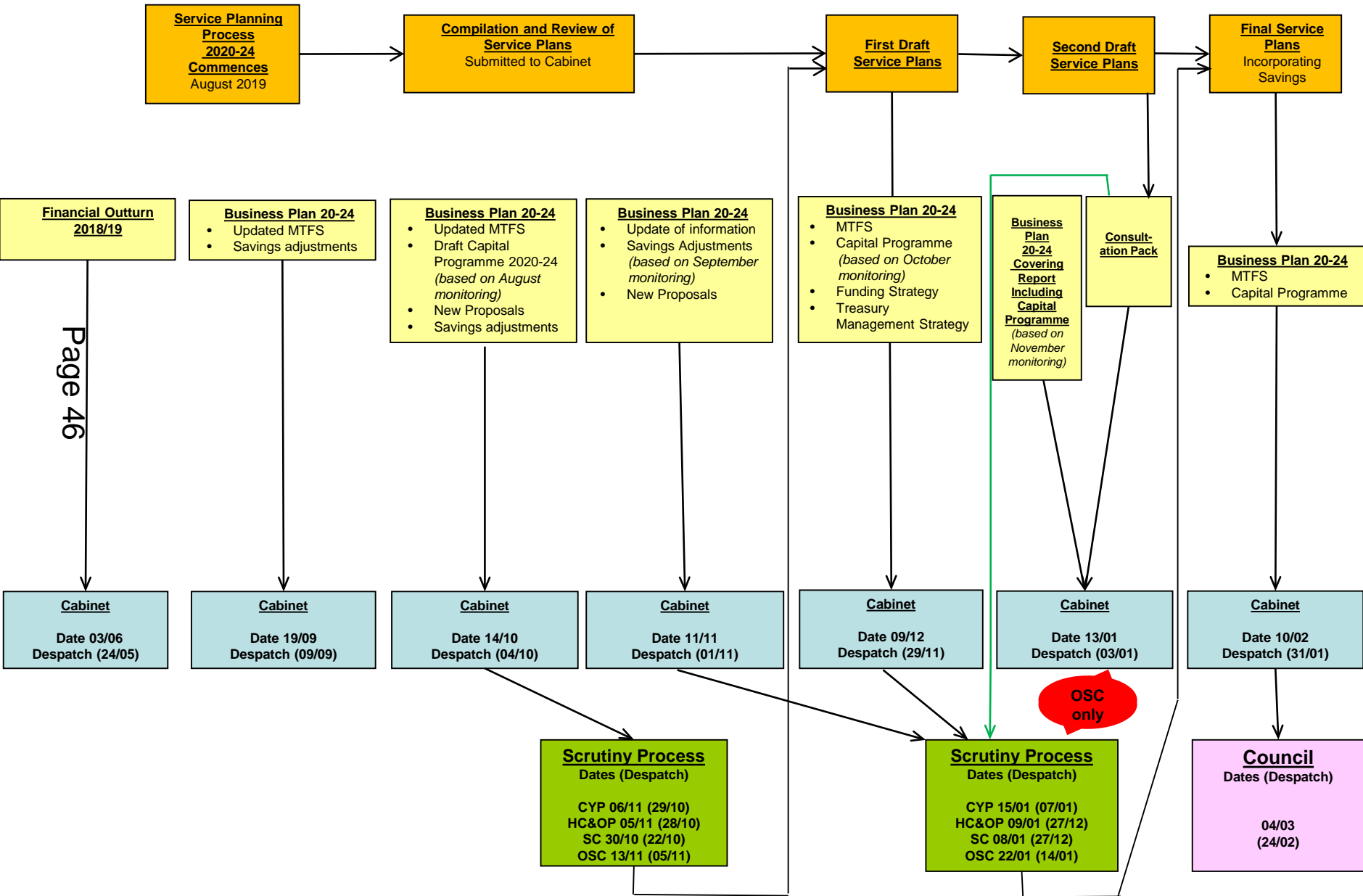
The minutes of the next meeting of the MPC will be published on 7 November 2019. The latest Inflation Report was published on the 1 August 2019.

In the August 2019 Inflation Report, the MPC noted that “CPI inflation was at the 2.0% target in June and is projected to fall below the target over the next six months as energy prices decline. From next year inflation is expected to pick up as the impact of lower energy prices fades, sterling’s recent depreciation pushes up import prices, and domestic inflationary pressures rise.”

In terms of the prospects for inflation, the MPC are heavily caveated to take account of Brexit. The MPC sum up their view as follows:-

“Underlying UK GDP growth has softened to below-potential rates, reflecting weaker global growth as well as the impact of Brexit-related uncertainties. Growth is expected to remain subdued in coming quarters, as those uncertainties have intensified over the past few months and are assumed to remain elevated in the near term. CPI inflation is projected to fall temporarily below the MPC’s 2% target over the second half of 2019 as energy prices decline. Conditioned on a smooth withdrawal of the UK from the EU, Brexit-related uncertainties are assumed to subside over the forecast period. Together with a boost from looser monetary conditions, the decline in uncertainties leads to a recovery in demand growth to robust rates. As a result, excess demand and domestic inflationary pressures build. CPI inflation picks up to materially above the MPC’s 2% target by the end of the forecast period. The MPC’s projections are affected by an inconsistency between the asset prices on which they are conditioned — which reflect a higher perceived probability of a no-deal Brexit among financial market participants — and the smooth Brexit assumption underlying the central forecasts. In the event of a Brexit deal, sterling would be likely to appreciate and market interest rates and UK-focused equity prices to rise.”

# BUSINESS PLANNING TIMETABLE - BUSINESS PLAN 2020-24



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## REVENUE SAVINGS PROPOSALS 2020-24

<b>SAVINGS TARGETS BY DEPARTMENT</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>	<b>Total £000</b>
Corporate Services	570	(49)	125	0	646
Children, Schools and Families	509	400	0	0	909
Environment and Regeneration	1,240	340	0	0	1,580
Community and Housing	0	500	0	0	500
<b>Total</b>	<b>2,319</b>	<b>1,191</b>	<b>125</b>	<b>0</b>	<b>3,635</b>
<b>Total (cumulative)</b>	<b>2,319</b>	<b>3,510</b>	<b>3,635</b>	<b>3,635</b>	

## PROPOSED REVENUE SAVINGS 2020-24

## DEPARTMENT: Corporate Services

Panel	Ref	Description of Saving	Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2020-21 CS1	<b>Service/Section</b> Pension Fund <b>Description</b> Right sizing charge to Pension Fund for Pension Manager time <b>Service Implication</b> None <b>Staffing Implications</b> Apportion the Pension Manager work time according to the budget <b>Business Plan implications</b> None <b>Impact on other departments</b> None <b>Equalities Implications</b> None <b>TOM Implications</b> None	221	24	0	0	0	Low	Low	SI1
	2020-21 CS2	<b>Service/Section</b> Insurance <b>Description</b> Savings in Insurance Fund top up budget <b>Service Implication</b> possible reduction in the insurance fund reserve <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> The internal fund fall short and unable to meet any unexpected major claims.	716	70	0	0	0	Low	Low	SNS2
	2020-21 CS3	<b>Service/Section</b> Treasury <b>Description</b> Increase in Investment Income <b>Service Implication</b> None <b>Staffing Implications</b> None <b>Business Plan implications</b> None <b>Impact on other departments</b> None <b>Equalities Implications</b> None <b>TOM Implications</b> None	664	100	0	0	0	Low	Low	SI 1

## PROPOSED REVENUE SAVINGS 2020-24

## DEPARTMENT: Corporate Services

Panel	Ref	Description of Saving	Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2020-21 CS4	<p><b>Service/Section</b> Revenues and Benefits</p> <p><b>Description</b> Housing benefit written off debt recovery (one off)</p> <p><b>Service Implication</b> External debt collection of previously written off housing benefit overpayments following availability of improved data matching resource</p> <p><b>Staffing Implications</b> None</p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b> Appropriate debt recovery processes being used, phoning and writing to debtors - no enforcement agents (bailiffs) are being used. Payment arrangements and attachment to earnings are being utilised</p> <p><b>TOM Implications</b></p>	0	120	(120)			Low	Low	SI2
	2020-21 CS5	<p><b>Service/Section</b> Customers, Policy and Performance</p> <p><b>Description</b> Reduction in various running costs across the division through increased efficient use of resources.</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> None</p>	1,381	20				Low	Low	SNS1

**PROPOSED REVENUE SAVINGS 2020-24**

**DEPARTMENT: Corporate Services**

Panel	Ref	Description of Saving	Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2020-21 CS6	<p><b>Service/Section Description</b>  <b>Service Implication</b>  <b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b>  <b>TOM Implications</b></p>	<p><b>Customers, Policy and Performance</b>                      Community engagement - reduction in running costs through increased efficient use of resources (linked to increased exploitation of digital).                      None                      None                      None                      None                      None                      Supports move to digital platforms</p>	149	8			Low	Low	SNS1
	2020-21 CS7	<p><b>Service/Section Description</b>  <b>Service Implication</b>  <b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b>  <b>TOM Implications</b></p>	<p><b>Customers, Policy and Performance</b>                      Staff reductions                      To be established - expected as part of Customer Contact Strategy implementation.                      To be established once detailed proposals are developed as part of implementation of Customer Contact Strategy implementation.                      Expected as part of Customer Contact Strategy                      To be established once detailed proposals are developed as part of implementation of Customer Contact Strategy implementation.                      To be established once detailed proposals are developed.                      In line with Customer Contact Strategy</p>	2,192			75	Medium	Medium	SS1

## PROPOSED REVENUE SAVINGS 2020-24

## DEPARTMENT: Corporate Services

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
O&S	2020-21 CS8	<b>Service/Section</b>	<b>Infrastructure &amp; Technology Division - Facilities Management</b>								
		<b>Description</b>	A further £100k reduction of the repairs and maintenance budget for corporate buildings, which with the previously agreed £100k saving in 2020/21 will give a net reduction of £200k against a current baseline budget of £900k	900	100				Low	High	SNS2
		<b>Service Implication</b>	This will necessitate a fundamental change in the current operational arrangements for maintaining the Councils 110 operational buildings, moving from planned maintenance to an absolute minimum level of service based around Statutory requirement and 'Fix on Fail' only. Repairs and maintenance work will only be undertaken where it directly affects the safety, security or weather proofing of a building which will result in a significant deterioration in the overall condition of the Councils buildings and its accommodation.								
		<b>Staffing Implications</b>	Still to be determined								
		<b>Business Plan implications</b>	None								
		<b>Impact on other departments</b>	The reduction in planned maintenance and the condition of buildings will have a direct impact on other departments and the various services that are delivered from the Councils operational buildings.								
		<b>Equalities Implications</b>	None								
		<b>TOM Implications</b>	Still to be determined.								

## PROPOSED REVENUE SAVINGS 2020-24

## DEPARTMENT: Corporate Services

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
O&S	2020-21 CS9	<b>Service/Section</b>	<b>Infrastructure &amp; Technology Division - Facilities Management</b>								
		<b>Description</b>	Reduction in the frequency of the cleaning within the Councils corporate buildings.	286	30				Low	Low	SNS2
		<b>Service Implication</b>	A reduction in the frequency of cleaning from 5 times a week to 3 will not have any direct impact on service delivery, but will result in a gradual deterioration in the overall condition and cleanliness of the Councils operational buildings and accommodation.								
		<b>Staffing Implications</b>	None								
		<b>Business Plan implications</b>	None								
		<b>Impact on other departments</b>	The savings will have an impact on other departments due to the deterioration in the cleanliness of the operational buildings where customer facing services are delivered.								
		<b>Equalities Implications</b>	None								
		<b>TOM Implications</b>	None								
O&S	2020-21 CS10	<b>Service/Section</b>	<b>Infrastructure &amp; Technology Division - Transactional Services</b>								
		<b>Description</b>	Further restructuring of the Transactional Services team	531		100			Low	Medium	SS2
		<b>Service Implication</b>	Will increase the time taken to process income and expenditure payments and set up new suppliers on the Councils financial system. Will have a direct impact on the Councils cash flow due to delays in the production and processing of invoices for covering chargeable services.								
		<b>Staffing Implications</b>	Previously agreed saving of £100k in 2020/21 which reduces the current establishment from 13 FTE down to 10 and the additional £100k saving will reduce the team down to 7 FTE.								
		<b>Business Plan implications</b>	To be determined								
		<b>Impact on other departments</b>	Likely to have a direct impact on the Councils cash flow due to delays in the production and processing of invoices for covering chargeable services.								
		<b>Equalities Implications</b>	None								
		<b>TOM Implications</b>	None								



## PROPOSED REVENUE SAVINGS 2020-24

## DEPARTMENT: Corporate Services

Panel	Ref	Description of Saving	Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2020-21 CS11	<p><b>Service/Section</b> Infrastructure &amp; Technology Division - Commercial Services</p> <p><b>Description</b> Restructure of the Commercial Services (Procurement) team and deletion of 1 permanent FTE post.</p> <p><b>Service Implication</b> The Commercial Services team provide specialist procurement advice and support across all areas of the business. The team are responsible for delivering £14M of procurement related savings over the next three years and also ensure that the council is able to demonstrate value for money through its various procurement and commissioning activities.</p> <p><b>Staffing Implications</b> Restructure to reduce the permanent establishment by 1 FTE.</p> <p><b>Business Plan implications</b> Unlikely to fully achieve agreed corporate savings of £14M due to the reduction in the level of resources.</p> <p><b>Impact on other departments</b> Significant impact on other departments who rely on the Commercial Services team to provide specialist technical advice and support on procurement activities.</p> <p><b>Equalities Implications</b> None</p> <p><b>TOM Implications</b> To be determined</p>	323			50		Low	High	SS2
O&S	2020-21 CS12	<p><b>Service/Section</b> Infrastructure &amp; Technology Division</p> <p><b>Description</b> Cancel lease on two Council vans</p> <p><b>Service Implication</b> Staff from both the IT and Facilities Management teams extensively utilise the vans to transport equipment and materials around the borough, which are required to undertake urgent repairs and rectify faults.</p> <p><b>Staffing Implications</b> None</p> <p><b>Business Plan implications</b> None</p> <p><b>Impact on other departments</b> The IT and FM teams will be unable to continue to provide such a reactive and responsive service, which will in turn impact on departments.</p> <p><b>Equalities Implications</b> None</p> <p><b>TOM Implications</b> None</p>	9	5				Low	Low	SNS2

## PROPOSED REVENUE SAVINGS 2020-24

## DEPARTMENT: Corporate Services

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2020-21 CS13	<b>Service/Section</b>	<b>Corporate Governance</b>								
		<b>Description</b>	Corp Gov AD - Running Costs	39	24				Low	Low	SNS1
		<b>Service Implication</b>	None								
		<b>Staffing Implications</b>	None								
		<b>Business Plan implications</b>	None								
		<b>Impact on other departments</b>	None								
		<b>Equalities Implications</b>	None								
		<b>TOM Implications</b>	None								
	2020-21 CS14	<b>Service/Section</b>	<b>Corporate Governance</b>								
		<b>Description</b>	Information governance - reduction in consultancy spend	15	10				Low	Low	SNS1
		<b>Service Implication</b>	None								
		<b>Staffing Implications</b>	None								
		<b>Business Plan implications</b>	None								
		<b>Impact on other departments</b>	None								
		<b>Equalities Implications</b>	None								
		<b>TOM Implications</b>	None								
	2020-21 CS15	<b>Service/Section</b>	<b>Corporate Services</b>								
		<b>Description</b>	Miscellaneous savings (eg. Subscriptions)	66	39	(29)			Low	Low	SNS1
		<b>Service Implication</b>	None								
		<b>Staffing Implications</b>	None								
		<b>Business Plan implications</b>	None								
		<b>Impact on other departments</b>	None								
		<b>Equalities Implications</b>	None								
		<b>TOM Implications</b>	None								

**PROPOSED REVENUE SAVINGS 2020-24**

**DEPARTMENT: Corporate Services**

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2020-21 CS16	<b>Service/Section</b>	<b>Corporate Services</b>								
		<b>Description</b>	Saving in Consultancy costs	70	20				Low	Low	SNS1
		<b>Service Implication</b>	None								
		<b>Staffing Implications</b>	None								
		<b>Business Plan implications</b>	None								
		<b>Impact on other departments</b>	None								
		<b>Equalities Implications</b>	None								
		<b>TOM Implications</b>	None								
			Total		570	(49)	125	0			

Type of Saving

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

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2019-04	<b>Service Description</b>	<b>Children Social Care</b> Review of the current Permanency and 14+ service to establish a Leaving Care service delivered by personal advisors rather than social workers	911	60				Low	Low	SS1
		<b>Service Implication</b>	Organisational change required to deliver proposal. Disruption of care experienced young people's relationships with their allocated social worker. No statutory implications as support for eligible care experienced young people over 18 years doesn't require qualified social workers.								
		<b>Staffing Implications</b>	Resource to review, prepare and lead organisational change. Likely redeployment of qualified social work staff from 14+ service to social work vacancies in other CSC & YI service areas.								
		<b>Business Plan implications</b>	None								
		<b>Impact on other departments</b>	Potential for resource efficiencies between CSC and ASC for those eligible care experienced young people who are also eligible for Care Act services and support.								
		<b>Equalities Implications</b>	The Council's HR and organisational change procedures will be used for the engagement, equalities impact assessment and consultation of affected staff.								
		<b>TOM Implications</b>	Proposal to reduce use of qualified social workers for functions where their expertise is not a requirement is consistent with TOM.								

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2019-05	<b>Service Description</b>	<b>Children Social Care</b> Full year effect of transfer of adoption service to Adopt London South	1,216	30				Medium	Medium	SP1
		<b>Service Implication</b>	Full year effect of the regional centralisation of adoption services delivering savings through a larger commissioning base and the benefit of economies of scale.								
		<b>Staffing Implications</b>	Some staff TUPE transferred into the regional arrangements, remainder of service restructured during 2019/20.								
		<b>Business Plan implications</b>	Certain services ceased to be provided by Merton as they were outsourced to Adopt London South.								
		<b>Impact on other departments</b>	None								
		<b>Equalities Implications</b>	We will need to ensure the new arrangements maintain the improvement of the adoption process and post adoption support to maintain and improve outcomes for this group of vulnerable children and young people. We used the Council's agreed HR policies and procedures for the restructure.								
		<b>TOM Implications</b>	In line with CSF TOM								

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2019-06	<b>Service Description</b>	<b>Children Social Care</b> <b>Review of safeguarding and social work training budgets</b>	166	60				Low	Medium	SNS1
		<b>Service Implication</b>	Opportunity to better align staff, current training offer and partner contributions to improve training offer and deliver efficiencies.								
C&YP	CSF2019-07	<b>Staffing Implications</b>	Reduction in breadth and quality of training may reduce staff retention and recruitment increasing agency costs. A reduction in workforce skill and knowledge may compromise the quality of social work practice, resulting in the potential for increased harm to children.	82	30				Low	Low	SP1
		<b>Business Plan implications</b>	None								
C&YP	CSF2019-07	<b>Impact on other departments</b>	None								
		<b>Equalities Implications</b>	Identified risks would have greatest impact on children and vulnerable families.								
C&YP	CSF2019-07	<b>TOM Implications</b>	In line with TOM								
		<b>Service Description</b>	<b>Children Social Care</b> <b>Reduction of Central recruitment cost budget</b>								
C&YP	CSF2019-07	<b>Service Implication</b>	Annual recruitment advertising contract with national Guardian now in place to reduce costs of 'spot purchasing' the same.								
		<b>Staffing Implications</b>	None								
C&YP	CSF2019-07	<b>Business Plan implications</b>	None								
		<b>Impact on other departments</b>	None								
C&YP	CSF2019-07	<b>Equalities Implications</b>	None								
		<b>TOM Implications</b>	In line with TOM principles								

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2019-08	<b>Service Description</b>	<b>Education</b> <b>Review of school premises and contracts staffing structure</b>	653	45				Low	Low	SS1
		<b>Service Implication</b>	Present vacancies in team won't be filled and re-organised to ensure service is delivered								
		<b>Staffing Implications</b>	Minor due to present vacancy								
		<b>Business Plan implications</b>	None								
		<b>Impact on other departments</b>	None								
		<b>Equalities Implications</b>	None								
		<b>TOM Implications</b>	None								
C&YP	CSF2019-09	<b>Service Description</b>	<b>Education</b> <b>Repurposing of some posts in education inclusion service</b>	1,773	150				Medium	Medium	SS1
		<b>Service Implication</b>	1)Merton's NEET and NK rates are low. The MY Futures team leads on NEET/NK work. Over the last two years it has been restructured and refocused, reducing management and setting up targeted roles for care leavers, young people with mental health needs and young people with special educational needs and disabilities. This restructure has freed up 135k. 2) Merton's Youth service is income generating and has increased it participation rate over 3 years. We will reduce premises costs but will not reduce front line offer to young people. 15k								
		<b>Staffing Implications</b>	3 Vacant posts of targeted youth workers; historical underspend in premises cost centres								
		<b>Business Plan implications</b>	Work more targeted at vulnerable groups								
		<b>Impact on other departments</b>	1) Work more targeted at vulnerable groups and employability service pathway set up. 2) less premises funding for maintenance of buildings.								
		<b>Equalities Implications</b>	Work more targeted at vulnerable groups, particularly SEND.								
		<b>TOM Implications</b>	None								

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2019-10	<b>Service Description</b>	<b>Education</b> <b>Reduced contribution towards the MSCB</b> This will bring Merton's contribution more in line with statutory partners	144	44				Low	Medium	SNS2
		<b>Service Implication</b>	None								
		<b>Staffing Implications</b>	None								
		<b>Business Plan implications</b>	Service will be planned in lined with total available partner funding								
		<b>Impact on other departments</b>	None								
		<b>Equalities</b>	None. The partnership does not deliver direct services to Merton residents.								
		<b>Implications</b>	None								
		<b>TOM Implications</b>	None								
C&YP	CSF2019-11	<b>Service Description</b>	<b>Cross cutting</b> <b>Review of centralised commissioning budgets.</b> There will be a review of current staffing across the Integrated Children's Commissioning Team. This would lead to a potential saving of approximately £90k (Salary saving of £74k and non-staffing underspend of £16k)	815	90				Low	Low	SS2
		<b>Service Implication</b>	Redundancy of the Head of CSF Commissioning Role								
		<b>Staffing Implications</b>	Consultation and potential restructure of the Integrated Commissioning Team across PH (and potentially CCG).								
		<b>Business Plan implications</b>	Review and potential restructure will involve Public Health Lead for Children Services.								
		<b>Impact on other departments</b>	Staff will be fully consulted on any proposed changes and have the opportunity to influence any final structure, within budget								
		<b>Equalities</b>	None								
		<b>Implications</b>	None								
		<b>TOM Implications</b>	None								



Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2019-12	<b>Service Description</b>	<b>Public Health</b> A recurrent saving will be achieved by a review of public health commissioned services. The saving will be made from reductions in Healthy Child 0-19 service budget and Public health contribution to the Risk and Resilience budget.	3,835		400			Medium	Medium	SP1
		<b>Service Implication</b>	The re-commissioning of community services provides an opportunity to review current service model and gain efficiencies from integrated commissioning and service delivery. However it is anticipated that there will be some changes and reductions in universal and targeted services. Areas which will be reviewed for redesign may include, but are not limited to, support for vulnerable young parents (currently FNP).								
		<b>Staffing Implications</b>	No staffing implications for LBM. However staff changes including potential staff reductions will be within commissioned services as part of new service models. There may be associated redundancy costs for staff within the commissioned services which will need to be factored into any efficiencies/savings plans and due diligence carried out. This may initially reduce the anticipated efficiency.								
		<b>Business Plan implications</b>	There are uncertainties in the Public Health (PH) grant for 21/22. If there are further reductions in Merton's PH grant, some of these efficiencies might be used to mitigate other PH statutory or key services. If there is any increase in the PH grant this may reduce the impact of the efficiencies.								
		<b>Impact on other departments</b>	There are interdependencies between CSF, C&H and MCCG. Through the co-commissioning of community health services with MCCG, local integration will help mitigate the impact of financial reductions. The new service model may impact on other department services, e.g. CSF Early Help and Early Years services.								
		<b>Equalities Implications</b>	An equalities impact assessment of new service models will be undertaken as part of the procurement process.								
		<b>TOM Implications</b>	tbc								
<b>Total</b>					509	400	0	0			

## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2020/21

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	ENV1920-01	<b>Service/Section</b>	<b>Parking Services</b>								
		<b>Description</b>	<p>Application to change Merton's PCN charge band from band B to band A. To effect this a full business case will need to be presented to Full Council. Following this, an application will be made to the London Councils Transport, and Environment Committee. Depending on the outcome at the Committee, the Mayor will also be required to ratify the application and the Secretary of State has final sign off. This 'saving' reflects the impact on estimated revenue until motorist compliance takes full effect. The objective is to reduce non-compliance but if the band change is implemented it is likely that there will be a short term increase in revenue.</p> <p>In setting out its measures of success, the proposed bandings and increase in PCN charges aims to deliver better compliance and driver behaviours in respect of parking regulations, which will reduce congestion, and lead to improved traffic flows and availability of spaces.</p> <p>The purpose of PCN parking charges is to dissuade motorists from breaking parking restrictions and charges must be proportionate. The income from charges must only be used in accordance with the Road Traffic Regulation Act 1984. These purposes are contained within the Council's traffic management and other policy objectives.</p>	(7,921)	340	340			Med	Low	SI1
		<b>Service Implication</b>	System configuration & consultation process.								
		<b>Staffing Implications</b>	None								
		<b>Business Plan implications</b>	None								
		<b>Impact on other departments</b>	None								
		<b>Equalities Implications</b>	To be assessed								
		<b>TOM Implications</b>	consistent with TOM objectives								



## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2020/21

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 64	ENV1920-04	<b>Service/Section</b>	<b>Waste Services</b>								
		<b>Description</b>	The service change in October 2018 has had a significant impact on waste arisings and recycling levels. Residual waste volume has reduced by c12% whilst recycling levels have increased from c34% to c45% . Whilst we have already built £250k into the MTFS we believe that this can be added to.	6,266	250				Med	Low	SNS1
		<b>Service Implication</b>	None								
		<b>Staffing Implications</b>	None								
		<b>Business Plan implications</b>	None								
		<b>Impact on other departments</b>	None								
		<b>Equalities Implications</b>	None								
		<b>TOM Implications</b>	consistent with TOM objectives								
	ENV1920-05	<b>Service/Section</b>	<b>Waste Services</b>								
		<b>Description</b>	The Kingdom environment enforcement contract is due for reprocurement and renewal in Spring 2020. This provides an opportunity for it to be broadened and also to ensure that its operation is as effective as possible for the Council .	(517)	50				Med	Med	SI2
		<b>Service Implication</b>	Possible broadening of FPN offences being enforced. Also, payment rate and volume could go down								
		<b>Staffing Implications</b>	None								
		<b>Business Plan implications</b>	Improved enforcement presence across the Borough and opportunity to work across divisions to maximise potential enforcement receipts								
		<b>Impact on other departments</b>	Possible improvements in the type and number of enforcements.								
		<b>Equalities Implications</b>	To be considered as part of expansion of enforcement remit								
		<b>TOM Implications</b>	Refines and improves enforcement model within scope of TOM								
<b>Total Environment and Regeneration Savings</b>					<b>1,240</b>	<b>340</b>	<b>0</b>	<b>0</b>			

**PROPOSED SAVINGS 2020-24**  
**DEPARTMENT: COMMUNITY AND HOUSING**

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
Page 65	2020-21 CH1	<b>Service/Section</b>	<b>Public Health</b>									
		<b>Description</b>	Further reduction in contracts and grants.	<b>10,000</b>		<b>500</b>				<b>Med</b>	<b>Med</b>	<b>SNS2</b>
		<b>Service Implication</b>	Assumes that the current ring fence is removed by April 2021. Further work is needed to identify the options to deliver these savings. It is likely to fall in areas such as prevention rather than demand led services such as sexual health or substance misuse. It may therefore impact more on voluntary sector providers than health providers.									
		<b>Staffing Implications</b>	tbc									
		<b>Business Plan implications</b>	There may be a reduction in performance against key performance indicators									
		<b>Impact on other departments</b>										
		<b>Equalities Implications</b>	The equalities impacts will depend on the detailed actions identified. However, Public Health services have a strong focus on reducing health inequalities and the Council's response to that will be reduced as a result.									
		<b>TOM Implications</b>										
			<b>TOTAL</b>		<b>0</b>	<b>500</b>	<b>0</b>	<b>0</b>				

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

Panel	Ref	Description of Saving		Baseline Budget £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2018-13	<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>TOM Implications</b></p>	<p><u>Cross Cutting</u></p> <p><b>Review of CSF admin structure</b></p> <p>With changes to the structure of the department, the implementation of MOSAIC and a focus on minimal education and social care core functions we will redesign our workforce across what will be a smaller department dealing with increasing demands. Less resource and flexibility to meet increasing demands will lead to a risk of decreased timeliness of response to customers and reduced support for vulnerable children and young people.</p> <p>A reduction of 10-12 posts from a total of 65FTE. We will prioritise our core statutory education and social care functions.</p> <p>A smaller workforce will reduce our ability to work on cross cutting issues and new developments.</p> <p>We will use the Council's agreed HR policies and procedures for restructuring. An EA will be developed for the service change staffing proposals.</p> <p>The TOM includes a focus on delivering the restructure as well as flexible working and the embedding of MOSAIC. The CSF workforce needs to be more highly skilled and flexible. Delivery of a functioning MOSAIC product is key to delivering this saving.</p>	1,100	300				Medium	High	SS2

Being replaced by an alternative

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

Panel	Ref	Description of Saving		Baseline Budget £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2018-09	<b>Service Description</b>	<b>Education</b> <b>Radically reduce some statutory education functions</b>	8,137	200				High	High	SS2
		<b>Service Implication</b>	We will agree with schools priorities for the use of the retained DSG to support delivery of a reduced statutory service function.								
		<b>Staffing Implications</b>	Majority of costs associated with direct services are staffing costs as part of this proposal. This will equate to approximately 7 members of staff								
		<b>Business Plan implications</b>	No specific Implications								
		<b>Impact on other departments</b>	No specific Implications expected although we could see some legal challenge.								
		<b>Equalities Implications</b>	We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs. This will reduce support to vulnerable and at risk children, increasing pressure on our universal service's capacity to manage these needs.								
		<b>TOM Implications</b>	Statutory Education and Social Care services for C&YP will be further reduced. The department will be reorganised to reflect downsizing. This saving is in line with TOM direction of travel to focus delivery on the council's statutory duties. Detailed work will need to ensure that risk and vulnerability is prioritised and careful consideration of the ability to deliver the statutory minimum required.								

Being replaced by an alternative

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

Panel	Ref	Description of Saving		Baseline Budget £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2018-10	<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>TOM Implications</b></p>	<p><b>Children Social Care</b></p> <p><b>Radically reduce support for LAC/CSE/respice</b></p> <p>During 2019/20 we will review our eligibility criteria and service offer for some of our most vulnerable clients. This is likely to mean reduced therapeutic support to highly vulnerable children including looked after children and care leavers</p> <p>These services are mainly commissioned or spot purchased. There may be staffing implications as the current contract means that some of our own staff are employed and could be eligible for redundancy.</p> <p>No specific Implications</p> <p>These reductions may place additional burdens on universal, targeted and specialist services.</p> <p>This will reduce support to vulnerable and at risk children including C&amp;YP In Need, on a Child Protection Plan, on the edge of care, Looked After C&amp;YP, care leavers or young people with complex disabilities, young people in the youth justice system, increasing pressure on our parents/carers and universal service's capacity to manage these needs.</p> <p>The TOM sets out an approach to prioritisation but this level of saving is likely to impact on those already most at risk and vulnerable young people at the top end of our Well Being Model</p>	10,545	200				High	High	SNS2
<b>Total Children, Schools and Families Savings</b>					<b>700</b>	<b>0</b>	<b>0</b>	<b>0</b>			

Being replaced by an alternative



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

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2019-01	<p><b>Service Description</b> <b>Service Implication</b></p> <p><b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b> <b>TOM Implications</b></p>	<p align="center"><b>Cross Cutting</b></p> <p><b>Review of CSF admin structure</b> With changes to the structure of the department, the implementation of MOSAIC and a focus on minimal education and social care core functions we will redesign our workforce across what will be a smaller department dealing with increasing demands. Less resource and flexibility to meet increasing demands will lead to a risk of decreased timeliness of response to customers and reduced support for vulnerable children and young people.</p> <p>A reduction of 10-12 posts from a total of 65FTE. We will prioritise our core statutory education and social care functions. A smaller workforce will reduce our ability to work on cross cutting issues and new developments. We will use the Council's agreed HR policies and procedures for restructuring. An EA will be developed for the service change staffing proposals. The TOM includes a focus on delivering the restructure as well as flexible working and the embedding of MOSAIC. The CSF workforce needs to be more highly skilled and flexible. Delivery of a functioning MOSAIC product is key to delivering this saving.</p>	1,100	200				Medium	High	SS2

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

Panel	Ref	Description of Saving	Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
C&YP	CSF2019-02	<p><b>Service</b></p> <p><b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p> <p><b>TOM Implications</b></p>	<p><b>Children Social Care &amp; Youth Inclusion</b></p> <p><b>Establish more cost effective Merton independent living provision</b></p> <p>The likely routes to achieve more cost effective provision may reduce flexibility of location and support available for young people.</p> <p>Commissioning and procurement capacity and expertise required.</p> <p>This is an existing action in the CSF Business Plan to deliver cost effective independent living provision</p> <p>Work with colleagues in C&amp;H required</p> <p>The Council's commissioning and procurement policies will be used. Cost effective provision with lower levels of support would improve the experience of care leaving young people who have unresolved immigration status.</p> <p>This ethnicity of this group is primarily BAME.</p> <p>Consistent with CSF TOM</p>		400				Medium	Low	SP1

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

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2019-03	<b>Service Description</b>	<b>Cross Cutting</b> Early help re-design of Transforming Families team, Family and Contact team at Bond Road and 0-5s Supporting Families team	2,148	100				Low	Medium	SS2
		<b>Service Implication</b>	To create a new all ages Family Wellbeing Service, that works intensively with children and families assessed as having needs prior to statutory intervention across the age ranges of 0-25. To streamline and improve referral, assessment and practice, creating economies of scale.								
		<b>Staffing Implications</b>	A staffing reorganisation is being implemented, and it is anticipated there will be a reduction of approximately 5- 7 posts								
		<b>Business Plan implications</b>	This will involve a change to service provision, bringing together several team functions from across a combination of teams within Children SC&YI and Education								
		<b>Impact on other departments</b>	Not significant, however, work is taking place to identify any possible impact across wider children's								
		<b>Equalities Implications</b>	Contained with the EIA assessment as part of the reorganisation process.								
		<b>TOM Implications</b>	This delivers the early help redesign as stated in the TOM								
<b>Total Children, Schools and Families Savings</b>					<b>700</b>	<b>0</b>	<b>0</b>	<b>0</b>			

**Previously Agreed Saving**

**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS**

Budget Process	Ref	Description of Saving		2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputation al Impact	Type of Saving (see key)
SC	E1	<b>Service/Section Description</b>	<b>Regulatory Services Partnership</b> Investigate potential commercial opportunities to generate income from provision of business advice. This follows on from the expansion of the RSP to include Wandsworth from November 2017, and increased resilience.	60	65	75		Med	Low	SI2
		<b>Service Implication</b>	Will need to ensure no conflict of interest in respect of service delivery.							
		<b>Staffing Implications</b>	Developing new areas of business will need careful consideration of deployment of existing resources.							
		<b>Business Plan implications</b>	Consistent with Business Plan objectives							
		<b>Impact on other departments</b>	None, but will need to consider potential impact on partner boroughs.							
		<b>Equalities Implications</b>	None.							
		<b>TOM Implications</b>	Consistent with objective of making service more commercially driven.							
<b>Total Environment and Regeneration Savings</b>				<b>60</b>	<b>65</b>	<b>75</b>	<b>0</b>			

**Deferred Savings proposal****DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS**

Budget Process	Ref	Description of Saving		2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputation al Impact	Type of Saving (see key)
SC	E1	<b>Service/Section Description</b>	<b>Regulatory Services Partnership</b> Investigate potential commercial opportunities to generate income from provision of business advice. This follows on from the expansion of the RSP to include Wandsworth from November 2017, and increased resilience.	60		65	75	Med	Low	SI2
		<b>Service Implication</b>	Will need to ensure no conflict of interest in respect of service delivery.							
		<b>Staffing Implications</b>	Developing new areas of business will need careful consideration of deployment of existing resources.							
		<b>Business Plan implications Impact on other departments</b>	Consistent with Business Plan objectives None, but will need to consider potential impact on partner boroughs.							
		<b>Equalities Implications TOM Implications</b>	None. Consistent with objective of making service more commercially driven.							
<b>Total Environment and Regeneration Savings</b>				<b>60</b>	<b>0</b>	<b>65</b>	<b>75</b>			

**Savings Type**

<b>SI1</b>	Income - increase in current level of charges
<b>SI2</b>	Income - increase arising from expansion of existing service/new service
<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>SP2</b>	Procurement / Third Party arrangements - deletion/reduction in service
<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

**Panel**

<b>C&amp;YP</b>	<b>Children &amp; Young People</b>
<b>OS</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>

## SUMMARY OF DEPARTMENTAL GROWTH 2020-24

<b>SAVINGS TARGETS BY DEPARTMENT</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>	<b>Total £000</b>
Corporate Services	430	0	0	0	430
Children, Schools and Families	9,297	(1,297)	726	925	9,651
Environment and Regeneration	0	0	0	0	0
Community and Housing	0	0	0	0	0
<b>Total</b>	<b>9,727</b>	<b>(1,297)</b>	<b>726</b>	<b>925</b>	<b>10,081</b>
<b>Total (cumulative)</b>	<b>9,727</b>	<b>8,430</b>	<b>9,156</b>	<b>10,081</b>	

**DEPARTMENTAL GROWTH 2020-24**  
**DEPARTMENT: Corporate Services**

Panel	Ref	Description of growth	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Type of Growth (see key)
Page 75	2020-21 CSG1	<p><b>Description - Service Implications</b>  <b>Emergency Planning</b>                      Growth is required in order to increase the level of service to better respond to major or prolonged incidents and comply with resilience standards for London. It will also be used to fund the Council's contribution to the central resilience fund.</p> <p><b>Staffing Implications</b>                      Additional 1 permanent FTE. Further requirements for a rota of staff to be available for incident response.</p> <p><b>Business Plan implications</b>                      The growth will enable the service to meet its business plan</p> <p><b>Impact on other departments</b>                      Staff from other departments will be part of the increased rota arrangements</p> <p><b>Equalities Implications</b>                      None</p> <p><b>TOM Implications</b>                      None</p>	150				GS1 / GNS1
	2020-21 CSG2	<p><b>Description - Service Implications</b>  <b>Microsoft Licences (Enterprise Agreement)</b>                      Allows the Council to continue the use of Microsoft applications and services, required to licence and run the IT infrastructure and end user computers</p> <p><b>Staffing Implications</b>                      None</p> <p><b>Business Plan implications</b>                      The growth will enable the service to meet its business plan</p> <p><b>Impact on other departments</b>                      Growth to this Corporate Services budget will ensure other departments can maintain their use of IT products requiring these licences</p> <p><b>Equalities Implications</b>                      None</p> <p><b>TOM Implications</b>                      Consistent with technology strategy within the TOM</p>	280				GNS1
<b>Total : Corporate Services Growth 2020-24</b>			<b>430</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Type of Growth Key

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

Panel

- C&YP** Children & Young People
- CC** Corporate Capacity
- HC&OP** Healthier Communities & Older People
- SC** Sustainable Communities

DEPARTMENT: Children, Schools and Families - Growth

Panel	Ref	Description of growth	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Type of Growth (see key)
C&YP	CSF2019-G01	<p><b>Description -</b> <b>New burdens funding to offset DSG deficit</b> The number of EHCPs have increased significantly over the past five years from 1,075 in January 2016 to 1,712 in January 2019. This is a 59% caseload increase resulting in a huge increase in cost with a very small increase in grant funding, allocations announced still to be confirmed, so will be kept under review.</p> <p><b>Service Implications</b></p> <p><b>Staffing Implications</b> Due to the increase in EHCPs, staff caseloads have increased in response and staff levels are urgently required to be redressed as caseload levels are not sustainable.</p> <p><b>Business Plan implications</b> The demand issues are covered in CSFs TOM document as well as in divisional and service plans.</p> <p><b>Impact on other departments</b> This growth requirement will result in a significant increase the savings requirements for all departments.</p> <p><b>Equalities Implications</b> N/a</p> <p><b>TOM Implications</b> The demand issues are covered in CSFs TOM document under SEND in the customer and physical location layers.</p>	9,297	(1,297)	726	925	GP1
<b>Total</b>			<b>9,297</b>	<b>(1,297)</b>	<b>726</b>	<b>925</b>	

Type of Growth Key

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

Panel

- C&YP Children & Young People
- CC Corporate Capacity
- HC&OP Healthier Communities & Older People
- SC Sustainable Communities



# All Bids 2023-24 Cycle - Cabinet 14 October 2019

Project Title	Bid Amount									Movement or New
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	
	£	£	£	£	£	£	£	£	£	
Aligned Assets (Movement/Additional)					(75,000)					Movement
Revenue and Benefits (Movement)						(400,000)	400,000			Movement
Capita Housing				(100,000)			100,000		(100,000)	Movement
ePayments Project (Additional)							125,000			Movement
Invoice (Kofax) Scanning							100,000			Movement
Parking System					(126,000)		126,000			Movement
Civic Centre Cycle Parking		60,000								New
Combined Heat and Power (CHP) System Replacement					450,000					New
Absorption Chiller Replacement					275,000					New
Project General (Additional)					50,000	500,000				
Acquisitions Budget				(6,985,180)	6,985,180					Movement
Capital Bidding Fund				(1,186,400)	1,186,400					Movement
Corporate Capital Contingency				(4,800,000)	4,800,000					Movement
Melrose Secondary SEMH 14 Places		200,000	750,000							New
Surface Water Drainage	0	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	Movement
Maintain AntiSkid and Coloured Surface	0	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	Movement
Morden TC Regeneration Match Funding				1,000,000						New
Lost Rivers Repairs		100,000	100,000	100,000						New
Wimbledon Public Realm Implementation		500,000	500,000	500,000						New
New street tree planting programme		50,000	50,000							New
New interactive water play feature at Wimbledon Park		226,000								New
Wimbledon Park Surfacing of top entrance car park		40,000								New
<i>Paddling Pools (borough wide) OPTION 1 *</i>		90,000	90,000	90,000						New
<i>Paddling Pools (borough wide) OPTION 2 *</i>		226,000								New
CCTV cameras and infrastructure upgrade **		140,000	699,000	480,000						New
Car Park Upgrades		681,000	766,000							New
P&D machines for emission-based charging		500,000								New
Environmental Improvements - Mechanical Street Washer		75,000								New
	<b>0</b>	<b>2,860,000</b>	<b>2,927,000</b>	<b>(10,929,580)</b>	<b>13,517,580</b>	<b>72,000</b>	<b>823,000</b>	<b>(28,000)</b>	<b>(128,000)</b>	

\* One Option to be chosen

\*\* Awaiting split between Infrastructure and Camera Upgrade and CIL Funding for 2022-24 to be determined

**Capital Investment Programme - Schemes for Approval****Annex 1**

Department	Scrutiny	Proposed Budget 2020-21	Proposed Budget 2021-22	Proposed Budget 2022-23	Proposed Budget 2023-24
Corporate Services		26,388	3,945	2,895	18,067
Community and Housing		1,118	913	882	425
Children, Schools and Families		5,806	3,900	1,900	1,900
Environment and Regeneration		10,859	9,681	6,543	3,979
<b>Total</b>		<b>44,171</b>	<b>18,439</b>	<b>12,220</b>	<b>24,371</b>

Department	Scrutiny	Proposed Budget 2020-21	Proposed Budget 2021-22	Proposed Budget 2022-23	Proposed Budget 2023-24
<b>Corporate Services</b>					
Customer Policy and Improvement		1,200	1,900	0	0
Facilities		1,211	950	950	1,675
IT Infrastructure		1,567	1,095	1,245	3,420
Resources		0	0	700	0
Corporate		22,410	0	0	12,972
<b>Total Corporate Services</b>		<b>26,388</b>	<b>3,945</b>	<b>2,895</b>	<b>18,067</b>
<b>Community and Housing</b>					
Housing		768	913	742	425
Libraries		350	0	140	0
<b>Total Community and Housing</b>		<b>1,118</b>	<b>913</b>	<b>882</b>	<b>425</b>
<b>Children, Schools and Families</b>					
All Sectors		1,900	1,900	1,900	1,900
Secondary		300	0	0	0
Special		3,606	2,000	0	0
<b>Total Children, Schools and Families</b>		<b>5,806</b>	<b>3,900</b>	<b>1,900</b>	<b>1,900</b>
<b>Environmental and Regeneration</b>					
Public Protection and Development		1,321	1,500	480	0
Street Scene and Waste		405	330	670	330
Sustainable Communities		9,133	7,851	5,393	3,649
<b>Total Environmental and Regeneration</b>		<b>10,859</b>	<b>9,681</b>	<b>6,543</b>	<b>3,979</b>
<b>Total Capital</b>		<b>44,171</b>	<b>18,439</b>	<b>12,220</b>	<b>24,371</b>

**Please Note**

1. Excludes budgets relating to future year announcements of Better Care Fund
  2. Excludes budgets relating to future year announcements of Transport for London Grant
- OSC = Overview and Scrutiny, CYP = Children and Young People, HCOP = Healthier Communities and Older People  
and SC = Sustainable Communities

**FUNDING THE CAPITAL PROGRAMME 2019-24****Annex2**

<b>Merton</b>	<b>Capital Programme £000s</b>	<b>Funded by Merton* £000s</b>	<b>Funded by grant and capital contributions £000s</b>
<b>2019/20 Current Budget</b>	<b>35,401</b>	<b>19,057</b>	<b>16,344</b>
Potential Slippage b/f	0	0	0
<b>2019/20 Revised Budget</b>	<b>35,401</b>	<b>19,057</b>	<b>16,344</b>
Potential Slippage c/f	(3,362)	(2,559)	(803)
Potential Underspend not slipped into next year	(879)	(793)	(87)
<b>Total Spend 2019/20</b>	<b>31,160</b>	<b>15,706</b>	<b>15,454</b>
<b>2020/21 Current Budget</b>	<b>44,171</b>	<b>34,307</b>	<b>9,864</b>
Potential Slippage b/f	3,362	2,559	803
<b>2020/21 Revised Budget</b>	<b>47,533</b>	<b>36,866</b>	<b>10,667</b>
Potential Slippage c/f	(13,016)	(11,844)	(1,172)
Potential Underspend not slipped into next year	(1,654)	(1,380)	(274)
<b>Total Spend 2020/21</b>	<b>32,863</b>	<b>23,641</b>	<b>9,221</b>
<b>2021/22 Current Budget</b>	<b>18,439</b>	<b>12,103</b>	<b>6,337</b>
Potential Slippage b/f	13,016	11,844	1,172
<b>2021/22 Revised Budget</b>	<b>31,455</b>	<b>23,947</b>	<b>7,509</b>
Potential Slippage c/f	(4,303)	(3,582)	(721)
Potential Underspend not slipped into next year	(1,407)	(1,161)	(246)
<b>Total Spend 2021/22</b>	<b>25,746</b>	<b>19,203</b>	<b>6,541</b>
<b>2022/23 Current Budget</b>	<b>12,220</b>	<b>9,078</b>	<b>3,142</b>
Potential Slippage b/f	4,303	3,582	721
<b>2022/23 Revised Budget</b>	<b>16,523</b>	<b>12,661</b>	<b>3,863</b>
Potential Slippage c/f	(1,758)	(1,463)	(295)
Potential Underspend not slipped into next year	(1,491)	(1,245)	(246)
<b>Total Spend 2022/23</b>	<b>13,273</b>	<b>9,952</b>	<b>3,322</b>
<b>2023/24 Current Budget</b>	<b>24,371</b>	<b>22,046</b>	<b>2,325</b>
Potential Slippage b/f	1,758	1,463	295
<b>2023/24 Revised Budget</b>	<b>26,129</b>	<b>23,509</b>	<b>2,620</b>
Potential Slippage c/f	(913)	(889)	(22)
Potential Underspend not slipped into next year	(398)	(289)	(109)
<b>Total Spend 2023/24</b>	<b>24,818</b>	<b>22,329</b>	<b>2,489</b>

\* Funded by Merton refers to expenditure funded through capital receipts, revenue reserves and borrowing

**Detailed Capital Programme 2020-24****Annex 3**

Department	Scrutiny	Proposed Budget 2020-21	Proposed Budget 2021-22	Proposed Budget 2022-23	Proposed Budget 2023-24
<b>Corporate Services</b>					
<u>Customer Policy and Improvement</u>					
Customer Contact Programme	OSC	1,200	1,900	0	0
<u>Facilities</u>					
Other Buildings - Capital Building Works	OSC	650	650	650	650
Civic Centre Boilers	OSC	201	0	0	0
Combined Heat and Power (CHP) System Rep.	OSC	0	0	0	450
Absorption Chiller Replacement	OSC	0	0	0	275
Civic Centre Cycle Parking	OSC	60	0	0	0
Invest to Save schemes	SC	300	300	300	300
<u>IT Infrastructure</u>					
Aligned Assets	OSC	0	75	0	0
Environmental Asset Management	OSC	0	0	240	0
Revenue and Benefits	OSC	400	0	0	0
ePayments Project	OSC	157	0	0	0
School Admission System	OSC	125	0	0	0
Planning&Public Protection Sys	OSC	200	0	0	550
Spectrum Spatial Analyst Repla	OSC	90	0	0	0
Ancillary IT Systems	OSC	0	50	0	0
Youth Justice IT Systems	OSC	85	0	0	0
Replacement SC System	OSC	0	0	0	2,100
Project General	OSC	390	870	705	770
Network Switch Upgrade	OSC	0	0	200	0
IT Equipment	OSC	120	100	100	0
<u>Resources</u>					
Financial Systems	OSC	0	0	700	0
<u>Corporate</u>					
Acquisitions Budget	OSC	0	0	0	6,985
Capital Bidding Fund	OSC	0	0	0	1,186
Multi-Functioning Device (MFC)	OSC	600	0	0	0
Housing Company	OSC/SC	21,810	0	0	0
Corporate Capital Contingency	OSC	0	0	0	4,800
<b>Total Corporate Services</b>		<b>26,388</b>	<b>3,945</b>	<b>2,895</b>	<b>18,067</b>

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and SC = Sustainable Communities

**Detailed Capital Programme 2020-24 Continued.....****Annex 3**

Department	Scrutiny	Proposed Budget 2020-21	Proposed Budget 2021-22	Proposed Budget 2022-23	Proposed Budget 2023-24
<b>Community and Housing</b>					
<u>Housing</u>					
Disabled Facilities Grant	SC/HCOP	280	280	280	280
Learning Dsbility Aff Housing	SC/HCOP	488	633	462	145
<u>Libraries</u>					
Library Self Service	SC	350	0	0	0
Library Management System	SC	0	0	140	0
<b>Total Community and Housing</b>		<b>1,118</b>	<b>913</b>	<b>882</b>	<b>425</b>

Department	Scrutiny	Proposed Budget 2020-21	Proposed Budget 2021-22	Proposed Budget 2022-23	Proposed Budget 2023-24
<b>Children, Schools and Families</b>					
<u>All Sectors</u>					
Unallocated - Schools Capital maintenance	CYP	1,900	1,900	1,900	1,900
<u>Secondary</u>					
Harris Academy Wimbledon New School	CYP	300	0	0	0
<u>Special</u>					
Melrose Primary SEMH annexe 16	CYP	1,500	0	0	0
Melrose Secondary SEMH 14 Places	CYP	200	750	0	0
Harris Morden Sec Autism Unit	CYP	1,288	0	0	0
Further SEN Provision	CYP	188	0	0	0
Primary ASD base 1-20 places	CYP	100	0	0	0
Secondary SEMH/medical PRU	CYP	80	800	0	0
New ASD Provision	CYP	250	450	0	0
<b>Total Children, Schools and Families</b>		<b>5,806</b>	<b>3,900</b>	<b>1,900</b>	<b>1,900</b>

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and SC = Sustainable Communities

**Detailed Capital Programme 2020-24 Continued.....****Annex 3**

Department	Scrutiny	Proposed Budget 2020-21	Proposed Budget 2021-22	Proposed Budget 2022-23	Proposed Budget 2023-24
<b>Environmental and Regeneration</b>					
<u>Public Protection and Development</u>					
P&D machines for emission-based charging	SC	500	0	0	0
Car Park Upgrades	SC	681	766	0	0
CCTV cameras and infrastructure upgrade	SC	140	699	480	0
Public Protection and Developm	SC	0	35	0	0
<u>Street Scene and Waste</u>					
Replacement of Fleet Vehicles	SC	300	300	300	300
Envir. Imps - Mechanical Street Washer	SC	75	0	0	0
Alley Gating Scheme	SC	30	30	30	30
Replacement of Fleet Vehicles	SC	0	0	340	0
<u>Sustainable Communities</u>					
Street Tree Programme	SC	60	60	60	60
New street tree planting programme	SC	50	50	0	0
Street Lighting Replacement Prog.	SC	290	290	290	290
Traffic Schemes	SC	150	150	150	150
Surface Water Drainage	SC	69	69	69	69
Repairs to Footways	SC	1,000	1,000	1,000	1,000
Maintain AntiSkid and Coloured Surface	SC	70	70	70	70
Borough Roads Maintenance	SC	1,200	1,200	1,200	1,200
Highways bridges & structures	SC	260	260	260	260
Culverts Upgrade	SC	250	250	0	0
Lost Rivers Repairs	SC	100	100	100	0
Mitcham Town Centre	SC	382	0	0	0
Regeneration - Canons - Parks for People	SC	1,000	533	0	0
Wimbledon Public Realm Implementation	SC	500	500	500	0
Morden TC Regeneration Match Funding	SC	2,000	2,500	1,000	0
Christmas Lighting	SC	95	0	0	0
Vacant Premises Upgrade	SC	25	0	0	0
Leisure Centre Plant & Machine	SC	250	250	250	250
Parks Investment	SC	300	300	300	300
Parks - Canons - Parks for People	SC	500	179	0	0
New interactive water play feature at Wimbledon Park	SC	226	0	0	0
Wimbledon Park Surfacing of top entrance car park	SC	40	0	0	0
Paddling Pools (borough wide) OPTION 1	SC	90	90	90	0
Paddling Pools (borough wide) OPTION 2	SC	226	0	0	0
Mortuary Provision	SC	0	0	54	0
<b>Total Environmental and Regeneration</b>		<b>10,859</b>	<b>9,681</b>	<b>6,543</b>	<b>3,979</b>
<b>Total Capital</b>		<b>44,171</b>	<b>18,439</b>	<b>12,220</b>	<b>24,371</b>

**Please Note**

1. Excludes budgets relating to future year announcements of Better Care Fund
  2. Excludes budgets relating to future year announcements of Transport for London Grant
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and SC = Sustainable Communities

**Growth/(Reductions) against Approved Programme 2020-23 and Indicative  
Programme 2023-24**

Department	Proposed Budget 2020-21	Proposed Budget 2021-22	Proposed Budget 2022-23	Proposed Budget 2023-24
Corporate Services	60	0	(13,072)	13,546
Community and Housing	0	0	0	0
Children, Schools and Families	200	750	0	0
Environment and Regeneration	2,600	2,177	2,142	(28)
<b>Total</b>	<b>2,860</b>	<b>2,927</b>	<b>(10,930)</b>	<b>13,518</b>

Department	Proposed Budget 2020-21	Proposed Budget 2021-22	Proposed Budget 2022-23	Proposed Budget 2023-24
<b>Corporate Services</b>				
Facilities	60	0	0	725
IT Infrastructure	0	0	(100)	(151)
Corporate	0	0	(12,972)	12,972
<b>Total Corporate Services</b>	<b>60</b>	<b>0</b>	<b>(13,072)</b>	<b>13,546</b>
<b>Children, Schools and Families</b>				
Special	200	750	0	0
<b>Total Children, Schools and Families</b>	<b>200</b>	<b>750</b>	<b>0</b>	<b>0</b>
<b>Environmental and Regeneration</b>				
Public Protection and Development	1,321	1,465	480	0
Street Scene and Waste	75	0	0	0
Sustainable Communities	1,204	712	1,662	(28)
<b>Total Environmental and Regeneration</b>	<b>2,600</b>	<b>2,177</b>	<b>2,142</b>	<b>(28)</b>
<b>Total Capital</b>	<b>2,860</b>	<b>2,927</b>	<b>(10,930)</b>	<b>13,518</b>

**Indicative Capital Programme 2024-29****Annex 5**

Department		Indicative Budget 2024-25	Indicative Budget 2025-26	Indicative Budget 2026-27	Indicative Budget 2027-28	Indicative Budget 2028-29
<b>Corporate Services</b>						
Customer Contact Programme	OSC	0	1,000	1,000	1,000	0
Other Buildings - Capital Building Works	OSC	650	650	650	650	650
Invest to Save schemes	OSC	300	300	300	300	300
Aligned Assets	OSC	0	0	0	75	0
Environmental Asset Management	OSC	0	0	0	250	0
Revenue and Benefits	OSC	0	400	0	0	0
Capita Housing	OSC	0	100	0	0	0
ePayments Project	OSC	0	125	0	0	0
School Admission System	OSC	0	125	0	0	0
Planning&Public Protection Sys	OSC	0	0	0	0	550
Kofax Scanning	OSC	0	100	0	0	0
Spectrum Spatial Analyst Repla	OSC	0	200	0	0	0
Parking System	OSC	0	126	0	0	0
Ancillary IT Systems	OSC	0	0	50	0	0
Youth Justice IT Systems	OSC	100	0	0	0	0
Planned Replacement Programme	OSC	1,405	1,060	970	1,005	770
Financial Systems	OSC	0	0	0	0	700
Multi-Functioning Device (MFC)	OSC	600	0	0	0	600
<b>Total Corporate Services</b>		<b>3,055</b>	<b>4,186</b>	<b>2,970</b>	<b>3,280</b>	<b>3,570</b>
<b>Community and Housing</b>						
Disabled Facilities Grant	SC/HCOP	280	280	280	280	280
Library Self Service	SC	0	350	0	0	0
Library Management System	SC	0	0	0	140	0
<b>Total Community and Housing</b>		<b>280</b>	<b>630</b>	<b>280</b>	<b>420</b>	<b>280</b>
<b>Children, Schools and Families</b>						
Unallocated - Schools Capital maintenance	CYP	1,900	1,900	1,900	1,900	1,900
<b>Total Children, Schools and Families</b>		<b>1,900</b>	<b>1,900</b>	<b>1,900</b>	<b>1,900</b>	<b>1,900</b>
<b>Environmental and Regeneration</b>						
Pay and Display Machines	SC	60	0	0	0	0
Public Protection and Developmnt	SC	0	0	35	0	0
Replacement of Fleet Vehicles	SC	300	300	300	300	300
Alley Gating Scheme	SC	30	30	30	30	30
Waste SLWP IT & Premises	SC	0	42	0	0	0
Replacement of Fleet Vehicles	SC	0	3,956	0	0	0
Street Tree Programme	SC	60	60	60	60	60
Street Lighting Replacement Pr	SC	290	290	290	290	290
Traffic Schemes	SC	150	150	150	150	150
Surface Water Drainage	SC	69	69	69	69	69
Repairs to Footways	SC	1,000	1,000	1,000	1,000	1,000
Maintain AntiSkid and Coloured Surface	SC	70	70	70	70	70
Borough Roads Maintenance	SC	1,200	1,200	1,200	1,200	1,200
Highways bridges & structures	SC	260	260	260	260	260
Leisure Centre Plant & Machine	SC	250	250	250	250	250
Parks Investment	SC	300	300	300	300	300
<b>Total Environmental and Regeneration</b>		<b>4,039</b>	<b>7,977</b>	<b>4,014</b>	<b>3,979</b>	<b>3,979</b>
<b>Total Capital</b>		<b>9,274</b>	<b>14,693</b>	<b>9,164</b>	<b>9,579</b>	<b>9,729</b>



<b>DRAFT MTFS 2020-24:</b>				
	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Departmental Base Budget 2019/20</b>	<b>152,567</b>	<b>152,567</b>	<b>152,567</b>	<b>152,567</b>
Inflation (Pay, Prices)	3,743	7,485	11,228	14,971
Autoenrolment/Nat. ins changes	0	0	0	0
FYE – Previous Years Savings	(7,307)	(8,723)	(8,828)	(8,828)
FYE – Previous Years Growth	500	500	500	500
Amendments to previously agreed savings/growth	65	10	(75)	0
Change in Net Appropriations to/(from) Reserves	(279)	(306)	(369)	(399)
Revenuisation	0	0	0	0
Taxi card/Concessionary Fares	450	900	1,350	1,800
Change in depreciation/Impairment (Contra Other Corporate items)	0	0	0	0
Social Care - Additional Spend	2,229	2,426	2,422	2,422
Growth	9,727	8,431	9,157	10,082
Contribution towards DSG Deficit	0	0	0	0
Other	930	1,013	1,093	1,173
<b>Re-Priced Departmental Budget</b>	<b>162,625</b>	<b>164,303</b>	<b>169,045</b>	<b>174,288</b>
Treasury/Capital financing	9,739	11,218	12,513	12,565
Pensions	3,635	3,718	3,801	3,884
Other Corporate items	(20,168)	(20,616)	(20,193)	(20,542)
Levies	607	607	607	607
<b>Sub-total: Corporate provisions</b>	<b>(6,187)</b>	<b>(5,073)</b>	<b>(3,272)</b>	<b>(3,486)</b>
<b>Sub-total: Repriced Departmental Budget + Corporate Provisions</b>	<b>156,438</b>	<b>159,230</b>	<b>165,772</b>	<b>170,801</b>
Savings/Income Proposals 2020/21	(2,319)	(3,510)	(3,635)	(3,635)
<b>Sub-total</b>	<b>154,119</b>	<b>155,720</b>	<b>162,137</b>	<b>167,166</b>
Appropriation to/from departmental reserves	(1,873)	(1,846)	(1,783)	(1,753)
Appropriation to/from Balancing the Budget Reserve	(8,645)	0	0	0
<b>BUDGET REQUIREMENT</b>	<b>143,601</b>	<b>153,874</b>	<b>160,354</b>	<b>165,413</b>
<b>Funded by:</b>				
Revenue Support Grant	0	0	0	0
Business Rates (inc. Section 31 grant)	(39,135)	(39,978)	(40,837)	(41,714)
Brexit Grant	0	0	0	0
Adult Social Care Grants inc. BCF	0	0	0	0
Social Care Grant - 2019/20	0	0	0	0
Social Care Grant - Spending Round 2019	0	0	0	0
PFI Grant	(4,797)	(4,797)	(4,797)	(4,797)
New Homes Bonus	(1,304)	(1,008)	(800)	(800)
Council Tax inc. WPC	(94,680)	(97,029)	(99,427)	(101,876)
Collection Fund – (Surplus)/Deficit	(825)	0	0	0
<b>TOTAL FUNDING</b>	<b>(140,741)</b>	<b>(142,812)</b>	<b>(145,862)</b>	<b>(149,187)</b>
<b>GAP including Use of Reserves (Cumulative)</b>	<b>2,860</b>	<b>11,062</b>	<b>14,493</b>	<b>16,226</b>

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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?	A series of Resources Division corporate savings (2020-21 CS 1-4, CS 16&17)
Which Department/ Division has the responsibility for this?	Corporate Services/Resources

Stage 1: Overview	
Name and job title of lead officer	Roger Kershaw. AD 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)	Various savings in back office costs together with increased income from our cash deposits:- Right sizing charge to Pension Fund for Pension Manager time    £24,000 Savings in Insurance Fund top up budget                            £70,000 Increase in Investment Income    £100,000 Miscellaneous savings (eg. Subscriptions)                            £39,000 (20/21), (£10,000 21/21 onwards) Saving in Consultancy costs    £20,000
2. How does this contribute to the council's corporate priorities?	Assists with balancing the budget.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	None
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None

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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).

- An analysis of recent years spend and income data.

## Stage 3: Assessing impact and analysis

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

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

**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	Roger Kershaw, AD Resources	Signature: Roger Kershaw	Date: 7.10.19
Improvement action plan signed off by Director/ Head of Service		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?	Housing Benefit Written Off Debt Recovery – 2020-21 CS4
Which Department/ Division has the responsibility for this?	Corporate Services/Resources

Stage 1: Overview	
Name and job title of lead officer	David Keppler, Head of Revenues & Benefits
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 collect previously written off housing benefit overpayment debt by external agency following availability of improved data matching and available information. The exercise is targeting debts that were written off where we were unable to trace the debtor or where we were unable to collect as the debtor failed to communicate. The exercise does not include debts where the debtors were unable to pay due to affordability, vulnerability or compassionate reasons. Enforcement agents (bailiffs) are not being used and debtors are only being contacted by phone or written correspondence
2. How does this contribute to the council's corporate priorities?	Assists with balancing the budget.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Residents or ex residents who failed to pay housing benefit overpayments. The proposals assist the Council with making a balanced budget.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Yes – the collection of this debt is being undertaken by an external company (Civica On Demand) although the Revenues and Benefits Service has overall responsibility.

## Stage 2: Collecting evidence/ data

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

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

- Initial results from the exercise which commenced in July 2019. The income collected so far has been through agreed payment arrangements with debtors or where we have applied a statutory attachment to earnings to recover the debt direct from the debtors salary. We are finding that with the new information now provided by the Department of Work and Pensions regarding debtors employers and earnings a good number of these debtors are now working and are in a position to repay the previously written off debts.

## Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age				Yes	Due to the data provided it is not possible to identify any negative impact.
Disability				Yes	Due to the data provided it is not possible to identify t-if any debtors have any disabilities
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race				Yes	Due to the data provided it is not possible to identify the race of debtors
Religion/ belief					
Sex (Gender)				Yes	Due to the data provided it is not possible to identify any negative impact.
Sexual orientation					
Socio-economic status			Yes		Potentially some debtors may not be in a financial position to repay debts – consideration is given and income and expenditure assessments

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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?
Review affordability to repay debts where debtors claim they cannot afford payment arrangements	Income and expenditure	Review cases with contractor	On-going	Both	DK	Project 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	David Keppler, Head of Revenues & Benefits	Signature: David Keppler	Date: 3.10.19
Improvement action plan signed off by Director/ Head of Service		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?	Back office savings in Customers, Policy and Improvement (2020-21 CS5, CS6) A series of Corporate Governance savings (2020-21 CS 13&14)
Which Department/ Division has the responsibility for this?	Corporate Services/Resources

Stage 1: Overview	
Name and job title of lead officer	Roger Kershaw. AD 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)	Customers, Policy and Improvement: Various savings in back office costs for 20/21:- Reduction in running costs across the Division £20,000 Community Engagement – Reduced running costs £8,000 Corporate Governance: Various savings in back office costs for 20/21:- Miscellaneous savings in running costs £24,000 Saving in Consultancy costs £10,000
2. How does this contribute to the council's corporate priorities?	Assists with balancing the budget.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	None
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None

## Stage 2: Collecting evidence/ data

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

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

- An analysis of recent years spend and income data.

## Stage 3: Assessing impact and analysis

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

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

**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	Roger Kershaw, AD Resources	Signature: Roger Kershaw	Date: 9.10.19
Improvement action plan signed off by Director/ Head of Service		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?	Staffing Establishment Reduction in Customer Experience & Communications (CS7)
Which Department/ Division has the responsibility for this?	Customers, Policy & Improvement

Stage 1: Overview	
Name and job title of lead officer	Sophie Ellis, Assistant Director of Customers, Policy & Improvement
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>The proposal is to reduce the staffing establishment in Customer Experience &amp; Communications by 2 x FTE.</p> <p>This is expected to be enabled through the integration of services leading to greater efficiency and use of resources and the implementation of the Customer Contact Strategy.</p> <p>Work to identify which posts will be part of further reviews and reorganisations of the service as the benefits of more integrated, generic working and automating customer contact emerge over the coming year.</p>
2. How does this contribute to the council's corporate priorities?	The proposal supports the theme of Corporate Capacity by ensuring the department offers support to the organisation in the most efficient way.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>The reduction will be possible as a result of more efficient and streamlined arrangements being put in place for residents to contact the council. Therefore there is not expected to be any detrimental impact on residents and service users.</p> <p>Whilst ostensibly this proposal involves a reduction in staffing, the service will seek to mitigate the impact of this on staff by exploiting opportunities as vacancies arise naturally.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Responsibility is not shared; though departments will need to be fully consulted as the service is delivered on behalf of the organisation as a whole.

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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 budget available to the department and division going forward.  
 Lean reviews of elements of the service that indicate potential for efficiency and streamlining which are now being implemented.  
 Analysis of current tasks and volumes as part of the development of a business case for the reorganization of CPI in 2019.

It is not possible to undertake further more detailed analysis on impact on staff at this stage as the detailed proposals have not yet been established.

**Stage 3: Assessing impact and analysis**

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

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

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
To be determined on development of a detailed business case	Detailed EIA to be developed	EIA	Sept 2020	Existing	Head of CE&C	Yes

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

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

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

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

Assessment completed by	Sophie Ellis, AD Business Improvement	Signature:	Date: 10/11/15
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**Stage 5: Sign off by Director/ Head of Service**

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

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet  
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What are the proposals being assessed?	Proposed budget savings Reference numbers CS8, CS9 and CS12 which are to be delivered across the period 2020/23. These have all been assessed as not having any potential equalities impact implications.
Which Department/ Division has the responsibility for this?	Corporate Services – Infrastructure & Technology Division

<b>Stage 1: Overview</b>	
Name and job title of lead officer	Mark Humphries, Assistant Director Infrastructure & Technology
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>CS8 – Reduction in operating costs on the Councils corporate buildings, by moving from planned maintenance to statutory minimum, fix on fail with work only being undertaken where repairs directly affect the safety, security or weather proofing of a building.</p> <p>CS9 – Reduction in the operating cost for the corporate cleaning contract, which will be delivered through a review of the current specification and a reduction in the level and frequency of cleaning within the corporate buildings.</p> <p>CS12 – Cancel lease agreement on two Council vehicles to reduce operating costs. The vans are used to transport equipment and materials around the borough, and this will result in a significant reduction in the level of service and subsequent delays in completing urgent service affecting repairs.</p>
2. How does this contribute to the council's corporate priorities?	The reduction in operating costs are required in order to meet the requirements of the Council's wider MTFS.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>CS8 – No direct impact on any specific individuals or groups, but there will be a gradual reduction in the condition and working environment of the operational buildings.</p> <p>CS9 – No direct impact on any specific individuals or groups, but staff and visitors within the corporate buildings will notice the reduction in the level and frequency of cleaning as a result of the reduction.</p> <p>CS12 - No direct impact on any specific individuals or groups, but there will be a reduction in the time taken to complete repairs and deal with service affecting faults at the operational buildings.</p>
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).

In the main, the proposals relate to general reductions in the level of internal support services provided across the Council, and therefore do not have any direct impact on any specific individuals or groups. Whilst there is no specific evidence available to support this assumption, historically the reductions made in previous years have not been found to have created any such problems or issues.

### Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		X		X	None.
Disability		X		X	None.
Gender Reassignment		X		X	None.
Marriage and Civil Partnership		X		X	None.
Pregnancy and Maternity		X		X	None.
Race		X		X	None.
Religion/ belief		X		X	None.
Sex (Gender)		X		X	
Sexual orientation		X		X	None.
Socio-economic status		X		X	None.

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

None identified

### Stage 4: Conclusion of the Equality Analysis

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

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

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

**Stage 5: Improvement Action Pan**

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

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

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

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

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

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

As a result of completing this equalities analysis it has been determined that there will not be any direct adverse impact on any particular group as a result of implementing the proposed savings.

<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Mark Humphries – Assistant Director Infrastructure & Technology	<b>Signature: Mark Humphries</b>	<b>Date: 03/10/19</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	Caroline Holland	<b>Signature:</b>	<b>Date:</b>

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# Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet  
 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 reference numbers CS10 and CS11 for the period 2020/23. These have all been assessed as potentially having equalities impact implications.
Which Department/ Division has the responsibility for this?	Corporate Services – Infrastructure & Technology Division

<b>Stage 1: Overview</b>	
Name and job title of lead officer	Mark Humphries, Assistant Director Infrastructure & Technology
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>CS10 – Restructure of the Transactional Services team to reduce operating costs, which will result in the loss of 3 FTE posts. This will result in a reduction of capacity within the team and will increase the time taken to produce and process Accounts Payable and Receivable invoices.</p> <p>CS11 – Restructure of the Commercial Services team to reduce operating costs, which will result in the loss of 1 FTE post. This will result in a reduction of capacity within the team to provide the specialist technical advice and support on the Councils procurement activities.</p>
2. How does this contribute to the council's corporate priorities?	The reduction in operating costs are required in order to meet the requirements of the Council's wider MTFS.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>CS10 – The proposed restructure and subsequent deletion of 3 posts will have a direct impact on staff, but the potential for any adverse impact on any particular protected group will be mitigated through the use of the Councils agreed procedures for Managing Organisational change.</p> <p>CS11 - The proposed restructure and subsequent deletion of 3 posts will have a direct impact on staff, but the potential for any adverse impact on any particular protected group will be mitigated through the use of the Councils agreed procedures for Managing Organisational change.</p>
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).

Whilst there is potential for savings proposals CS10 and CS11 to have an adverse impact on a particular protected group this will be mitigated by managing the process using the Councils agreed procedures for Managing Organisational change.

## Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		X		X	None.
Disability		X		X	None.
Gender Reassignment		X		X	None.
Marriage and Civil Partnership		X		X	None.
Pregnancy and Maternity		X		X	None.
Race		X		X	None.
Religion/ belief		X		X	None.
Sex (Gender)		X	X		A large percentage of the Transactional Services team are female staff and therefore the proposed reduction in posts has the potential to impact female staff more than males.
Sexual orientation		X		X	None.
Socio-economic status		X		X	None.

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

The restructuring process will be undertaken in accordance with Councils 'Managing Organisational Change' procedures which will mitigate any potential negative impact.

### Stage 4: Conclusion of the Equality Analysis

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

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

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



## Stage 5: Improvement Action 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?
A large percentage of the Transactional Services team are female staff and therefore the proposed reduction in posts has the potential to impact female staff more than males.	The restructuring process will be undertaken in accordance with Councils 'Managing Organisational Change' procedures which will mitigate any potential negative impact.	Whether the decision to appoint is subject to any challenge or appeal relating to inequality.	March 2021	Existing	MH	No

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

## Stage 6: Reporting outcomes

### 10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome [2](#) Assessment

As a result of completing this equalities analysis it has been determined that there is potential for an adverse impact on a particular protected group as a result of implementing the proposed savings, but that this will be mitigated as a result of managing the process through the Councils agreed procedure for 'Managing Organisational Change'.

<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Mark Humphries – Assistant Director Infrastructure & Technology	<b>Signature: Mark Humphries</b>	<b>Date: 03/10/19</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	Caroline Holland	<b>Signature:</b>	<b>Date:</b>

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# Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet  
 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 CSF2019-01: Review of CSF Admin Structure
Which Department/ Division has the responsibility for this?	CSF/Children’s Social Care/Youth Inclusion and Education.

## Stage 1: Overview

Name and job title of lead officer	Rachael Wardell, El Mayhew, Jane McSherry.
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>With changes to the structure of the department, the implementation of MOSAIC and a focus on reduced education and social care core functions we will redesign our administrative workforce across what will be a smaller directorate while dealing with increasing demands.</p> <p>CSF has various business, finance and performance support functions across a number of numerous services. These functions are carried out either by dedicated business support staff or are integrated within other roles. The aim of the review is to understand whether the current set up is efficient, cost effective and delivers good value to the department.</p> <p>The review will cover all roles which carry out functions related to business, finance and performance support.</p> <p>The work will cover roles across both divisions (Education and Social Care &amp; Youth Inclusion), although it is recognised that a review has recently been completed for SC&amp;YI, the outputs of which are already being implemented. The findings and outcomes of this review will be taken into consideration, so as not to duplicate this work. However, further changes are not ruled out.</p> <p>A reduction of approx. 8 posts from a total of 65FTE is anticipated. (This is a smaller number of reductions than originally envisaged, as a result of the outputs of the review work already conducted).</p>
2. How does this contribute to the council’s corporate priorities?	<ul style="list-style-type: none"> <li>• This proposal contributes to the councils’ corporate priorities in ensuring we manage our resources to provide value for money, high standards of governance, financial and budget management.</li> <li>• The desired outcomes of the review are:</li> <li>• More joined up provision of performance information and data across the department</li> </ul>

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	<ul style="list-style-type: none"> <li>• Reduced duplication of work</li> <li>• Increased efficiency and effectiveness of the business, finance and performance support functions across CSF services</li> <li>• Improved resilience of the business support function</li> <li>• Release capacity for other work or deliver financial savings</li> </ul>
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Less resource and flexibility to meet increasing demands may lead to a risk of decreased timeliness of response to customers and potentially reduced support for vulnerable children and young people, although the primary impact is likely to be (initially) on colleagues and partners who will have to undertake more 'self-service' and may experience reduced response times.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	This is wholly a Children's Schools and Families workforce.

## Stage 2: Collecting evidence/ data

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

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

We know the staff in this cohort likely to be affected by any reduction in the number and distribution of business support roles. Understanding of equality and diversity impact of any proposal to reduce the numbers of posts forms part of the HR process of service redesign.

We have not been able to identify and quantify the predicted impact on colleagues, external stakeholders and service users, as the underlying principle is to seek to be more efficiently organised, rather than to reduce any service provision, but an evaluation of impact forms part of the review.

## 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	
	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**

**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	Rachael Wardell, Director CSF	Signature: 	Date: 8-10-2019
Improvement action plan updated and signed off by Director/ Head of Service	Rachael Wardell, Director CSF	Signature: 	Date: 8-10-2019

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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?	Proposed budget savings CSF2019-02: Establish more cost effective Merton independent living provision
Which Department/ Division has the responsibility for this?	CSF/Children’s Social Care and Youth Inclusion

Stage 1: Overview	
Name and job title of lead officer	Rachael Wardell/EI Mayhew.
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>The proposal is to develop housing pathways for care leavers (including but not limited to shared accommodation, floating support) to replace the semi-independent accommodation currently commonly used, which is high cost and not conducive to improving young, care experienced adults’ independence.</p> <p>This should lead to:</p> <ul style="list-style-type: none"> <li>Care leavers who are more independent and who have access to a wider variety of housing options to meet their individual needs</li> <li>A reduction in the spend on supported housing for care leavers</li> </ul>
2. How does this contribute to the council’s corporate priorities?	This addresses our corporate priorities by helping us to meet our statutory duties to care leavers and by assisting us to operate within 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.	Our ‘customers’ for this proposal are our care experienced young adults (care leavers), and the 14+ Team and others who support them. The proposals will benefit care leavers through increased independence and choice, and the council through reduced costs.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	This work will need to be conducted in collaboration with the Council’s Housing Service, with local social and private landlords.

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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).

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

Demographic information about age, gender and race of care leavers, who are the group affected by these proposals, which leads us to conclude that some protected characteristics are over-represented among care leavers.

What impact has this evidence had on what you are proposing? This hasn't changed the overall proposal as the intention is to support independence (which is a positive objective) through developing appropriate and cost effective alternatives to semi-independent accommodation, however, it has highlighted the need to take an individual approach when working with each care leave to determine the most appropriate accommodation options to meet their needs, within the council's budget, and to be particularly aware of each care experienced young adult's readiness for independence. .

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

**Stage 3: Assessing impact and analysis****6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?**

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	x		x		The proposal is focused on care leavers, who are older children and young adults with care experience. Therefore, this affects a very specific age group. There are positive benefits, in that young adults will have greater choice of accommodation that meets their needs, however it is possible that some young people may find it harder to have their needs met and / or that the availability of choice leads to indecision or housing disruption.



<b>Disability</b>				X	
<b>Gender Reassignment</b>				X	
<b>Marriage and Civil Partnership</b>				X	
<b>Pregnancy and Maternity</b>				X	
<b>Race</b>	x		x		The proposal is focused on care leavers. Within this group, young adults who were formerly unaccompanied asylum-seeking children are over-represented, compared to the borough population. Therefore, this proposal may disproportionately affect more young people who are not white British. There are positive benefits, in that young adults will have greater choice of accommodation that meets their needs, however it is possible that some young people may find it harder to have their needs met and / or that the availability of choice leads to indecision or housing disruption.
<b>Religion/ belief</b>				X	
<b>Sex (Gender)</b>	x		x		The proposal is focused on care leavers. Within this group, males are over-represented, compared to the borough population. Therefore, this proposal may disproportionately affect more young men. There are positive benefits, in that young adults will have greater choice of accommodation that meets their needs, however it is possible that some young people may find it harder to have their needs met and / or that the availability of choice leads to indecision or housing disruption.
<b>Sexual orientation</b>				X	
<b>Socio-economic status</b>				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?
The possibility of negative consequences of the reduction in use of semi-independent accommodation for some care leavers for whom this would be a better fit to their needs.	Take a needs led approach to each placement decision, based on young people's choice and developing independent.	Working with care leavers' personal advisers and in discussion with care leavers themselves.	Ongoing on a YP by YP basis	Existing	HoS Care Leavers	Yes

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

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

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

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

**OUTCOME 1**

**OUTCOME 2**

**OUTCOME 3**

**OUTCOME 4**

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Rachael Wardell, Director CSF	Signature: 	Date: 08-10-2019
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell, Director CSF	Signature: 	Date: 08-10-2019

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# Equality Impact Analysis

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

What are the proposals being assessed?	<a href="#">Early Help Service redesign – setting up a new Family Wellbeing Service</a>
Which Department/ Division has the responsibility for this?	<a href="#">CSF</a> (CSF2019-03)

## Stage 1: Overview

Name and job title of lead officer	<a href="#">Allison Jones</a>
<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>1.1 A reshape of Merton’s Early Help offer is required in order to ensure that CSF continues to deliver an ambitious programme of transformation, meeting its priorities, objectives and savings targets, so that services meet the needs of families in accordance with the MFWBM and that there is assurance of demonstrable and quantifiable outcomes in relation to family wellbeing.</p> <p>1.2 There is acknowledgement that the current offer is fragmented, that there is scope for improvement and that there is room for significant efficiencies to be found, contributing to the overall departmental savings targets and mitigating the impact of significant loss of funding via the Troubled Families DCLG programme.</p> <p>1.3 A reshape in the way proposed will support the reduction of families requiring higher cost provision within the statutory services.</p> <p>1.4 Swift and easy access to Early Help Information, Advice and Guidance (IAG) and Family Wellbeing (FWB) services, reducing the pressures on MASH and more costly child protection services</p> <p>1.5 Improved outcomes for families and evidence of impact</p> <p>1.6 Deliver efficiencies / savings</p> <p>1.7 Mitigate the impact as a result of loss of significant grant funding</p> <p>1.8 Deliver aspirations within TOM and key strategic priorities</p> <p>1.9 Whole systems approach to Family Wellbeing underpinned by value for money and maximising resources/opportunities across the multi-agency networks/agencies</p> <p>1.10                  To review and redesign Merton’s EH offer, to include the range of functions held within the following teams directly managed by LBM; 0-5 SFT, Bond Road Family Assessment</p>

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Service, Transforming Families and PEIP, SEND Short Breaks, former VCT Posts x 1, Early Years posts Practice Development, Information Assistants and Business Support

2. How does this contribute to the council's corporate priorities?

The reshaped service contributes significantly to giving our children and young people the best start in life and is a key component of our Child, YP and Family Well Being Model, the Children and Young People Plan and the Health and Well-being strategy. It contributes significantly to our MSCP priorities of Early Help; Think Family and Contextual Safeguarding. This proposal is contributing to the councils' corporate priorities which are:

- Resilient Merton
- Collaborative Merton
- Smart Merton
- Ambitious Merton

Our proposals contribute to these priorities and aim to deliver across these 4 areas. With a particular focus on Resilient, Collaborative and Ambitious Merton and maximising our use of ICT and new ways of working so that all our work is "SMART"

The way Merton works to deliver against these priorities is important, and the following three things have been identified that motivate all of us to deliver:

- Customers** - We want to know our customers and provide the very best service for them
- Pride** - We take personal pride in what we do, in working for Merton and pride in Merton the place
- Team** - We actively work to support our colleagues to be the best team and look for ways to work with partners beyond the council to improve Merton the place

Corporately, these are Merton's strengths as an organisation – they frame how we work to achieve our aspirations. The proposals will embed these key priorities and motivational aspects into our reshaping and future planning.

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

External: families with children and young people living in the London borough of Merton aged between 0 – 25 and Multi agency partners (communities and partners)

<p>communities, partners, stakeholders, the workforce etc.</p>	<p>Internal: CSF Staff, colleagues across the organisation and statutory partners (stakeholders)                  Workforce directly affected: See business case and associated appendices and documents.</p>
<p>4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?</p>	<p>This proposal directly affects staff and their teams who currently work in CSF across the two divisions of Social Care and Education, however it is recognised that it will impact differently across various teams in CSF, wider LBM services (ie adult services, housing, Safer Merton) communities and stakeholders. The overall responsibility is with the Director of CSF. The overarching aim is to improve access to appropriate services and follow on improved outcomes for families, many of whom have protected characteristics within this EIA.</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).

We have a range of data sets about the workforce as well as information from the existing services which help identify need, vulnerability and risk. We have considered and taken into account relevant factors with regards to the overall impact of this proposal.

## Stage 3: Assessing impact and analysis

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

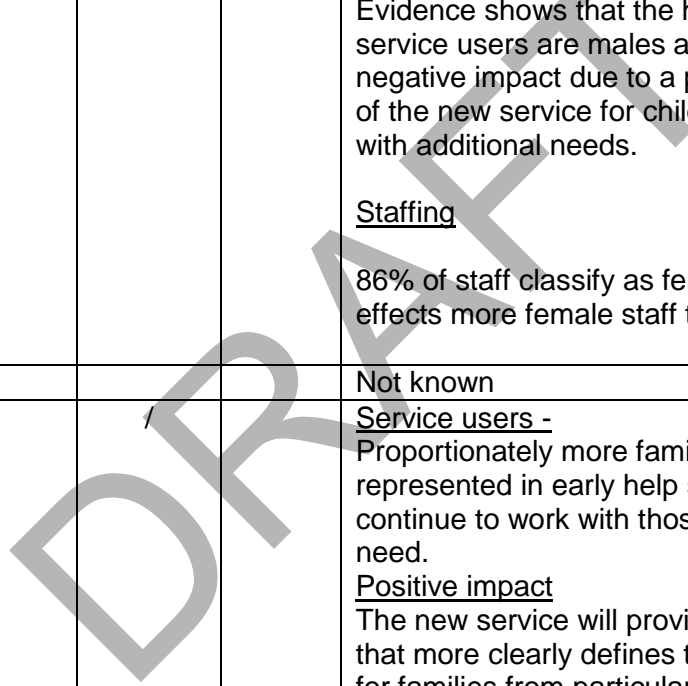
Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
	Age	/		/	
Disability	/			/	<p><u>Service Users</u> <u>Positive impact</u> Increased coordination for families via the new service, (it is proposed that there will be improved coordination for families with children/young people</p>

				with disabilities) as well as improved access to early help services for this cohort, which also includes children with SEN.  <u>Staffing</u> Self-reported information taken from ITRENT shows that 2% of the workforce have a disability
<b>Gender Reassignment</b>				Not known
<b>Marriage and Civil Partnership</b>				Not known
<b>Pregnancy and Maternity</b>	/		/	<u>Service Users</u> <u>Positive impact</u> The new service will provide access to a range of services and support that more clearly defines the sign posting, brokerage and early help offer for families who are pregnant and in both the antenatal and the post-natal phase. <u>Negative Impact</u> As the majority of service users are mothers/women, it is possible that this proposal may impact more negatively on this group.  <u>Staffing</u> 86% of the workforce are women, and the majority of these are over the age of 45. However, 43% of the total workforce (male and female) are under the age of 45.
<b>Race/ethnicity</b>			/	<u>Service Users</u> No anticipated impact for service users. Data and analysis will be reviewed on a quarterly basis to ensure that services are representative of the local community and that there is representation from across all groups in line with expectations/previous figures and population profiles  <u>Staffing</u> 36% of the staff are BME
<b>Religion/ belief</b>			/	<u>Service Users</u> No anticipated impact  <u>Staffing</u> 52% of staff classify themselves as religious and 48% prefer not to say
<b>Sex (Gender)</b>	/		/	<u>Service users - parents</u> Evidence shows that the highest proportion of adult service users are women/mothers and any change to delivery model may have a positive impact: <u>Positive impact</u>



				<p>The new service will provide access to a range of services and support that more clearly defines the sign posting, brokerage and early help offer for families</p> <p><u>Negative Impact - parents</u> Evidence shows that the highest proportion of adult service users are women/mothers and any change to delivery model may have a negative impact due to a possible overall reduction in the capacity/volume of the new service for families presenting with additional needs.</p> <p><u>Negative impact – children and young people</u> Evidence shows that the highest proportion of children/young people service users are males and any change to delivery model may have a negative impact due to a possible overall reduction in the capacity/volume of the new service for children/young people and their families presenting with additional needs.</p> <p><u>Staffing</u> 86% of staff classify as female. Therefore this proposal proportionately effects more female staff than male staff.</p>
<p><b>Sexual orientation</b></p>				<p>Not known</p>
<p><b>Socio-economic status</b></p>	<p>/</p>		<p>/</p>	<p><u>Service users -</u> Proportionately more families with lower socio economic status are represented in early help services and the redesigned service will aim to continue to work with those families presenting with the highest level of need.</p> <p><u>Positive impact</u> The new service will provide access to a range of services and support that more clearly defines the sign posting, brokerage and early help offer for families from particular socio economic groups</p> <p><u>Negative Impact</u> Any change to delivery model may have a negative impact due to a possible overall reduction in the capacity/volume of the new service for families presenting with additional needs.</p> <p><u>Staffing</u> Data not collected/unknown</p>

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

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

In accordance with the project plan the project board and associated task groups will ensure that equality considerations are at the forefront of service redesign and transformation.

There will be ongoing workforce development, consultation and community engagement activity with staff, key stakeholders and the community throughout the duration on the service redesign which will contribute to mitigating the possible negative impact of the reshaped offer for any groups who have protected characteristics, in accordance with the project aims

### Stage 4: Conclusion of the Equality Analysis

#### Page 126 Which of the following statements best describe the outcome of the EA (Tick one box only)

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

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

**Stage 5: Improvement Action Plan****9. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact**

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

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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?
<b>Age/pregnancy maternity/sex (gender)/socio economic status</b>	<p>Clear referral pathways in place</p> <p>Assessment process gathers data so that equalities can be monitored and considered/embedded within the family plan</p> <p>Published criteria for access to service</p> <p>Multi - agency working/consultation</p> <p>Regular review of service through continuous improvement framework and auditing of threshold application</p> <p>Communication - new service offer is easily available in variety of formats so that all stakeholders and families are aware of the offer and how to access</p> <p>New proposed posts to provide improved information, advice and guidance for families and professionals so that brokerage and local signposting can take place and there is greater utilisation of universal provision across communities supporting family wellbeing</p>	<p>Practice and service standards and dashboard information</p> <p>Performance measures</p> <p>Analysis of performance data</p> <p>Case auditing</p> <p>Embedding the cycle of Continues Improvement</p> <p>Reporting to various Boards/Partnerships</p> <p>Supervision and appraisals</p> <p>User voice feedback</p>	From June 2019 – March 2020 in phase 1 and ongoing as part of usual management and performance monitoring of a service.	Existing	Allison Jones	Contained within the project plan

	Embedding the new practice model Embedding a cycle of continuous improvement Ensuring data is accurate and all family characteristics are recorded so that usage and take up can be reviewed, analysed and service improvements made as required Workforce development programme delivered Recruitment and selection processes are adhered to					

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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="#">2</a> Assessment
Please include here a summary of the key findings of your assessment. <ul style="list-style-type: none"> <li>• What are the key impacts – both negative and positive – you have identified?</li> <li>• Are there any groups affected more than others?</li> <li>• What course of action are you advising as a result of this assessment?</li> </ul>

- 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.

**As above and in accordance with the project plan and ongoing task and finish groups will inform service developments and opportunities in relation to this assessment.**

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Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Allison Jones Head of Service Early Years, Childcare and Children's Centres	Signature: 	Date: 17 <sup>th</sup> July 2019
Improvement action plan signed off by Director/ Head of Service	Jane McSherry Assistant Director Education	Signature: 	Date: 17 <sup>th</sup> July 2019

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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?	CSF2019-04 - Proposed Savings: Review of the current Permanency and 14+ Service
Which Department/ Division has the responsibility for this?	Children Schools and Families – Children’s Social Care & Youth Inclusion

<b>Stage 1: Overview</b>	
Name and job title of lead officer	EI Mayhew, Assistant Director, Children’s Social Care & Youth Inclusion
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 review the Permanency and 14+ Services with a view to establishing a defined service for care leavers that:</p> <ul style="list-style-type: none"> <li>- fulfils the Council’s statutory duties to care leavers</li> <li>- reflects the Council’s changing relationship with eligible young people as they move into adulthood</li> <li>- makes best use of available budget</li> </ul> <p>Legislation and statutory guidance requires eligible care experienced young people, aged over 18 years, to be provided with a Personal Advisor, a Pathway Plan and support services. Personal Advisors are required to have sufficient knowledge and experience to perform their role but do not require a social work qualification. As a result, the salary for a Personal Advisor is lower than that of a qualified Social Worker. At present there are eligible, care experienced young people in Merton whose Personal Advisor role is being fulfilled by a qualified Social Worker.</p> <p>The current service for eligible care experienced young people in Merton is provided by the 14+ Service. This is resourced by qualified Social Workers and Personal Advisors. The proposal is to review the services for children in care and eligible care experienced young people so that:</p> <ul style="list-style-type: none"> <li>- eligible care experienced young people aged over 18 years will be supported by a Personal Advisor</li> <li>- only young people under 18 years will be supported by a qualified Social Worker</li> </ul>
2. How does this contribute to the council’s corporate priorities?	This proposed review contributes to the council’s corporate priorities in ensuring we manage our resources to provide value for money, high standards of governance, financial and budget management.



	The desired outcomes of the review are to provide a value for money service for care leavers, with appropriate support to match their levels of independence and to deliver financial savings.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>Eligible care experienced young people may be affected by the review and any proposed changes to how they are individually and collectively supported by the Council.</p> <p>Social Workers currently acting as Personal Advisors in the 14+ and Permanency Services may be affected by this review and any proposals to resource the service to care leavers with Personal Advisors, although the level of social work vacancies in the service overall makes it likely that other social work roles can be offered.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No. The proposal relates only to CSF – Children’s Social Care & Youth Inclusion

**Stage 2: Collecting evidence/ data**

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

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

We know that the Social Workers in the 14+ Service will be affected by the proposed review of the need for qualified Social worker posts in a service for care leavers where the workforce can comprise Personal Advisers. Equality and diversity impacts will be considered as part of the proposed review. Following completion of the review, further consideration of the equality and diversity impact of any proposal to delete qualified Social Worker posts would form part of the HR process of any service redesign and the relevant HR processes would be applied equally across the workforce.

All eligible care experienced young people are within a defined aged bracket of 18 – 25 years. Males and young people of Black, Asian and minority ethnic groups are over represented in the group of eligible care experienced young people (Source: Children, Schools and Families DMT Dashboard August 2019: Males 64%; BAME 64%). Equality and diversity impacts will be considered as part of the review.

As the underlying principle of the review is to seek to use workforce resources more efficiently, rather than to reduce any service provision, further evaluation of impact on care experienced young people and the workforce forms part of the proposed review.

### Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	X		X		<b>Positive:</b> Opportunity to consider how eligible care experienced young people might be supported by Personal Advisors from a wider professional and experiential background. <b>Negative:</b> Impact of potential changes on stability and wellbeing of young people.
Disability				X	
Gender Reassignment				X	
Marriage and Civil Partnership				X	
Pregnancy and Maternity				X	
Race	X		X		<b>Positive:</b> Opportunity to consider how eligible care experienced young people from BAME groups might be supported by Personal Advisors from a wider professional and experiential background. <b>Negative:</b> Impact of potential changes on stability and wellbeing of young people from BAME groups who are over represented in Merton's care experienced group of young people.
Religion/ belief				X	
Sex (Gender)	X		X		<b>Positive:</b> Opportunity to consider how eligible care experienced young men might be supported by Personal Advisors from a wider professional and experiential background. <b>Negative:</b> Impact of potential changes on stability and wellbeing of young men who are over represented in Merton's care experienced group of young people.
Sexual orientation				X	
Socio-economic status				X	

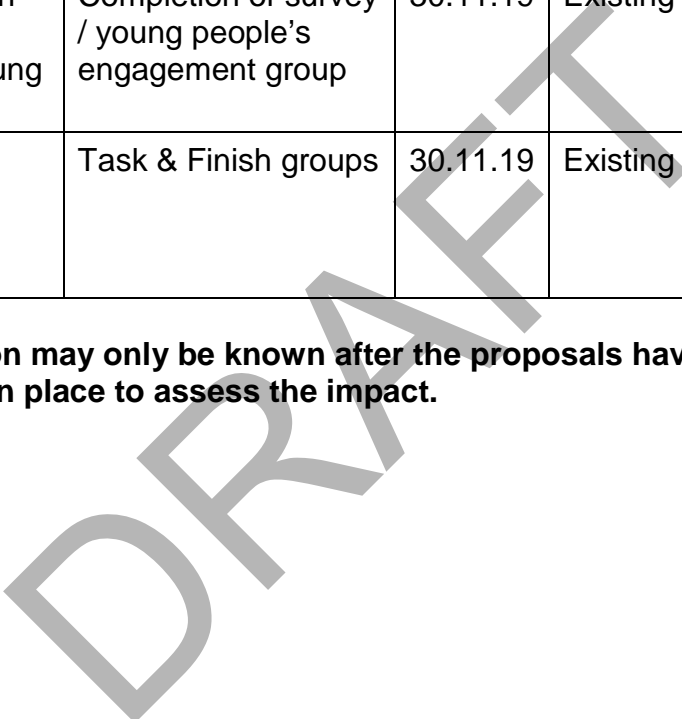
7. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact

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?
Voices of eligible care experienced young people	Consultation with eligible care experienced young people	Completion of survey / young people’s engagement group	30.11.19	Existing	Head of Service, 14+ and Permanency Services	Yes
Views and opinions of 14+ and Permanency workforce	Review and workforce engagement	Task & Finish groups	30.11.19	Existing	Head of Service, 14+ and Permanency Services	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	El Mayhew, Assistant Director, Children's Social Care & Youth Inclusion	Signature: <b>El Mayhew</b>	Date: 07-10-2019
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell, Director CSF	Signature: 	Date: 08-10-2019

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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?	CSF2019-05 - Proposed Savings: Full Year Effect of the Transfer of the Adoption Team to Adopt London South
Which Department/ Division has the responsibility for this?	Children Schools and Families – Children’s Social Care & Youth Inclusion

## Stage 1: Overview

Name and job title of lead officer	El Mayhew, Assistant Director, Children’s Social Care & Youth Inclusion
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>In March 2016, the government announced changes to the delivery of adoption services proposing that all local authorities’ adoption services be delivered on a regionalised basis by 2020. The government reinforced their policy ambition through legislative provisions in the Education and Adoption Act 2016. The effect of this legislation is to require local authorities to join together to form regional adoption agencies.</p> <p>In line with the legislation, Merton’s Adoption Team functions, staff and budget transferred to the Adopt London South Regional Adoption Agency on 1 July 2019 with a transitional phase until 1 September 2019.</p> <p>The transfer of Merton’s Adoption Team functions and statutory duties to the Adopt London South Regional Adoption Agency aims to:</p> <ul style="list-style-type: none"> <li>• Comply with the Education and Adoption Act 2016</li> <li>• Increase the number of prospective adopters recruited</li> <li>• Increase the number of children adopted</li> <li>• Reduce the length of time children wait to be adopted</li> <li>• Improve post-adoption support services to families who have adopted children from care</li> <li>• Realise savings from regionalisation efficiencies, increased effectiveness and economies of scale</li> </ul>
2. How does this contribute to the council’s corporate priorities?	The transfer of Merton’s Adoption Team functions and duties to Adopt London South contributes to the Council’s corporate priorities in ensuring we manage our resources to provide value for money, high standards of governance, financial and budget management.

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	The desired outcomes of the regionalisation of adoption services are to provide a value for money service for children requiring adoption, prospective adopters and children who have been adopted from care, with appropriate support to match their levels of need and to deliver financial savings.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>Children requiring adoption, prospective adopters, children adopted from care, birth parents / families and approved adopters may be affected by the regionalisation of adoption services and changes to how they are individually and collectively supported arising from the harmonisation of those services.</p> <p>Social workers, managers and support staff were affected by the transfer of Merton's Adoption Team to Adopt London South. For Adoption Team staff, the transfer was managed under Merton's HR processes and TUPE requirements. A review of allied staff in the placements and social work services is underway to develop proposals for a future structure which reflects the new adoption service arrangements.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Yes, 9 neighbouring South London boroughs have regionalised their adoption functions to form Adopt London South. Governance is provided through a monthly Adopt London South Board, the Adopt London Executive Board and each local authorities' internal Corporate Parenting and Scrutiny Boards.

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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).

Equality and diversity impacts for the workforce affected by the regionalisation of Merton's Adoption Team were considered as part of the HR processes which underpinned the transfer of Merton staff under TUPE arrangements.

All children requiring adoption and adoption support are within a defined aged bracket of 0-17 years. It takes longer to find suitable adoptive families for children of Black, Asian and minority ethnic groups, children with additional needs and older children. Less prospective adopters from Black, Asian and minority ethnic groups are successfully recruited and approved as adopters. It is anticipated that regionalisation of adoption resources in South London will enabled targeted approaches to the recruitment, approval and matching of more prospective adopters and matching of children from these groups.

The underlying principle of regionalising adoption services is to use South London's collective workforce resources more efficiently, rather than to reduce any service provision for children and families.

## Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	X		X		<p><b>Positive:</b> Opportunity to improve the timeliness of children moving to live in their adoptive family.</p> <p><b>Negative:</b> Impact of potential changes/instability of adoption service delivery during transitional period on approval of new adopters, family finding timeliness, quality of matching and adoption support.</p>
Disability	X			X	<p><b>Positive:</b> Opportunity to recruit a wider range of prospective adopters who can meet the needs of children with additional needs. Reduction in the</p>

					time children with additional needs wait for an adoptive family to be identified.
<b>Gender Reassignment</b>				X	
<b>Marriage and Civil Partnership</b>				X	
<b>Pregnancy and Maternity</b>				X	
<b>Race</b>	X			X	<b>Positive:</b> Opportunity to recruit a wider range of prospective adopters from a BAME background and/or those who can meet the cultural needs of BAME children with an adoption plan. Reduction in the time BAME children wait for an adoptive family to be identified.
<b>Religion/ belief</b>				X	
<b>Sex (Gender)</b>				X	
<b>Sexual orientation</b>				X	
<b>Socio-economic status</b>				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?
<b>Age:</b> Impact of potential changes/instability of service during transitional period on family finding timeliness, quality of matching and adoption support.	Performance of Adopt London South is governed through a monthly Board with senior representatives from all involved South London Boroughs. Action and Risk logs are in place to identify, mitigate and track risks.	Performance against the national Adoption Scorecard KPIs	Monthly	Additional resource established as part of Adopt London South governance.	EI Mayhew	Yes

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

**Stage 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	El Mayhew, Assistant Director, Children's Social Care & Youth Inclusion	Signature: <b>El Mayhew</b>	Date: 21/10/2019
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell, Director CSF	Signature: 	Date: 22/10/2019

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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?	CSF2019-06 - Proposed Savings: Review of the Safeguarding and Social Work Training Budget
Which Department/ Division has the responsibility for this?	CSF – Children’s Social Care & Youth Inclusion

<b>Stage 1: Overview</b>	
Name and job title of lead officer	El Mayhew, Assistant Director, Children’s Social Care & Youth Inclusion
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 review the training offer for children’s social work and safeguarding with a view to achieving savings through: <ul style="list-style-type: none"> <li>- Improved alignment of workforce development resources</li> <li>- Recommissioning and / or reduction of training provided.</li> </ul>
2. How does this contribute to the Council’s corporate priorities?	This proposed review contributes to the councils’ corporate priorities in ensuring we manage our resources to provide value for money, high standards of governance, financial and budget management.  The desired outcomes of the review are to provide a training offer which meets the needs of the workforce, enables the Council to effectively discharge its statutory duties to children and to deliver financial savings.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Children’ Schools and Families and the wider Merton children’s partnership workforce.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Yes. The proposal predominately relates to CSF – Children’s Social Care & Youth Inclusion. There are also opportunities to review the training offer delivered through the Merton Safeguarding Children’s Partnership in collaboration with those partner agencies.

**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 the underlying principle of the review is to seek to use workforce resources more efficiently, rather than to reduce any service provision or posts, further evaluation of impact on service delivery and the workforce forms part of the proposed review.

**Stage 3: Assessing impact and analysis**

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

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

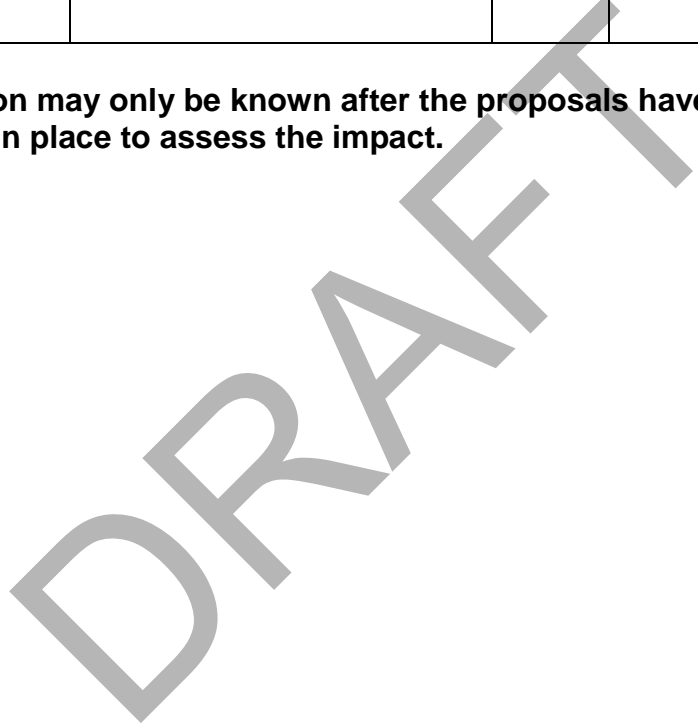
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7. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact

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?

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	El Mayhew, Assistant Director, Children's Social Care & Youth Inclusion	Signature: <b>El Mayhew</b>	Date: 07-10-2019
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell, Director CSF	Signature: 	Date: 08-10-2019

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# Equality Analysis

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

What are the proposals being assessed?	<b>Proposed budget savings CSF2019-07: Reduction of Children’s Social Care &amp; Youth Inclusion Central Recruitment Budget</b>
Which Department/ Division has the responsibility for this?	CSF – Children’s Social Care & Youth Inclusion

<b>Stage 1: Overview</b>	
Name and job title of lead officer	El Mayhew, Assistant Director, Children’s Social Care & Youth Inclusion
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 of Central Recruitment budget from £82,000 to £52,000.  The intended outcome of the reduction is to deliver savings.
2. How does this contribute to the Council’s corporate priorities?	The proposed budget reduction contributes to the council’s corporate priorities in ensuring we manage our resources to provide value for money, high standards of governance, financial and budget management.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Merton children and families; the CSF workforce and the Council’s reputation may be affected.  If there was an increase in vacancies but insufficient budget to advertise and recruit new staff this may result in insufficient staff available to perform the Council’s statutory duties and pressure on existing staff
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No. The budget reduction relates to CSF – Children’s Social Care & Youth Inclusion.

**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 Children's Social Care & Youth Inclusion workforce is relatively stable. There remain vacancies covered by agency staff for which there is ongoing recruitment activity. An annual contract with the national Guardian newspaper is providing a cost effective platform for recruitment advertising.

All recruitment activity is conducted in line with the Council's HR processes and procedures to ensure equality and diversity impacts are considered.

**Stage 3: Assessing impact and analysis**

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

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

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	El Mayhew, Assistant Director, Children's Social Care & Youth Inclusion	Signature: <b>El Mayhew</b>	Date: 07/10/2019
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell, Director CSF	Signature: 	Date: 07/10/2019

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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?	Proposed budget savings CSF2019-08: Review of school premises and contracts staffing structure
Which Department/ Division has the responsibility for this?	CSF, Education Division

Stage 1: Overview	
Name and job title of lead officer	Tom Procter, Head of Contracts and School Organisation
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)	Reorganisation of service with deletion of a management position that is presently vacant
2. How does this contribute to the council's corporate priorities?	Meeting the council's financial requirements while protecting 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 is to make the service more efficient so should not impact on customers, communities etc. although with fewer staff the service will be less resilient
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

**Stage 2: Collecting evidence/ data**

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

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

As there is not expected to be any impact on services to anyone there will be no impact on the protected characteristics.

**Stage 3: Assessing impact and analysis**

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

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

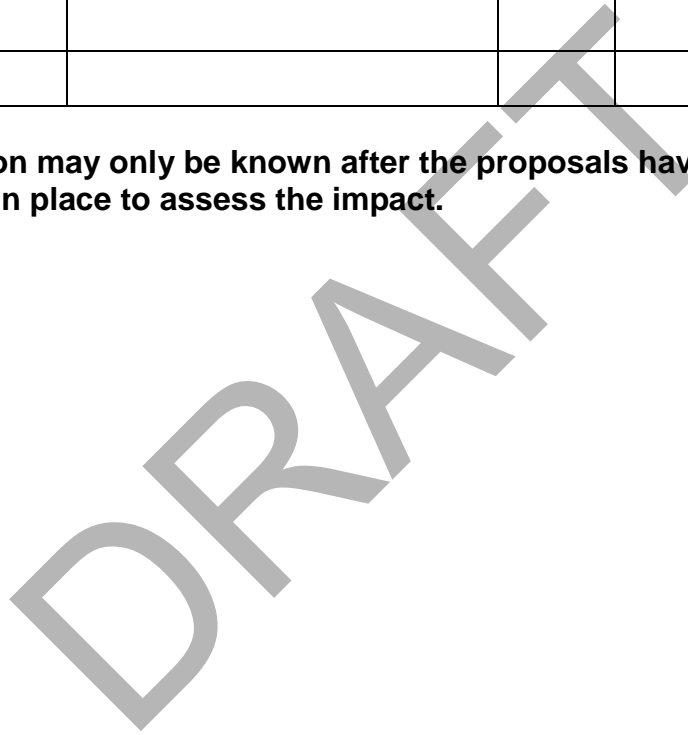
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7. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact

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

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

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



**Stage 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**

<b>Stage 5: Sign off by Director/ Head of Service</b>			
Assessment completed by	Tom Procter, Head of Contracts and School Organisation	Signature: Tom Procter	Date: 8/10/19
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell, Director CSF	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?	Proposed budget savings CSF2019-09: Repurposing of some posts in education inclusion service
Which Department/ Division has the responsibility for this?	CSF / Education Inclusion

Stage 1: Overview	
Name and job title of lead officer	Keith Shipman / Education Inclusion manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The My Futures team has been restructured into one team with reduced management costs. Specialist post have been created to target those most vulnerable to being NEET. This has released 130,000. The Youth Service runs 3 sites to deliver from. It premises and rental budgets have been maintained from when they ran other centres and sites so 20k saving can be made without impacting the three key sites.
2. How does this contribute to the Council's corporate priorities?	Support the council in meeting its savings targets and balancing its budget
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Young people are supported by the Youth Service and My Futures teams
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Other partners form the voluntary sector deliver in partnership with the youth service.

## Stage 2: Collecting evidence/ data

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

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

We have monitored the ETE outcome data for the 2 years of the restructure and we have improved results universally with lower NEET and NK. Young people who are NEET are in targeted high risk group and we have created specialist post and processes to meet these needs. The impact of the savings and restructure has been an improvement in data outcomes. For the youth service we have monitored underspends in premises budgets over 3 years and this funding has not been required.

## Stage 3: Assessing impact and analysis

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

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

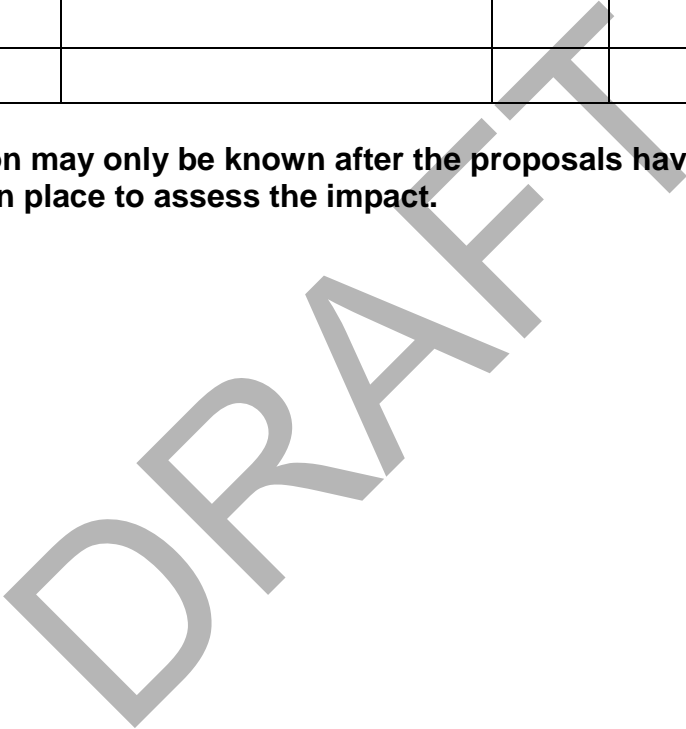


7. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact

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**

**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	Keith Shipman, Education Inclusion manager	Signature: <b>K Shipman</b>	Date: <b>09/10/2019</b>
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell, Director CSF	Signature: 	Date: <b>10/10/2019</b>

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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?	Proposed budget savings CSF2019-10: Reduced contribution towards the multi-agency Merton Safeguarding Children Partnership.
Which Department/ Division has the responsibility for this?	CSF / Policy, Planning and Partnerships

Stage 1: Overview	
Name and job title of lead officer	Karl Mittelstadt, Head of Performance, Policy and Partnerships
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>What are you proposing and what are they designed to deliver?</p> <p>We are proposing to reduce the council's contribution to the multi-agency Merton Safeguarding Children Partnership by £44,000 during this financial year.</p> <p>The purpose of these savings is to bring Merton council's contribution more into line with those made by the other two statutory partners as the new partnership is billed as being one of equals. Savings can be found by maintaining low discretionary activity of the partnership to ensure low costs.</p> <p>The MSCP does not deliver direct services to Merton children and families. The impact of reducing the partnership's budget on children and families would therefore be indirect and may occur as a result of reduced multi-agency leadership on safeguarding issues.</p>
2. How does this contribute to the council's corporate priorities?	The work of the board contributes to the council's objective of keeping Merton children safe.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>Who are your customers (staff, service users, stakeholders, partners etc)? Who will your proposals benefit? How will your proposals benefit the council?</p> <p>The saving proposals do not affect staffing. The partnership has shown that it can function on a reduced financial footprint by delivering an in-year underspend. As a result the impact on the partnership will be minimal.</p>
4. Is the responsibility shared with another department, authority or	State here whether there are any other service areas, divisions, directorates, partner agencies (such as contracted organisations), other statutory bodies (e.g. the police, other councils etc) or the community and

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<p>organisation? If so, who are the partners and who has overall responsibility?</p>	<p>voluntary sector involved in the delivery of this function.</p> <p>The council together with the police and CCG have a statutory responsibility to co-ordinate and ensure the effectiveness of actions taken to protect children from harm and to ensure their well-being.</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).

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

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

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

No evidence sought as partnership does not work directly with Merton residents, but rather coordinates multi-agency efforts to safeguard children. This will still be possible on a reduced financial footprint.

**Stage 3: Assessing impact and analysis**

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		x		x	The Partnership does not deliver direct services to Merton children or families.
Disability		x		X	The Partnership does not deliver direct services to Merton children or families.
Gender Reassignment		X		x	The Partnership does not deliver direct services to Merton children or

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				families.
<b>Marriage and Civil Partnership</b>		x	X	The Partnership does not deliver direct services to Merton children or families.
<b>Pregnancy and Maternity</b>		X	X	The Partnership does not deliver direct services to Merton children or families.
<b>Race</b>		x	x	The Partnership does not deliver direct services to Merton children or families.
<b>Religion/ belief</b>		X	x	The Partnership does not deliver direct services to Merton children or families.
<b>Sex (Gender)</b>		X	X	The Partnership does not deliver direct services to Merton children or families.
<b>Sexual orientation</b>		X	X	The Partnership does not deliver direct services to Merton children or families.
<b>Socio-economic status</b>		x	X	The Partnership does not deliver direct services to Merton children or families.

**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>	<b>Action required to mitigate</b>	<b>How will you know this is achieved? e.g. performance measure/ target)</b>	<b>By when</b>	<b>Existing or additional resources?</b>	<b>Lead Officer</b>	<b>Action added to divisional/ team plan?</b>

**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	Karl Mittelstadt, Head of Performance, Policy and Partnerships	Signature: <b>Karl Mittelstadt</b>	Date:08-10-2019
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell, Director CSF.	Signature: 	Date:08-10-2019

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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?	Proposed budget savings CSF2019-11: Review of Centralised commissioning budgets
Which Department/ Division has the responsibility for this?	CSF / Joint Commissioning and Partnerships

Stage 1: Overview	
Name and job title of lead officer	Leanne Walder Head of Integrated Commissioning (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)	2020/21 - £90,000 Savings from across the Commissioning budgets by <ul style="list-style-type: none"> <li>• Restructure of the Integrated Commissioning Team</li> <li>• Redundancy of the Head of Integrated Commissioning Post</li> <li>• Rationalisation of the non-staffing elements of the commissioning budgets</li> </ul>
2. How does this contribute to the Council's corporate priorities?	Support the Medium Term Financial Strategy, Directorate TOM and associated savings targets.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The group affected by this proposal is the staff directly working in the Integrated Commissioning Team. The proposal will be shared through a business case and the team will have opportunity to comment on the associated re-structure necessary to find the required savings. The proposals will benefit the council by contributing to the Medium Term Financial Strategy and savings targets, without having to cut services to the public.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Children's commissioning in Merton is undertaken through an informal integration model across Children Schools and Families, Public Health and the Clinical Commissioning Group. The Head of Integrated Commissioning (CSF) and the Public Health Consultant with Lead for Children currently jointly lead the team. The Director of Public Health is fully aware of and engaged in this proposal. Discussion with senior leadership within Merton and Wandsworth CCGs has also begun, including the potential for formalising this integration during 2021, once their own restructure and possible merger is complete.

**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 Integrated Commissioning Team have had a combined team/work plan for the past 3 years and the governance of this work is undertaken through a Strategic Children's Integrated Commissioning Group that is jointly chaired by the Director of Children Schools and Families and the Director of Commissioning Merton and Wandsworth CCGs. The Director of Public Health and other members of the CSF Management Team also attend the meeting, which is held monthly.

The proposal is made in the knowledge that work and workloads within the team have changed (and some reduced), so this will also offer opportunity for re-balancing in light of this.

The proposal currently protects the need (in 2020-21) from taking this saving from direct work with Children, Young People and Families. Significant savings have previously been made from commissioned services, resulting in the current services being directed only at those very vulnerable families just below or already receiving statutory services. List the type of evidence (data, results of consultation, research, etc) and analysis of what this evidence tells you regarding the impact on the protected characteristics (equality groups).

The team are already aware of the proposal and will have the opportunity as part of a consultation to the resulting re- structure of the team, in line with HR procedures. The re-structure is likely to lead to opportunity with likely appointment of a Senior Commissioning Manager role from within the existing Commissioning Managers.

**Stage 3: Assessing impact and analysis**

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

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



<b>Disability</b>					
<b>Gender Reassignment</b>					
<b>Marriage and Civil Partnership</b>					
<b>Pregnancy and Maternity</b>					
<b>Race</b>					
<b>Religion/ belief</b>					
<b>Sex (Gender)</b>					
<b>Sexual orientation</b>					
<b>Socio-economic status</b>	√				Possible promotion of one existing Commissioning Manager to a more Senior role

## 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>	<b>Action required to mitigate</b>	<b>How will you know this is achieved? e.g. performance measure/ target)</b>	<b>By when</b>	<b>Existing or additional resources?</b>	<b>Lead Officer</b>	<b>Action added to divisional/ team plan?</b>
No negative impact currently identified in the Equality Analysis						

**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	Leanne Walder Head of Integrated Commissioning (CSF)	Signature: <b>Leanne Walder</b>	Date: 09-10-2019
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell, Director CSF	Signature: 	Date: 09-10-2019

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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?	Proposed budget savings CSF2019-12: Review of public health commissioned services
Which Department/ Division has the responsibility for this?	CSF / Public Health

Stage 1: Overview	
Name and job title of lead officer	Julia Groom, Consultant in Public Health
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>A recurrent saving of £400,000 from 2021/22. This will be achieved through the recommissioning of Healthy Child services (including health visiting and school nursing) as part of an integrated approach with Merton CCG, and potentially reducing the public health contribution to the Risk and Resilience service.</p> <p>The recommissioning of community health services provides an opportunity to review the current service model and gain efficiencies from integrated commissioning and service transformation. There may also be some reductions in universal and targeted healthy child services.</p> <p>At this stage the new service model has not been designed and therefore we do not have detailed proposals on service changes and the consequent potential impact on residents and staff. A market warming event setting out the scope of the community services commissioning will be approved by Cabinet on 15 October 2019, with an engagement period for 4 weeks. Following this period and subject to approval, a high level service specification will be produced with an Equalities Impact Assessment.</p>
2. How does this contribute to the council's corporate priorities?	Support the Medium Term Financial Strategy, Directorate TOM and associated savings targets
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The groups directly affected by this proposal are children young people and families, and staff in provider organisations.
4. Is the responsibility shared with another department, authority or	There are interdependencies between Public health, C & H, CSF and Merton CCG. Through the commissioning of community health services with MCCG, local integration will help mitigate the impact

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<p>organisation? If so, who are the partners and who has overall responsibility?</p>	<p>financial reductions. A new service model will be developed, this may impact on other department services, such as CSF Early Help and Early Years Services including Children’s Centres. of</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 information that will be used to inform the full Equality Analysis includes:

- The Merton Story, Joint Strategic Needs Assessment
- Public Health Outcomes Framework, Public Health England
- Benchmarked data on mandated Child health services
- Service level data from Universal Child Health Services
- Feedback from local engagement work including schools surveys and engagement with parents and CYP
- London and national data and research on universal child health services

**Stage 3: Assessing impact and analysis**

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	✓		✓		The recommissioning of community services with a reduced budget could impact disproportionately on children, young people and young families including women of child bearing age. The redesign of services through and integrated model will aim to mitigate

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					negative impacts and identify innovative models of service delivery that improve pathways and outcomes for children and young people.
<b>Disability</b>	✓		✓		<p>A key role of Health visiting services is the early identification of need and developmental delay among new-born and infants, with onward signposting to appropriate services. A reduction in budget could potentially have a negative impact on identifying children with developmental delay and disabilities.</p> <p>Service redesign of an integrated model which results in closer working across professional groups such as health visiting, paediatrics and CAMHS could result in more robust earlier identification pathways.</p> <p>Currently there are 5 mandated child developmental checks and these would be protected as part of any new service model, mitigating risks.</p>
<b>Gender Reassignment</b>					
<b>Marriage and Civil Partnership</b>					
<b>Pregnancy and Maternity</b>	✓		✓		<p>The recommissioning of community services with a reduced budget could impact disproportionately on young families including women of child bearing age.</p> <p>The redesign of services through an integrated model will aim to mitigate negative impacts and identify innovative models of service delivery to support pregnancy and perinatal health. A focus on maternal mood and infant feeding is embedded in the mandated child health check at 6-8 weeks after birth.</p>
<b>Race</b>	✓		✓		<p>Community healthy child services provide a universal offer to all families in Merton. A reduction in budget could have the potential to reduce services in areas of the borough where there are a higher proportion of residents from BAME communities.</p> <p>The redesign of services through an integrated model will aim to mitigate negative impacts and aim to adopt a model of 'proportionate universalism', where services are available to all but targeted proportionate to needs.</p>
<b>Religion/ belief</b>					
<b>Sex (Gender)</b>	✓		✓		Changes to service design could disproportionately affect women, both in relation to users of service users and to staff who are predominantly female.
<b>Sexual orientation</b>					

<p><b>Socio-economic status</b></p>	<p>✓</p>		<p>✓</p>		<p>Community healthy child services provide a universal offer to all families in Merton. A reduction in budget could have the potential to reduce services in areas of the borough where there are higher levels of child poverty.</p> <p>The redesign of services through an integrated model will aim to mitigate negative impacts and aim to adopt a model of 'proportionate universalism', where services are available to all but targeted proportionate to needs.</p>
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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).

<p><b>Negative impact/ gap in information identified in the Equality Analysis</b></p>	<p><b>Action required to mitigate</b></p>	<p><b>How will you know this is achieved? e.g. performance measure/ target)</b></p>	<p><b>By when</b></p>	<p><b>Existing or additional resources?</b></p>	<p><b>Lead Officer</b></p>	<p><b>Action added to divisional/ team plan?</b></p>
<p>Age, disability, pregnancy, maternity, race, sex (gender), socio-economic status</p>	<p>Service redesign will explicitly address health inequalities and protected characteristics.</p> <p>A full equality analysis on detailed service models will be undertaken.</p> <p>Children, young people and families will be engaged in a process of co-creation of services.</p>	<p>KPIs and data monitoring schedules and quality reporting will be developed as part of the service redesign.</p>	<p>April 2021</p>	<p>Existing resources</p>	<p>Julia Groom/Dagmar Zeuner</p>	<p>Public Health C&amp;H</p>

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

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

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

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	Julia Groom, Consultant in Public Health	Signature: <b>J Groom</b>	Date: <b>10/10/2019</b>
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell, Director CSF	Signature: 	Date: <b>10/10/2019</b>

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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?  ENV1920-01  Page 172	<p>Application to change Merton's PCN charge band from band B to band A. To effect this a full business case will need to be presented to Full Council. Following this, an application will be made to the London Councils Transport, and Environment Committee. Depending on the outcome at the Committee, the Mayor will also be required to ratify the application and the Secretary of State has final sign off. This 'saving' reflects the impact on estimated revenue until motorist compliance takes full effect. The objective is to reduce non-compliance but if the band change is implemented it is likely that there will be a short term increase in revenue.</p> <p>In setting out its measures of success, the proposed bandings and increase in PCN charges aims to deliver better compliance and driver behaviours in respect of parking regulations, which will reduce congestion, and lead to improved traffic flows and availability of spaces.</p> <p>The purpose of PCN parking charges is to dissuade motorists from breaking parking restrictions and charges must be proportionate. The income from charges must only be used in accordance with the Road Traffic Regulation Act 1984. These purposes are contained within the Council's traffic management and other policy objectives.</p>
Which Department/ Division has the responsibility for this?	Parking Services, Environment and Regeneration

Stage 1: Overview	
Name and job title of lead officer	Ben Stephens, Head of Parking
1. What are the	In setting out its measures of success, the proposed bandings and increase in PCN charges aims to deliver better



<p>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>compliance and driver behaviours in respect of of parking regulations, which will reduce congestion, and lead to improved traffic flows and availability of spaces.</p> <p>Local authorities are not permitted to use PCN parking charges solely to raise income. When setting charges, we must instead focus on how the charges will contribute to delivering the Council’s traffic management and other policy objectives.</p> <p>This proposal supports the rationale of seeking to adjust driver behaviour and to ensure that we can provide a modern, efficient and environmentally sustainable transport policy for residents, visitors and businesses, now and in the future.</p>
<p>2. How does this contribute to the council's corporate priorities?</p> <p>Page 173</p>	<p><b>Parking and Traffic Management</b></p> <p>This proposal is part of the important role Parking and transport policy has in managing the roads and wider travel needs of the public. Merton’s policy links closely with the local Implementation Plan and the Mayors Transport Strategy, which sets out objectives in detail.</p> <p>It contributes in the following ways:</p> <ol style="list-style-type: none"> <li>1. Reduce congestion</li> <li>2. Improve road safety</li> <li>3. Improve air quality and meet EU quality standards</li> <li>4. To meet the actions set out in the Merton Health and Wellbeing Strategy 2019</li> <li>5. Adopt a healthy street approach</li> <li>6. Promote healthier life styles and encourage more active travel</li> <li>7. To ensure good parking management</li> <li>8. To support the local economy</li> <li>9. Providing funding for parking and wider transport scheme improvements</li> </ol>
<p>3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the</p>	<p>The proposal will affect all residents, businesses, workers and visitors to the borough, across all socio-economic groups.</p>

workforce etc.	
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Yes. Responsibility is shared with the following departments, organisations and partners. Future Merton, Highways and Transportation, Planning, Mayor of London, TfL, transport operators, Parking Services.

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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 Council acknowledges that road safety and traffic flow along with accessibility for residents and visitors to enable them to park near their homes and close to their desired destination as practicable.

A number of key factors will be considered included:

- (i) Air Quality hotspots
- (ii) Areas of high congestion
- (iii) Enforcement requirements

Merton is committed to undertaking comprehensive consultation to gain the views of residents and stakeholders. This enables the Council to make informed decisions and to develop our policies.

## Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	X			X	<p><b>Positive Impact</b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.</p> <p>This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of</p>

					<p>vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><b><u>Potential Negative Impact</u></b></p> <p>None identified</p>
Disability	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.</p> <p>This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p>Including the provision of spaces for disabled motorists by increasing the charge of the PCN value as a deterrent to illegal parking.</p> <p><b><u>Potential Negative Impact</u></b></p> <p>None identified</p>
Gender Reassignment	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.</p> <p>This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><b><u>Potential Negative Impact</u></b></p> <p>None identified</p>
Marriage and Civil Partnership	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.</p> <p>This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of</p>

					<p>vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><b><u>Potential Negative Impact</u></b></p> <p>None identified</p>
<b>Pregnancy and Maternity</b>	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton. This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><b><u>Potential Negative Impact</u></b></p> <p>None identified</p>
<b>Race</b>	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton. This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><b><u>Potential Negative Impact</u></b></p> <p>None identified</p>
<b>Religion/ belief</b>	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton. This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><b><u>Potential Negative Impact</u></b></p> <p>None identified</p>
<b>Sex (Gender)</b>	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management</p>

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					<p>for the whole population of and visitors to Merton.                  This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.  <u><b>Potential Negative Impact</b></u>                  None identified</p>
<b>Sexual orientation</b>	X			X	<p><u><b>Positive Impact</b></u>                  The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.                  This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.  <u><b>Potential Negative Impact</b></u>                  None identified</p>
<b>Socio-economic status</b>	X		X		<p><u><b>Positive Impact</b></u>                  The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.                  This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.  <u><b>Potential Negative Impact</b></u>                  If the cost of a PCN increases, those on lower incomes may find it more difficult to pay the penalty charge.</p>

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?
Socio-economic status	Consultation	An increase in the cost of a PCN may have a negative effect on the ability of individuals on low income to pay. Any changes to the current banding charges will involve further consultation with those groups affected	2020	A full set of mitigations will be brought forward as part of the final report for Members consideration	Ben Stephens	A full set of mitigations will be brought forward as part of the final report for Members consideration

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

<b>Stage 5: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Ben Stephens – Head of Parking Services	<b>Signature:</b>	<b>Date: 8<sup>th</sup> October 2019</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	Chris Lee – Director of Environment and Regeneration	<b>Signature:</b>	<b>Date: 8<sup>th</sup> October 2019</b>

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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?  ENV1920-02	<p>Compliance rates for ANPR Moving Traffic Offences have not decreased significantly or as estimated since the implementation of the ANPR cameras and as a consequence the PCN revenue remains above original estimations. This 'saving' recognises revenue currently being received by the Council rather than any estimated increase.</p> <p>The purpose of PCN parking charges is to dissuade motorists from breaking parking restrictions and charges must be proportionate. The income from charges must only be used in accordance with the Road Traffic Regulation Act 1984. These purposes are contained within the Council's traffic management and other policy objectives.</p>
Which Department/ Division has the responsibility for this?	Parking Services, Environment and Regeneration

Stage 1: Overview	
Name and job title of lead officer	Ben Stephens, Head of Parking
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>ANPR enforcement and the issue of PCNs aims to deliver better compliance and driver behaviours in respect of of moving traffic contraventions, which will reduce congestion, and lead to improved traffic flows and availability of spaces.</p> <p>Local authorities are not permitted to use PCN parking charges solely to raise income. When setting charges, we must instead focus on how the charges will contribute to delivering the Council's traffic management and other policy objectives.</p> <p>This proposal supports the rationale of seeking to adjust driver behaviour and to ensure that we can provide a modern, efficient and environmentally sustainable transport policy for residents, visitors and businesses, now and in the future.</p>

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<p>2. How does this contribute to the council's corporate priorities?</p>	<p><b>Parking and Traffic Management</b>  This proposal is part of the important role Parking and transport policy has in managing the roads and wider travel needs of the public. Merton's policy links closely with the local Implementation Plan and the Mayors Transport Strategy, which sets out objectives in detail.  It contributes in the following ways:</p> <ol style="list-style-type: none"> <li>1. Reduce congestion</li> <li>2. Improve road safety</li> <li>3. Improve air quality and meet EU quality standards</li> <li>4. To meet the actions set out in the Merton Health and Wellbeing Strategy 2019</li> <li>5. Adopt a healthy street approach</li> <li>6. Promote healthier life styles and encourage more active travel</li> <li>7. To ensure good parking management</li> <li>8. To support the local economy</li> <li>9. Providing funding for parking and wider transport scheme improvements</li> </ol>
<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 proposal will affect all residents, businesses, workers and visitors to the borough, across all socio-economic groups.</p>
<p>4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who</p>	<p>Yes. Responsibility is shared with the following departments, organisations and partners.  Future Merton, Highways and Transportation, Planning, Mayor of London, TfL, transport operators, Parking Services.</p>

has overall  
responsibility?

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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 Council acknowledges that road safety and traffic flow along with accessibility for residents and visitors to enable them to move freely throughout the borough.

A number of key factors will be considered included:

- (i) Air Quality hotspots
- (ii) Areas of high congestion
- (iii) Enforcement requirements
- (iv) Road safety

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**Stage 3: Assessing impact and analysis**

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.</p> <p>This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for</p>

					<p>kerbside space, which form the backdrop of the policy direction.</p> <p><b><u>Potential Negative Impact</u></b></p> <p>None identified</p>
<b>Disability</b>	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.</p> <p>This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction. Including the provision of spaces for disabled motorists.</p> <p><b><u>Potential Negative Impact</u></b></p> <p>None identified</p>
<b>Gender Reassignment</b>	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.</p> <p>This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><b><u>Potential Negative Impact</u></b></p> <p>None identified</p>
<b>Marriage and Civil Partnership</b>	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.</p> <p>This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p>

					<p><b><u>Potential Negative Impact</u></b></p> <p>None identified</p>
Pregnancy and Maternity	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton. This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><b><u>Potential Negative Impact</u></b></p> <p>None identified</p>
Race	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton. This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><b><u>Potential Negative Impact</u></b></p> <p>None identified</p>
Religion/ belief	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton. This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><b><u>Potential Negative Impact</u></b></p> <p>None identified</p>

Sex (Gender)	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.</p> <p>This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><b><u>Potential Negative Impact</u></b></p> <p>None identified</p>
Sexual orientation	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.</p> <p>This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><b><u>Potential Negative Impact</u></b></p>
Socio-economic status	X			X	<p><b><u>Positive Impact</u></b></p> <p>The proposals support the principle of effective traffic management for the whole population of and visitors to Merton.</p> <p>This includes the shift to more active and sustainable transport modes (such as walking, cycling and public transport) the impact of vehicle emissions and congestion on air quality, and demand for kerbside space, which form the backdrop of the policy direction.</p> <p><b><u>Potential Negative Impact</u></b></p> <p>None identified</p>

**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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**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	Ben Stephens – Head of Parking Services	Signature:	Date: 8 <sup>th</sup> October 2019
Improvement action plan signed off by Director/ Head of Service	Chris Lee – Director of Environment and Regeneration	Signature:	Date: 8 <sup>th</sup> October 2019



# 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? ENV1920-03	Realign rental income budgets to better reflect current levels of income being achieved from conducting rent reviews in line with tenancy agreements
Which Department/ Division has the responsibility for this?	Environment and Regeneration/Sustainable Communities

Stage 1: Overview	
Name and job title of lead officer	James McGinlay, Assistant Director for Sustainable Communities
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)	Progress rent reviews established within existing leases to commercial tenants to provide increased revenue income to the Council.
2. How does this contribute to the Council's corporate priorities?	By increasing revenue income improve the council's revenue position.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The council's commercial tenants will be affected and the Council will benefit from increased income.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	SLLP/Corporate Services will be required to document the changes in rent levels and Transactional Services within Corporate Services will be required to collect the new levels of rent.

## Stage 2: Collecting evidence/ data

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

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

We have no data regarding the equality groups within our commercial tenants who's relationship with the council for this purpose is purely commercial and as stated within the lease/contract they agreed with the council.

## Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
	Age				
Disability					There is no available data and the tenants have not engaged to provide the monitoring data.
Gender Reassignment					There is no available data and the tenants have not engaged to provide the monitoring data.
Marriage and Civil Partnership					There is no available data and the tenants have not engaged to provide the monitoring data.
Pregnancy and Maternity					There is no available data and the tenants have not engaged to provide the monitoring data.
Race					There is no available data and the tenants have not engaged to provide the monitoring data.
Religion/ belief					There is no available data and the tenants have not engaged to provide the monitoring data.
Sex (Gender)					There is no available data and the tenants have not engaged to provide the monitoring data.

<b>Sexual orientation</b>					There is no available data and the tenants have not engaged to provide the monitoring data.
<b>Socio-economic status</b>			X		There is no available data and the tenants have not engaged to provide the monitoring data. Possible negative impact.

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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?
The tenants already have notice of possible rent increases as the rent review dates are clearly stated within their leases and of course we do not impose an increase it is open to negotiation and consideration by a third party if we prove unable to agree a new rent.	Initiate rent review process	Settlement of rent review	Timetable specified by individual leases	Existing	Howard Joy	No.

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

Stage 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

<b>Stage 5: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Howard Joy – Property Management & Review Manager	<b>Signature:</b>	<b>Date:</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	James McGinlay – Head of Sustainable Communities	<b>Signature:</b>	<b>Date:</b>

DRAFT

# Equality Analysis

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

What are the proposals being assessed? ENV1920-04	Waste minimisation
Which Department/ Division has the responsibility for this?	E&R – Public Space

Stage 1: Overview	
Name and job title of lead officer	John Bosley AD Public Space
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Following the successful roll out of the new waste collection service in Oct 2018 and the introduction of wheelie bins the service has seen a significant reduction in the volume of general waste which is disposed of via our Energy from Waste Facility (EFW) in Beddington.
2. How does this contribute to the council's corporate priorities?	To be the best it can for the local environment, identifying potential savings through increased recycling and waste avoidance.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	N/A the disposal of waste has no impact on our residents.  Please see separate EA for the introduction of the new waste collection service (SLWP Phase C) and the impact of the containerised collection service.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No – This project is part of the wider work undertaken in Partnership with our neighbouring boroughs who form the South London Waste Partnership

**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. Continued monthly monitoring of our waste volumes. It is important to note that the monitoring of waste volumes does not impact on our residents / customers

**Stage 3: Assessing impact and analysis**

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

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

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

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.**



**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.**

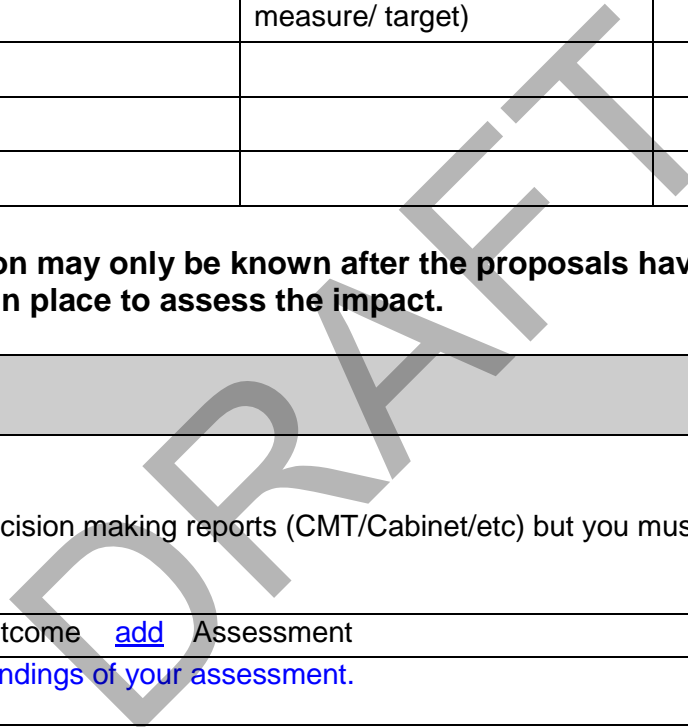
**Stage 6: Reporting outcomes**

**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
<a href="#">Please include here a summary of the key findings of your assessment.</a>
None identified.

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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:8 10 2019</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	John Bosley	<b>Signature:</b>	<b>Date:</b>

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# Equality Analysis

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

What are the proposals being assessed? ENV1920-05	- Increase the level of enforcement activity for environmental offences ensuring that the service is cost neutral.
Which Department/ Division has the responsibility for this?	E&R – Street Scene & Waste

Stage 1: Overview	
Name and job title of lead officer	John Bosley AD public Space
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<a href="#">What are you proposing and what are they designed to deliver?</a> To undertake a procurement exercise to identify an external provider for environmental enforcement – The aim is for an enhanced enforcement presence across the Borough and opportunity to work across divisions in order to improve the standards of the public realm in our communities through a sustained, efficient and deliverable enforcement model.
2. How does this contribute to the Council's corporate priorities?	Increasing in the ability of our enforcement capabilities and range of activities that can be regulated, reducing the level of street litter, improving the image of the public realm.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The 'in house 'enforcement team will be retained and will work closely with the external provider in order to identify hot spots and areas of operational activity across the borough. Affected person(s) will include residents and visitors of the borough that may commit environmental enforcement breaches which may be prosecutable.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No, The service will continue to be managed as part of the current Public space division.

**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).

Litter control and management is one of the number main concerns of our residents. The range of possible enforcement activities being considered within the larger procurement of enforcement services will contribute to reductions in litter occurrences as well as other environmental offences, such as fly-tipping, which impacts negatively on the standards of our public realm. In considering the impact that this has on groups with protected characteristics, the positive benefits are universal and therefore all should benefit from the successful application of this proposal. Likewise, perpetrators of environmental enforcement offences are not representative as coming from a specific group or particular segment of the community, while any prosecutions or issuing of sanctions is based on evidenced gathering and / or witnessing the occurrence.

**Stage 3: Assessing impact and analysis**

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	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		✓	✓		The ability to pay the fee issued through the Fix penalty notice.

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

1.  
The only people affect by this enforcement contract are those residents or visitors who committee an environmental offence.

#### 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?
Socio-economic status	All cases of non payment will be assed on an individual bases and escalated through the single justice system for processing. For transparency the court has the ability to amend the level of the fine due to the alleged offenders personal circumstances .	Level of reduced fines award by the court	On going	None	C Baker	

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

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

This Equality Analysis has resulted in an Outcome [add](#) Assessment  
 Please include here a summary of the key findings of your assessment.  
 The scope of the procurement is to ensure that there are no changes to the current service provision currently provided by the in house service. Any proposed changes by the bidders through competitive dialogue which impact on the current provision will require cabinet approval and an additional Impact assessment completed.

<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Charles Baker	<b>Signature:</b>	<b>Date:9 10 19</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	John Bosley	<b>Signature:</b>	<b>Date:21.10.19</b>

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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?	2020-21 CH1 Further reductions in Public Health
Which Department/ Division has the responsibility for this?	Community & Housing

Stage 1: Overview	
Name and job title of lead officer	Dr Dagmar Zeuner
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>The aim is achieve the proposed budget savings of £500k from 2021/22 in a way that the public health function 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.</p> <p>There is more work to do to identify the specifics, however this will involve exploring: seeking further efficiencies from services, identification of new efficiencies, service transformation and integration, channel shifting to digital services, risk-sharing with providers, exploring opportunities for cross-borough working and reducing activity in non-statutory programmes.</p>
2. How does this contribute to the council's corporate priorities?	It contributes to the medium term financial strategy and impacts on delivery of the Health & Wellbeing Strategy.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Public Health Services aim to support residents to improve their health and promote Merton as a Healthy place, thereby the overall health and wellbeing of the community, to reduce health inequalities and to commission both universal prevention and early identification services (e.g. Health Visiting and School Nursing) and targeted interventions to support people at risk e.g. sexual health and substance misuse.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Public Health is part of the local authority and there are interdependencies between public health, C & H, CSF and with external partners e.g. Merton CCG. Reductions in Public Health spend may have impacts on health and social care demand and costs.

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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 evidence that has been considered as part of this assessment includes:

- The Merton Story, Joint Strategic Needs Assessment
- Public Health Outcomes Framework, Public Health England
- Benchmarked data on public health services
- Service level data from public health commissioned services

## Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age		X	X		Health inequalities correlate to a range of protected characteristics. Older people, those with disabilities and those from more economically disadvantaged groups, for example, are more likely to suffer worse ill health than the population in general.
Disability		X	X		
Gender Reassignment		X		X	
Marriage and Civil Partnership		X		X	
Pregnancy and Maternity		X	X		Reduced level of interventions and access to services may therefore affect those with protected characteristics by more than the general population, as they currently benefit from these services disproportionately. Although provision of these services will continue to help tackle inequalities, this may be reduced.
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?
Age, disability, pregnancy and maternity, race, sex (gender) and socio-economic status	Options to make proposed savings e.g. service transformation and integration will explicitly address health inequalities and protected characteristics.	KPIs and data monitoring schedules and quality reporting will be developed as part of service redesign.	April 2021	Existing resources	Dr Dagmar Zeuner	Public Health C&H

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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

<b>Stage 5: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Barry Causer, Head of Strategic Commissioning	<b>Signature:</b> BC	<b>Date:</b> 22/10/19
<b>Improvement action plan signed off by Director/ Head of Service</b>	Dr Dagmar Zeuner, Director of Public Health	<b>Signature:</b>	<b>Date:</b>

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

**Date: 13 November 2019**

Wards: All

## **Subject: Community Plan 2020-25**

Lead officer: Rachael Wardell, Director of Children, Schools and Families

Lead member: Cllr Laxmi Attawar, Cabinet Member for Women and Equalities

Contact officer: John Dimmer, Head of Policy, Strategy and Partnerships

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### **Recommendations:**

- A. Comment on the development of a new Community Plan for the borough and the links with other partnership plans and strategies – see **Appendix 1** for an outline of the Plan;
- B. Discuss how Members as leaders in their communities can provide leadership, support and guidance to the four thematic partnerships in helping them to deliver the priorities of the Community Plan; and
- C. Suggest collective activities that members of the community can get involved in, that will help to achieve the priorities of the Community Plan.

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

- 1.1. The purpose of this report is to provide an update to the Overview and Scrutiny Commission of progress to date on the development of a new Community Plan for the borough. The Commission is asked to consider the recommendations and comment on the draft outline at **Appendix 1**.
- 1.2. The Community Plan will set the Merton Partnership's long term ambition for the borough. As well as a final written document, the Plan will have an online presence that will evolve alongside its development, and during the lifetime of the Plan. The aim is to provide an online resource for the community that is easily accessible. Final approval of the Plan will be through the Merton Partnership Executive Board and then the aim is for the Plan to be adopted by all of the individual partner agencies including the council.
- 1.3. The overarching goal of the Community Plan is to increase social capital in Merton as an underlying driver to improve resilience and wellbeing, and how a collective approach can help to achieve the ambitions that residents have for their borough and where they live.
- 1.4. The Plan will look at existing levels of social capital across the borough, the effect it can have on increasing positive outcomes for residents, and how it can be nurtured and built upon to support communities to become more resilient.
- 1.5. The Plan will have eight key priority areas on which it will focus; two each from the four thematic partnership boards that sit underneath the Merton Partnership umbrella (Children's Trust, Health and Wellbeing Board, Safer Stronger Partnership and Sustainable Communities and Transport Board)

and set out how collectively, the Merton Partnership can support our communities to grow social capital to meet these priorities.

- 1.6. The priorities were agreed at the Merton Partnership Executive Board's away day in June 2019, where board members looked at the evidence collected about social capital in the borough, and discussed the ways in which a social capital approach could be used to develop a narrative of ambition. The Board took four priorities to look at in detail, and developed outline narratives which have fed into the outline of the Plan.
- 1.7. It is important to note that agreement of the Plan by the Executive Board is the beginning of the implementation of the Plan. Each element of the Plan will be driven by the individual thematic boards and overseen by the Merton Partnership Executive Board.

## **2 BACKGROUND**

- 2.1. The previous Community Plan runs from 2013-19. This plan is a standalone written document, containing a number of case studies that highlights projects delivered by the public, private and voluntary sector organisations. It also set out the aims for the partnership across the borough.
- 2.2. The plan's aims were split into six themes, these were:
  - Working on bridging the gap;
  - Merton: a place to work;
  - A healthy and fulfilling life;
  - Better opportunities for youngsters;
  - Keeping Merton moving;
  - Being safe and strong.
- 2.3. Each year the Merton Partnership produces an Annual Report setting out progress and achievements in delivering the objectives of the Community Plan.
- 2.4. An overview of delivery of the 2013-19 Plan will be included in the new Plan.

## **3 DETAILS**

- 3.1. The overarching goal of the Community Plan 2020-2025 is to build social capital in the borough as an underlying driver to improve resilience and wellbeing. Social capital can be broadly defined as 'the social networks, exchanges, obligations, and shared identities that in turn provide potential support and access to resources'. – see diagram below



- 3.2. Merton continues to have a thriving voluntary and community sector and a long history of partnership working across the public, voluntary and private sectors. There are already many examples of social capital in action, such as Mitcham Community Orchard, The Magic Club (Phipps Bridge), 1Way Project (Mitcham), Fayre and Square (Wimbledon), which showcase the types of activity that the Community Plan is further looking to develop.
- 3.3. Examples of social capital can also include more informal instances of sociability outside of more structured groups, for example the extent to which residents interact with one another on a day to day basis in their community. An area with low social capital might mean that people don't talk to, or know their neighbours, or feel more isolated.
- 3.4. Studies suggest that areas with higher levels of social capital are likely to have higher levels of volunteering, higher engagement with the council and other civic agencies, as well as lower levels of loneliness and isolation, and better community cohesion. In turn, evidence suggests a strong link between high social capital with lower crime rates, greater chances of early intervention, a reduced reliance on services, and better physical and mental health and wellbeing.
- 3.5. To support the development of the Community Plan, an evidence base has been produced that collates data from a series of indicators to measure the existing levels of social capital on a ward-by-ward basis and give us a baseline from which to work. This will enable the identification of areas with high social capital; existing community assets and good practice that can be tapped into as well as areas with lower social capital; places where the Merton Partnership can be proactive at trying to strengthen existing assets as well as developing new projects. It should be noted that ward councillors play an important role in developing social capital by acting as community champions, raising issues on behalf of residents and bringing different elements of the community together. Overview and Scrutiny Commission are asked to consider the role of ward councillors in relation to increasing social capital as part of the future development of the Community Plan.

- 3.6. The evidence base uses 24 ward based indicators which have been aggregated to give a score for each ward across 5 measures of social capital:
- Social infrastructure
  - Civic participation
  - Volunteering
  - Informal sociability
  - Social trust
- 3.7. Scoring wards in this way enables us to recognise that different areas have different strengths.
- 3.8. It is proposed that the identification of opportunities to improve and nurture social capital could help to guide local projects which Community Infrastructure Levy (CIL) monies can be used on and which the thematic boards can help to co-ordinate and support bids for.

### **Priorities**

- 3.9. The Plan will have eight key priority areas on which it will focus, setting out how collectively the Merton Partnership can increase community participation, and support and enable our communities to grow social capital to make Merton a better place to live and work. These priorities were agreed by the Merton Partnership Executive Board at their away day in June 2019.
- 3.10. The eight priorities are:
- Priority 1 – Climate change (Sustainable Communities and Transport Partnership)
  - Priority 2 - Building social capital to improve the environment of the borough (Sustainable Communities and Transport Partnership)
  - Priority 3 - Tackling Diabetes as a Whole Systems Approach (Health and Wellbeing Board)
  - Priority 4 - Healthy Workplaces (Health and Wellbeing Board)
  - Priority 5 - Serious violence with a focus on drugs and a public health prevention model (Safer Stronger Partnership)
  - Priority 6 - ASB enforcement (Safer Stronger Partnership)
  - Priority 7 - Getting involved, having a say – promoting the voice of children, young people and families as active contributors to the borough (Children’s Trust Board)
  - Priority 8 - My Merton - connection with family, friends and the community (Children’s Trust Board)
- 3.11. The approach of taking existing priorities from each of the four thematic boards is to ensure that the Community Plan is not creating competing or additional activity, but instead helps to galvanise and drive the members of the wider Merton Partnership, voluntary sector and the community to get involved in communal activity to help achieve them. The Plan will set out the



case for change, what the council can do and what residents can do. It would be helpful if the Overview and Scrutiny Commission could consider what councillors part councillors could play in helping to deliver the priorities.

- 3.12. Taking existing priorities from the thematic boards also means there will be ownership of the actions in the Community Plan and mechanisms to help ensure their delivery. The development of the Community Plan comes at the same time as both the Children and Young People's Plan and Health and Wellbeing Strategy have been refreshed in 2019, and therefore these priorities are based on recent engagement with different sections of the community and in line with their views.
- 3.13. The Plan will include a series of case studies, linked to each of the priorities. These 'spotlights' will detail the work an existing project, community group or individual is doing and how that work is having a positive impact on the community. The aim is to make the Plan more engaging and also to inspire and encourage others to get involved in communal activity by highlighting what can be achieved collectively.
- 3.14. It will be the responsibility of each thematic board to take forward the 8 priorities with support and oversight from the Merton Partnership Executive Board.

#### **Online presence**

- 3.15. It is intended that alongside a short summary document, that as much as is possible, the Community Plan will be in an online format so that it can act as a resource for the community that encourages greater participation in communal activities. This will include links to voluntary and community organisations, details of social infrastructure, data and information about the borough and where people live, all of which will enable the plan to have a live and ongoing presence.
- 3.16. It is proposed that the Community Plan will sit on the Merton Partnership's website, with a clear link on the home page. From there each of the plan's priorities will have a page that will include;
- The call to action and why this is a priority
  - Activities that will be carried out by the council and wider partners
  - Suggestions for things members of the community can do to help us achieve the priority
  - 'Spotlight on' to highlight any existing good practice or case studies of community based activity already going on related to the priority
- 3.17. Work is also ongoing looking at options for developing an interactive map that would collect community assets, groups and activity to encourage and publicise their use, in line with the aim of the Community Plan to increase community participation. This would provide an organic resource for residents to discover community spaces across the borough and highlight groups and activities that people can get involved with.
- 3.18. There will also be clear links to the Digital Hub currently under development that will provide residents and professionals with links to a number of different portals that offer help and support.

## **Draft outline**

- 3.19. **Appendix 1** sets out a draft outline for the Community Plan. It is important to note that this is still in the early stage of development, and is provided to allow Overview and Scrutiny to comment on progress to date.
- 3.20. Following feedback from the Merton Partnership, the Community Plan reference group, the CMT Lead and the Community Plan lead on behalf of the Partnership, it was agreed that the level of detail in the version at **Appendix 1** will be retained for officers and partners delivering the plan, but that a shorter, more concise version will be published for resident engagement. Having a series of web pages devoted to the Plan will also enable us to have more flexibility around putting up more detail where required and without word limits.
- 3.21. The plan will include a clear list of 'you said, we did' deliverables; these will be reviewed as the document is updated, in order to demonstrate the impact the plan has on the borough.
- 3.22. Subject to the views of Overview and Scrutiny alongside the views captured at the Merton Partnership Executive Board in October, a more complete version of the Plan will be submitted for agreement at the next meeting of the Merton Partnership Executive Board in January 2020.

## **4 ALTERNATIVE OPTIONS**

- 4.1. Previously the Local Government Act 2000 placed a duty on local authorities to develop a strategy/plan for the local area in partnership with the community. This statutory duty was removed in 2010, so there is no requirement to develop a Community Plan. However it was agreed by the Merton Partnership that there is significant value in setting out a collective vision for a local authority's area, and ensuring that there are actions and commitments in place to further economic, social and environmental well-being.

## **5 CONSULTATION UNDERTAKEN OR PROPOSED**

- 5.1. Development of the activity to achieve the Plan will be based on a range of engagement to help ensure that a wide cross section of the community has been involved. The plan has so far been shaped by:
- 2019 Annual Residents Survey - 1,000 responses incl. questions specifically inserted relating to social capital
  - 2018 Children and Young People's Survey - 1,300 responses incl. questions specifically inserted relating to social capital
  - Workshop with voluntary sector and community groups held in June 2019
  - Engagement with Merton Partnership – via all four of the thematic partnerships and the Merton Partnership Executive Board away day in June 2019
  - The priorities from the Children's Trust Board and Health and Wellbeing Board taken from strategies based on multiple borough wide consultation activities

- Survey and engagement work currently being carried out, or due to be carried out, related to specific priorities which will feed into developing the actions of the Plan, such as the Climate Change Consultation and Community Safety Survey

- 5.2. In October 2019 M.E.L. Research started fieldwork on a piece of commissioned community engagement that is focussed on engaging 'seldom listened to' groups. This recognises that there are groups whose voices are not always heard, and that can find themselves excluded from civic processes, so the targeted engagement is to ensure the Community Plan reflects the aspirations that members of these groups have for their local area. It is also to understand the ways that these groups think social capital can be developed to help achieve the plan's priorities and the barriers that need to be removed that would enable them to get involved in communal activities.
- 5.3. Further engagement is then planned to ask residents for their thoughts and ideas, on how the members of the Merton Partnership can enable greater community participation in helping to achieve the priorities of the Community Plan and support communities to be more resilient. This is in line with the goal that the Community Plan evolves during its lifetime where information gathered through further engagement can be published on the web pages that will form the online version of the Plan.

## **6 TIMETABLE**

- 6.1. Draft Community Plan outline and structure to be reviewed by Overview and Scrutiny – 13 November 2019
- 6.2. Community Plan branding agreed with designer – December 2019
- 6.3. Analysis and reporting from results of commissioned engagement with seldom listened to groups delivered – December 2019
- 6.4. Establishment of Community Plan web pages – January 2020
- 6.5. Revised Community Plan outline and structure to be reviewed by Merton Partnership Executive Board - 28 January 2020
- 6.6. Community Plan to Cabinet – February 2020
- 6.7. Community Plan to Council for adoption – February 2020

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

- 7.1. There will be no additional resources required to implement the Plan and it will be the responsibility of the thematic boards to consider how resources can best be co-ordinated to achieve the priorities set out in the Plan. The thematic boards can help to identify and support bids to different funding streams that they may choose to utilise, including bids to use the Community Infrastructure Levy (CIL) for example.
- 7.2. There will be a small cost for printing a limited number of copies of the Plan but in the main it is anticipated that people will read the Plan online. There will be a small cost for developing the online presence. The cost of the commissioned work on community engagement with seldom listened to groups is £14,838 and is funded from existing 2019/20 revenue budget.

## **8 LEGAL AND STATUTORY IMPLICATIONS**

- 8.1. Previously the Local Government Act 2000 placed a duty on local authorities to develop a strategy/plan for the local area in partnership with the community. This statutory duty was removed in 2010, so there is no requirement to develop a Community Plan. However it was agreed by the Merton Partnership that there is significant value in setting out a collective vision for a local authority's area.

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

- 9.1. The overarching goal of the Community Plan 2020-2025 is to build social capital in the borough as an underlying driver to improve resilience and wellbeing. Studies suggest that areas with higher levels of social capital are likely to have higher levels of volunteering, higher engagement with the council and other civic agencies, as well as lower levels of loneliness and isolation, and better community cohesion.
- 9.2. A piece of commissioned community engagement is being carried out as part of the development of the Plan that will focus on engaging 'seldom listened to' groups. This recognises that there are groups whose voices are not always heard, and that can find themselves excluded from civic processes, so the targeted engagement is to ensure the Community Plan reflects the aspirations that members of these groups have for their local area. It is also to understand the ways that these groups think social capital can be developed to help achieve the plan's priorities and the barriers that need to be removed that would enable them to get involved in communal activities.

## **10 CRIME AND DISORDER IMPLICATIONS**

- 10.1. Two of the priorities: Serious violence with a focus on drugs and a public health prevention model and ASB enforcement have been out forward by the Safer Stronger Partnership
- 10.2. The overarching goal of the Community Plan 2020-2025 is to build social capital in the borough as an underlying driver to improve resilience and wellbeing. Evidence suggests a strong link between high social capital with lower crime rates, greater chances of early intervention and better physical and mental health and wellbeing.

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

- 11.1. N/A

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

- Appendix 1 - Draft Community Plan Structure and outline October 2019

## **13 BACKGROUND PAPERS**

- 13.1. [Merton's refreshed Community Plan 2013](#)

**Merton Partnership**  
**Community Plan 2020-25**  
**Outline Draft for Comment**  
**Version 1 October 2019**

**Contents**

1. Foreword
2. Overview and objectives – what is the community plan and what is it trying to achieve?
3. Outline of what the Merton Partnership is and the four thematic boards/areas of focus
4. Review of the previous community plan – “we said, we did”
5. Social Capital – what it is, why it’s important to grow it, how it will help deliver the priorities of the SCP, evidence base for how we are measuring it
6. The Priorities

**1. Foreword**

Foreword from The Leader (Chair of the Merton Partnership)

Foreword from Sally Benatar (Merton Partnership lead for the plan)

## Community Plan

The Community Plan is the overarching strategy for the borough. It sets out the Merton Partnership's long term ambitions for the borough and the overall direction and priorities that the Partnership will focus on. The Community Plan will provide a framework for the different members of the Merton Partnership to work together with residents and communities over the next five years.

The overarching goal of the Community Plan is to increase community participation in Merton as a driver to improving resilience and wellbeing across the borough, and help achieve the ambitions that residents have for their borough and where they live. Throughout the Plan we have showcased a number of examples of activity that highlights the way in which people in the community are already contributing to making Merton a better place in which to live and work.

Merton has an active and vibrant voluntary and community sector that already provides a wide range of valuable services and makes a positive contribution to the lives of many in the borough. The Community Plan wants to further strengthen the ability of these groups to have a positive impact on the borough, through better co-ordination and joining up of the public and voluntary sectors, and working with local businesses on a collective set of priorities. Most importantly the Community Plan wants to encourage actions that mobilise and involve our local communities, so that they become active partners in helping us to meet the growing and changing needs of our population.

The Community Plan has eight priority areas on which it will focus, setting out actions for the how collectively, the Merton Partnership can support our communities to be more socially active to help meet these priorities. This will involve identifying and highlighting the assets in our communities, both physical spaces, as well as people and groups with skills and knowledge, that can help strengthen and grow community-led activities. To help build more cohesive and resilient communities the Community Plan will look at the ways that residents can connect with local community groups and activities.

- Priority 1 - Climate change
- Priority 2 - Building social capital to improve the environment of the borough
- Priority 3 - Tackling Diabetes as a Whole Systems Approach
- Priority 4 - Healthy Workplaces
- Priority 5 - Serious violence with a focus on drugs and a public health prevention model
- Priority 6 - ASB enforcement
- Priority 7 - Getting involved, having a say – promoting the voice of children, young people and families as active contributors to the borough
- Priority 8 - My Merton - connection with family, friends and the community

We want the Community Plan to be a helpful tool for everyone living and working in Merton. It aims to give the local community a clear articulation of the Merton Partnership's long term aspirations for the borough as well as setting out the ways in which they can get involved in communal activities to help to achieve them. For those with specific responsibility for directing and co-ordinating the actions in the Plan, like the council, the CCG and the Police, it will be a key document for guiding their activity.

## **2. Merton Partnership**

The Merton Partnership brings together a range of key partners from the public, private and community and voluntary sectors in Merton. Its aim is to provide leadership and to co-ordinate joined up responses to issues where there is real benefit to different groups and agencies working together to improve the economic, social and environmental wellbeing of those that live and work in the borough. The Partnership manages the delivery of the priorities and objectives set out in the Community Plan.

Within the Partnership there are four thematic subgroups that co-ordinate the activities of their members and to ensure that the actions in the Community Plan are being carried out through the relevant Boards and Trusts.

### **Children's Trust**

Merton's Children's Trust brings together all partners involved in providing services to children and families in Merton. The Board encompasses a wide range of different groups and partnerships, overseeing their performance and activities. The Children's Trust is designed to deliver the outcomes set out in Merton's Children & Young People Plan 2019-23 which includes improving outcomes for those subject to the effects of disadvantage, safeguarding children and young people and closing the gap in educational outcomes and opportunity.

### **Health and Wellbeing Board**

The Board brings together the Council, Clinical Commissioning Group, HealthWatch and the voluntary and community sector. Health and Wellbeing Boards deliver local leadership to improve health outcomes and inform the commissioning of health and social care services in Merton. It has a core role in encouraging services across the NHS, social care, public health and other local partners to join-up and work together to reduce health inequalities and support independent living. Currently its priorities are set out in the Health and Wellbeing Strategy, the latest version of which runs from 2019-2024 and which has four overarching themes: Start Well; Live Well; Age Well; in a Healthy Place.

### **Safer and Stronger Communities**

Incorporating the statutory Community Safety Partnership, it is responsible for overseeing the strategic direction for community safety and the community cohesion agenda in the borough. The Community Safety Partnership has a statutory duty to undertake an annual strategic assessment to inform and shape the boroughs approach to addressing crime and disorder issues.

Key themes for the Community Safety Partnership include reducing crime and the fear of crime, reducing alcohol related violence in a sustainable manner whilst supporting those who are affected by alcohol dependency. The Community Safety Partnership also works to address anti-social behaviour and its effects on communities as well as individuals. The Partnership will work with our communities to empower local people to have a greater choice and influence over local decision-making, increase community cohesion and integration.

### **Sustainable Communities and Transport Partnership**

Established to create a more sustainable borough, one which is less reliant on fossil fuel and which reduces its negative impact on the environment and climate change, the Partnership aims to balance the different social, economic and environmental components of the community to meet the needs of existing and future generations.

The Partnership promotes investment into the borough in order to create new jobs, improve the skills and capacity of residents, and to improve the condition and supply of housing including affordable housing. The Partnership also works to promote the development of sustainable transport including cycling and walking, as well as public transport in and around Merton.

DRAFT



### 3. Review of the previous community plan – “we said, we did”

#### STILL BEING WORKED ON

##### Sustainable Communities and Transport Partnership

###### Health and Wellbeing Board

**We Said:** We would support people to manage their own health and wellbeing

**We Did:** Pilot Social Prescribing and then rolled it out to a number of GP practices in Merton. An independent evaluation has shown an increase in self-reported health gains and a statistically significant reduction in GP visits (as a result of the social prescribing pilot)

**We Said:** We would give each child a healthy start

**We Did:** Ensured 171 teachers benefitted from school staff training about weight and childhood obesity. Five schools achieved Bronze Healthy Schools London Award and 1 achieved Silver.

###### Safer Stronger Partnership

**We Said:** We would focus on Youth Violence

**We Did:** Sustain a strong youth justice performance on First-Time Entrants with a reduction from 88 in 2013-14 to 64 in 2016-17 and an improving rate of re-offending (0.55 at the end of 2016-17 compared to 0.88 at the end of 2015-16).

**We Said:** We would focus on domestic crime

**We Did:** Work with partners, 100% of on-licence premises in Wimbledon signed up to Ask Angela; 95% overall in the borough.

###### Children’s Trust

**We Said:** All our schools will be good or better

**We Did:** 93% of schools are good or better. 95% of pupils go to a school which is ‘good’ or better.

**We Said:** We would focus on Children at Risk

**We Did:** Ofsted inspections conducted in May 2017 demonstrated that children’s safeguarding services were good with outstanding features.

**We Said:** we would prevent, deter, and divert young people from criminal behaviour

**We Did:** Continued to reduce number of first-time entrants and improve rate of reoffending.

#### 4. Social Capital

The overarching goal of the Community Plan is to build social capital in Merton to improve the resilience and wellbeing of the borough. Social capital is about creating a shared sense of identity, a shared understanding, shared values and building trust, co-operation, and reciprocity.

Merton continues to have a thriving voluntary and community sector and a long history of partnership working across the public, voluntary and private sectors. There are already many of examples of social capital in action highlighted in this plan, which showcase the types of activity that the Community Plan is looking to build on and strengthen.

As well as more structured groups and activity, social capital can include more informal examples of sociability, for example the extent to which residents interact with one another on a day to day basis in their community, or how much people know, or feel like they could rely on their neighbours if they needed them.

There is significant evidence to suggest that areas with higher levels of social capital are likely to have higher levels of volunteering, higher engagement with the council and other civic agencies, as well as lower levels of loneliness and isolation, and better community cohesion. In turn, there is a strong link between high social capital, with lower crime rates, greater chances of early intervention, a reduced reliance on services, and better physical and mental health and wellbeing.

To support the development of the Community Plan, an evidence base has been developed to measure the existing levels of social capital on a ward-by-ward basis and give the Merton Partnership a baseline from which to work. This will enable the identification of areas with high social capital; existing community assets and good practice that can be tapped into as well as areas with lower social capital; places where the Merton Partnership can be proactive at trying to strengthen existing assets as well as developing new projects.

The evidence base uses 24 ward based indicators which have been aggregated to give a score for each ward across five measures of social capital. Scoring wards in this way enables us to recognise that different areas have different strengths.

- Social infrastructure
- Civic participation
- Volunteering
- Informal sociability
- Social trust

## 5. Our priorities for action

Priority 1	Climate Change	Sustainable Communities
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• To reduce Merton’s contribution to global warming and protect our planet for current and future generations.</li> <li>• To work towards becoming a carbon neutral Council by 2030 and a carbon neutral borough by 2050.</li> <li>• To make Merton a sustainable home for its residents and businesses.</li> <li>• To empower local residents and businesses to reduce their carbon footprint.</li> </ul>	
<b>Call to action</b>	<p>In October 2018, the Intergovernmental Panel on Climate Change (IPCC) published a Special Report which concluded that global temperature rise must be kept below 1.5°C in order to minimise damaging climate impacts on human and natural systems<sup>1</sup>. The report confirmed that human-induced global warming reached approximately 1°C above pre-industrial levels in 2017, increasing at 0.2°C per decade. Damaging climate impacts are already being felt today; these include an increased frequency of extreme weather events, damage to sensitive ecosystems such as coral reefs, as well as changing patterns of water availability and associated impacts on crop yields<sup>2</sup>. The IPCC found that global CO2 emissions need to reach net zero around 2050 in order to have no or limited overshoot beyond 1.5°C of climate change.</p> <p>2019 has seen unprecedented demand for increased government action on climate change. School strikes, protests by Extinction Rebellion, and inspiring speeches from leaders of all ages, from Greta Thunberg to David Attenborough, were all calling for more action to mitigate and adapt to the impacts of climate change.</p> <p>On 2<sup>nd</sup> May 2019, the Committee on Climate Change published a report recommending a new emissions target for the UK to have net-zero greenhouse gas emissions by 2050<sup>3</sup>. On 27<sup>th</sup> June 2019, the UK became the first major economy in the world to pass a net zero emissions target into law<sup>4</sup>.</p> <p>On 10<sup>th</sup> July 2019, Merton Council declared a Climate Emergency and set ambitious carbon reduction targets to make Merton a carbon neutral borough by 2050 and to make Merton Council carbon neutral by</p>	

<sup>1</sup> <https://www.ipcc.ch/sr15/>

<sup>2</sup> <https://www.ipcc.ch/report/ar5/syr/>

<sup>3</sup> <https://www.theccc.org.uk/publication/net-zero-the-uks-contribution-to-stopping-global-warming/>

<sup>4</sup> <https://researchbriefings.parliament.uk/ResearchBriefing/Summary/CBP-8590>

	<p>2030<sup>5</sup>. The Council has committed to take a leadership role and join forces with the community to achieve carbon neutrality.</p> <p>Based on modelling carried out by National Government<sup>6</sup>, the Greater London Authority<sup>7</sup> and the Anthesis Group<sup>8</sup>, Merton emits in the region of 0.5 to 1 million tonnes of greenhouse gas emissions each year. As a large proportion of emissions within the borough come from the buildings we work in and the vehicles we drive, the majority of which are outside the Council's direct control, everyone has an important role to play in decarbonising Merton.</p>
<p><b>What happens if we do nothing?</b></p> <p>The IPCC's 5<sup>th</sup> Assessment Report (2014) found that <i>continued emission of greenhouse gases will cause further warming and long-lasting changes in all components of the climate system, increasing the likelihood of severe, pervasive and irreversible impacts for people and ecosystems</i>. These impacts will likely include, but not be limited to, the following:</p> <ul style="list-style-type: none"> <li>• Heat waves will occur more often and last longer;</li> <li>• Extreme precipitation events will become more intense and frequent in many regions;</li> <li>• The ocean will continue to warm and acidify;</li> <li>• Global mean sea level will continue to rise;</li> <li>• An increasing number of species will face extinction;</li> <li>• Renewable surface water and groundwater resources in most dry subtropical regions will be reduced which will result in increased competition for water;</li> <li>• Food security will be undermined by impacts on fish stocks and crop yields for example;</li> <li>• Ill-health will increase in many regions and especially in developing countries;</li> </ul>	<p><b>What would it look and feel like if we succeed?</b></p> <p><u>Climate action co-benefits</u></p> <p>Among other things, we envisage a carbon-neutral Merton to have good public transport and active travel (walking and cycling) links, energy-efficient and well ventilated homes and offices, a significant proportion of locally generated electricity via solar panels installed across our rooftops for example, and increased tree coverage and green spaces. Taking action on climate change can have co-benefits in a number of areas<sup>9</sup>:</p> <ul style="list-style-type: none"> <li>- <b>Health and wellbeing</b> benefits will arise from improved air quality (as a result of reducing the number of petrol and diesel cars on the road), increased active travel, and reduced fuel poverty (as a result of building more energy efficient homes).</li> <li>- Climate action will help build <b>Resilience</b> to future energy prices by generating energy locally for example.</li> <li>- Measures like promoting car-share clubs and developing better active travel networks across the borough, which have climate benefits, can also help develop a stronger sense of <b>Community</b>.</li> </ul>

<sup>5</sup> <https://news.merton.gov.uk/2019/07/10/merton-council-declares-a-climate-change-emergency/>

<sup>6</sup> <https://www.gov.uk/government/statistics/uk-local-authority-and-regional-carbon-dioxide-emissions-national-statistics-2005-2016>

<sup>7</sup> <https://data.london.gov.uk/dataset/london-s-zero-carbon-pathways-tool>

<sup>8</sup> <https://www.anthesisgroup.com/scatter-carbon-footprint-reduction-tool>

<sup>9</sup> <https://www.ashden.org/programmes/co-benefits>

<ul style="list-style-type: none"> <li>• Economic growth will slow down and capacity to reduce poverty will be reduced;</li> <li>• An increasing number of people will be displaced by climate impacts;</li> <li>• Existing inequalities will likely be amplified – climate risks are generally greater for disadvantaged people and communities; and</li> <li>• Conflicts will likely increase due to amplified poverty and pressures on resources.</li> </ul> <p>The risks of abrupt or irreversible changes will increase as the magnitude of the warming increases.</p>	<ul style="list-style-type: none"> <li>- The local <b>Economy</b> can also benefit from climate initiatives by creating new green jobs as well as saving residents and businesses money on fuel and energy bills.</li> </ul> <p><u>Avoided climate risks</u></p> <p>Taking action now to achieve net-zero emissions by 2050 and keep warming to below 1.5°C will help avoid a number of substantial climate risks. The IPCC’s Special Report (2018) identified the following avoided risks compared to higher levels of warming<sup>10</sup>:</p> <ul style="list-style-type: none"> <li>• <i>Climate extremes. Temperature extremes are expected to increase by 2-3 times the increase in global average temperature between 1.5°C and 2°C. Around 420 million fewer people would be exposed to extreme heatwaves if warming was kept to 1.5°C than 2°C.</i></li> <li>• <i>Ecosystems. Risks of species extinction on the land and in the ocean are lower at 1.5°C than 2°C. For example, the fraction of global land area that would change ecosystem type due to climate change factors at 2°C (13%) would be roughly halved if warming was kept below 1.5°C (7%).</i></li> <li>• <i>Distribution of risks. The additional increase in climate risk between 1.5°C and 2°C warming would affect poor and vulnerable people most of all. Poverty and disadvantage have increased with recent warming and are expected to increase for many populations as average global temperatures increase from 1°C to 1.5°C and higher.</i></li> <li>• <i>Irreversible changes. Marine ice sheet instability in Antarctica and/or irreversible loss of the Greenland ice sheet could possibly be triggered by warming between 1.5°C and 2°C. Keeping warming as low as possible reduces the risk of triggering these large-scale irreversible shifts in the climate.</i></li> </ul>
<p><b>What have you said</b></p>	<p>Results from residents survey/CYP survey</p>

<sup>10</sup> <https://www.theccc.org.uk/publication/net-zero-the-uks-contribution-to-stopping-global-warming/>

	<ul style="list-style-type: none"> <li>• Thinking about your local community, what issues most concern you? Air Pollution – 23%</li> <li>• How much of a problem is the cleanliness of the air in my area? (a problem/a big problem/a very big problem) 59%</li> </ul> <p>Will include the results from the Climate Change Consultation when published</p>
<p><b>We will</b></p>	<p><u>Develop a Climate Action Plan</u></p> <p>Following the Council’s declaration of a Climate Emergency in July 2019, we are developing a Climate Action Plan to set out what actions are required to make the Council’s buildings and services carbon neutral by 2030 and to make the borough carbon neutral by 2050. The Climate Action Plan will focus on the following areas: energy consumption in buildings, emissions from transport, the carbon footprint associated with products and waste, financial investments and green spaces.</p> <p>We are working with internal and external stakeholders to inform the Climate Action Plan. Internal working groups will consider the actions required to decarbonise the Council’s own activities as well as mechanisms, strategies and policies which can be used to decarbonise the wider borough. An external working group formed of representatives from the borough, the Climate Emergency Working Group, has been set up to advise on the Climate Action Plan and the actions required to decarbonise the borough.</p> <p>We will also be running a public consultation via an online survey in October 2019 in order to engage with the wider community and provide residents and businesses with the opportunity to feed into the process.</p> <p><u>Lead by example by making Merton Council carbon neutral by 2030</u></p> <p>We have taken important steps towards reducing carbon emissions from our building stock over the last decade. We are generating more of our own energy and reducing carbon costs thanks to the use of solar panel systems installed on public buildings across the borough, including Council offices, schools and leisure centres. We have reduced our emissions by 35 per cent since 2009 and aim to build on this work towards our new target. This will involve work to reduce and decarbonise the energy used in our buildings, and to decarbonise our vehicle fleet and our procured services.</p>

<p><b>What can you do?</b></p>	<p>Everyone will need to work together to make adjustments to their daily lives in order to secure a better future for all. The following sets out some of the key ways you can play your part in decarbonising the borough of Merton. You are also encouraged to engage with the Climate Action Plan process through the Climate Emergency Working Group and the public consultation.</p> <p><u>Buildings</u></p> <p>There are around 88,000 households in Merton<sup>11</sup>. By 2050, greenhouse gas emissions associated with energy consumption in all of Merton's buildings will need to be near zero. To achieve this, nearly all buildings will need to have the following features:</p> <ul style="list-style-type: none"> <li>• Be highly energy efficient;</li> <li>• Use low carbon heating and cooking appliances (minimising the use of gas) - At least half of all buildings would need to improve their energy efficiency in order to install efficient electric heating, in the form of heat pumps, and if currently using a combi boiler, would need to install additional hot water storage;</li> <li>• Be supplied by renewable electricity (through a green tariff);</li> <li>• Maximise on-site low carbon energy generation (e.g. solar PV); and</li> <li>• Store energy (e.g. in batteries) so that electricity can be used when needed.</li> </ul> <p>Nearly all buildings in Merton are outside the Council's ownership, so the most effective actions will be the individual choices made by owner occupiers, landlords and developers.</p> <p><b>You can help</b> by implementing these changes in your own home and workspaces and encouraging others to do so. Here are some ideas of where to start:</p> <ul style="list-style-type: none"> <li>• Reduce your energy consumption by making your home or business more energy efficient – see whether you are eligible for free advice or a low cost loan with the Mayor of London's endorsed schemes RE:FIT<sup>12</sup> and RE:NEW<sup>13</sup>.</li> <li>• Find out whether your home is suitable for efficient electric heating such as a heat pump<sup>14</sup> – you may be eligible for payments through the Government's Renewable Heat Incentive<sup>15</sup> whose aim it is to increase low carbon heat in the UK.</li> </ul>
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<sup>11</sup> <https://www.merton.gov.uk/assets/Documents/Local%20Plan%202020%20-%20Vision%20and%20Strategic%20Objectives.pdf>

<sup>12</sup> <https://www.london.gov.uk/what-we-do/environment/energy/energy-buildings/refit/what-refit-london>

<sup>13</sup> <https://www.london.gov.uk/what-we-do/environment/energy/renew-0>

<sup>14</sup> <https://www.renewableenergyhub.co.uk/main/heat-pumps-information/>

<sup>15</sup> <https://www.ofgem.gov.uk/environmental-programmes/domestic-rhi>

- Switch your power supply to a 100% green tariff or green energy supplier. It may not cost you more than a standard tariff.
- Take part in the Mayor of London's Solar Together Scheme<sup>16</sup> by registering for high quality low-cost solar panels before 22 October.
- You could get paid for any low-carbon electricity you export to the grid, with the National Government's Smart Export Guarantee<sup>17</sup>.
- If you are interested in community energy please consider applying to the London Mayor's Community Energy Fund<sup>18</sup>.

#### Transport

Merton's roads support 600 million km of vehicle use per year<sup>19</sup>; the vast majority of which is run on fossil fuels. 72,000 vehicles are registered in Merton<sup>20</sup>, with 68% of residents owning at least one car or van. The number of petrol and diesel road vehicles in Merton will need to decrease by 2,400 every year to 2050.

**You can help** by avoiding using your car or replacing your petrol/diesel vehicle with a low carbon alternative. For short journeys, try leaving your car at home. Walking and cycling improves health and reduces your carbon footprint. To find or improve Merton's cycling routes go to Merton's cycling page<sup>21</sup>.

Electric vehicles are more popular than ever. Electric cars do not produce air pollution and have a much lower carbon footprint. To find an existing electric vehicle charging point or request one in your area go to the Power My Street website<sup>22</sup>.

Given that climate change is a global challenge, you should also consider how you travel outside the borough (e.g. take the train as a low carbon alternative to flying).

#### Waste and products

<sup>16</sup> <https://www.solartogether.co.uk/merton/home>

<sup>17</sup> <https://www.gov.uk/government/consultations/the-future-for-small-scale-low-carbon-generation>

<sup>18</sup> <https://www.london.gov.uk/what-we-do/environment/energy/london-community-energy-fund>

<sup>19</sup> [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/801266/tra8904.ods](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/801266/tra8904.ods)

<sup>20</sup> <https://data.merton.gov.uk/environment/>

<sup>21</sup> <https://www.merton.gov.uk/streets-parking-transport/cycling>

<sup>22</sup> <https://powermystreet.co.uk/>



	<p><b>You can help</b> by applying the following principles:</p> <ul style="list-style-type: none"> <li>• Buy local;</li> <li>• Reduce meat and dairy consumption;</li> <li>• Follow the principles of the waste hierarchy and avoid generating waste wherever possible (e.g. by avoiding unnecessary packaging);</li> <li>• Avoid buying surplus food; and</li> <li>• Collect food waste.</li> </ul> <p><u>Financial investments</u>  <b>You can help</b> by investing in sustainable products and services. Promote low carbon activities by ensuring that your pension fund, the money in your bank account, and any other personal investments sustainable investments.</p> <p><u>Green spaces</u>  <b>You can help</b> by planting trees on your property and encouraging others to do so. Please contact the Council if you are willing to become involved in a neighbourhood tree planting and maintenance effort or to use your property for tree planting.</p>
<p><b>‘Spotlight on’ a facility, community group, initiative etc. #1</b></p>	<p>Climate Emergency Working Group</p>
<p><b>‘Spotlight on’ a facility, community group, initiative etc. #2</b></p>	<p>SwopItUp</p>

<b>Priority 2</b>	<b>Building social capital to improve the environment of the borough</b>	<b>Sustainable Communities</b>
<b>Objectives</b>	<ul style="list-style-type: none"> <li>a very cross cutting approach – takes into consideration social capital in relation to environmental cleanliness, park management, street and Community Champions – linked to recycling, food and air quality</li> </ul>	
<b>Call to action</b>	Why is this is a priority? (Supported by data/statistics)	
<b>What happens if we do nothing?</b>		<b>What would it look and feel like if we succeed?</b>
<b>What have you said</b>	<b>Residents Survey 2019</b> <ul style="list-style-type: none"> <li>Why do you think you have not participated in any community activity in the last 12 months? I do not have the time due to other commitments – 69% It has never occurred to me to do it – 13% I do not feel I can make any difference to my local community – 6%</li> </ul>	
<b>We will</b>		
<b>What can you do?</b>		
<b>'Spotlight on' a facility, community group, initiative etc. #1</b>	'Spotlight on' sections will be woven into the community plan. Each 'spotlight' will detail the work a community group, VCO, individual, etc is doing and how that work is having an impact on the community. The 'spotlight on a facility' idea takes inspiration from the 2013 refreshed Merton plan, this made the report more engaging to read and provided valuable information about the community.	
<b>'Spotlight on' a facility, community group, initiative etc. #2</b>	Spotlight on' sections will be woven into the community plan. Each 'spotlight' will detail the work a community group, VCO, individual, etc is doing and how that work is having an impact on the community. The 'spotlight on a facility' idea takes inspiration from the 2013 refreshed Merton plan, this made the report more engaging to read and provided valuable information about the community.	

Priority 3	Tackling Diabetes	Health and Wellbeing Board
<b>Objectives</b>	Diabetes is a key priority for <a href="#">Merton Health and Wellbeing Board</a> (HWB). We have just launched a new Health and Wellbeing Strategy but are keeping a focus on tackling diabetes to maintain momentum. Whilst good work is taking place and our whole systems approach and Diabetes Truth Programme have been cited as good practice, it is important that momentum continues.	
<b>Call to action</b>	Approximately 6% (11,160) of the registered adult population within Merton Clinical Commissioning Group (CCG) is diagnosed with diabetes; a further 2% (2,585) are estimated to be undiagnosed, and 11% (18,450) have non-diabetic hyperglycaemia (pre-diabetes). In 2017, the HWB agreed to build upon its previous work on promoting child healthy weight and focus as a partnership on tackling diabetes. This followed a presentation to the Board by local GPs highlighting the unabated epidemic and insufficiency of trying to tackle diabetes as a medical problem only. In response, the Board agreed to adopt a 'whole system approach' across the life course, using the focus on diabetes as an exemplar for developing holistic care hand in hand with creating a healthy place. Both involve a strong focus on understanding what most matters to local people and actively engaging all partners across Merton whilst accepting and encouraging lessons learnt along the way.	
<b>What happens if we do nothing?</b> If nothing changes, it is estimated that the total diabetes prevalence will rise by 5,000 to over 18,000 or 9% of Merton's population over the next 10 years. Diabetes currently consumes approximately 10% of the overall NHS budget, and this too is projected to rise. The <a href="#">Annual Public Health Report</a> provides additional facts and figures.		<b>What would it look and feel like if we succeed?</b> The Tackling Diabetes Action Plan aims to create a healthy place where clinical services and prevention work effectively together to provide truly holistic care. Partners working proactively to address wider issues including mental health and healthy environments and collaboratively to ensure real ownership by the community.
<b>What have you said</b>	The <a href="#">Diabetes Truth Programme</a> ran from January to March 2018 with each, individual HWB member 'buddying up' with a Merton resident who had a lived experience of diabetes. Through a series of one to one conversations, members of the HWB gained an insight into the life and challenges that people at risk of, living with or caring for someone with diabetes face on a daily basis. This helped Board members identify the most important areas to focus on, made clear what matters to residents and also reinforced a commitment of the HWB to work with residents and communities as an integral part of the solution. This insight, alongside data analysis and a review of the evidence, aligned with partnership work led by Public Health and Merton Clinical Commissioning Group, has informed the development of the Tackling Diabetes Action Plan.  Community engagement to raise awareness of how diabetes can best be managed and prevented is continuing to support implementation of the Action Plan. Healthwatch Merton has also spoken with a	

	<p>number of BAME groups and MVSC plan further work in autumn 2019 and spring 2020 to gain better understanding of how people from South Asian and BAME backgrounds are coping with diabetes and to help support co-production of services with the voluntary and community sector.</p> <p>The innovative approach taken in Merton has been presented at a number of fora where it has been positively received. This includes the South West London Diabetes Steering Group, Merton CCG Patient Engagement Group and the South West London Clinical Senate Conference.</p> <p><b>CYP Survey 2018</b></p> <ul style="list-style-type: none"> <li>• To what extent do you agree or disagree with the following statements? There are too many unhealthy food and drink options (eg. fast food outlets) which makes it harder for young people to lead healthy lives in my area – strongly agree/agree – 52%</li> <li>There is too much advertising of unhealthy food and drink, which makes it harder for young people to lead healthy lives in my area – strongly agree/agree – 52%</li> <li>The cost of healthy food and drink makes it harder for young people to lead healthy lives in my area – strongly agree/agree – 54%</li> <li>My school supports me to lead a healthy life and have healthy habits (eg. to eat healthily and be physically active – strongly disagree/disagree – 29%</li> </ul>
<p><b>We will</b></p>	<p>The Tackling Diabetes Action Plan sets out high-level actions, under three overarching themes: clinical oversight and service improvement, holistic individual care and healthy place.</p> <p>It is not an exhaustive list of all activities and actions that contribute to tackling diabetes but contains a small number of high value actions that, when delivered together, are expected to have the most impact in Merton. Good progress against each of the three themes has been seen over the last six months, with key highlights including:</p> <p>Clinical oversight and service improvement –</p> <ul style="list-style-type: none"> <li>• A number of new services, including those for key communities e.g. Tamil and African Caribbean communities, are starting soon.</li> <li>• Holistic individual care -</li> <li>• An increase in uptake of the National Diabetes Prevention Programme, with Merton having the highest number of first appointments (285) from across South London between April 2019 and August 2019.</li> <li>• Healthy place -</li> <li>• The council has approved a revised advertising policy that will introduce restrictions on unhealthy food and drink (those high in salt, sugar and fat) in Merton, which mirror those introduced by Transport for London in February 2019.</li> <li>• Development of ‘Schools Neighbourhood Approach Pilot (SNAP)</li> </ul>

<p><b>What can you do?</b></p>	<p>There are a variety of actions that partners can take to keep the momentum on tackling diabetes:</p> <ul style="list-style-type: none"> <li>• Doing more to understand what matters to local people - gather patients' feedback on services and release the potential that community groups can have in Merton.</li> <li>• Advocacy and awareness raising around diabetes (and Child Healthy Weight), through a commitment to supporting World Diabetes Day (14th November 2019) and the Merton Year of Physical Activity, which will seek to enhance the awareness of the existing sport and physical activity offer in Merton.</li> <li>• 'Think diabetes in the workplace' and explore putting the policies and processes in place to make reasonable adjustments for staff members who are at risk of, or living with, diabetes so that they can attend structured education and prevention programmes (see <a href="https://healthinnovationnetwork.com/projects/think-diabetes-in-the-workplace/">https://healthinnovationnetwork.com/projects/think-diabetes-in-the-workplace/</a>)</li> <li>• Encourage staff members to innovate, actively work with community groups and work in partnership across organisations boundaries including on development of a network of Diabetes Champions.</li> <li>• Support MVSC in their three year programme, funded by the City Bridge Trust, to get a better understanding of how people from South Asian and BAME backgrounds are coping with diabetes, active co-production of service design and development and a subsequent review of services.</li> </ul>
<p><b>'Spotlight on' a facility, community group, initiative etc. #1</b></p>	<p><i>'Spotlight on' sections will be woven into the community plan. Each 'spotlight' will detail the work a community group, VCO, individual, etc is doing and how that work is having an impact on the community. The 'spotlight on a facility' idea takes inspiration from the 2013 refreshed Merton plan, this made the report more engaging to read and provided valuable information about the community.</i></p>
<p><b>'Spotlight on' a facility, community group, initiative etc. #2</b></p>	<p><i>'Spotlight on' sections will be woven into the community plan. Each 'spotlight' will detail the work a community group, VCO, individual, etc is doing and how that work is having an impact on the community. The 'spotlight on a facility' idea takes inspiration from the 2013 refreshed Merton plan, this made the report more engaging to read and provided valuable information about the community.</i></p>

Priority 4	Healthy Workplace across Merton	Health and Wellbeing Board
<b>Objectives</b>	It is being proposed to the Health and Wellbeing Board (HWB) at their meeting 8 <sup>th</sup> October that the first priority for action of the new Health and Wellbeing Strategy should be scaling up Healthy Workplace across Merton. Specifically, to encourage the development of healthy workplaces across Merton by scaling up commitment to the London Healthy Workplace Award.	
<b>Call to action</b>	<p>For those working in Merton the percentage of working days which are taken off for sickness is 1.3 (2015-17 PHOF). This is higher than the London average (1.0%) and the England average (1.1%). Merton is the 9<sup>th</sup> worst for this statistic when compared to the 32 London Boroughs and the City of London. The average worker in the UK works 40.2 hours a week, and this doesn't include time spent thinking about work. The Labour Force Survey 2017/18 showed that in recent years the rate of self-reported stress depression or anxiety has been steadily increasing.</p> <p>The London Healthy Workplace Award (LHWA) is an accreditation scheme led by the Mayor of London's Office and supported by Public Health England. It acts as a template for good practice and recognises London employers who invest in their employee's health and wellbeing. The scheme supports organisations of all sizes across public, private and voluntary sectors.</p> <p>The current award is an updated version of the London Healthy Workplace Charter, which ran between 2012 – 2018. The LHWA has been updated to incorporate the latest evidence on how best to promote health and wellbeing in the workplace. The award framework consisted of three pillars under which sits nine standards, each of which has criteria which must be met in order to achieve the Award. More information about the standards, the criteria for their achievement at each level of the Award, and the application process is available on the GLA website at <a href="https://www.london.gov.uk/sites/default/files/lhwa_overview_2019.pdf">https://www.london.gov.uk/sites/default/files/lhwa_overview_2019.pdf</a></p> <p>The rationale for choosing Healthy Workplace across Merton as a priority includes:</p> <ul style="list-style-type: none"> <li>• Unequivocal evidence of need - the rate of working days lost across Merton due to sickness absence is greater than in London or England as a whole.</li> <li>• Opportunity to apply the principles of the HWB including promoting fairness and community engagement.</li> <li>• Adding value to what can be achieved by individual organisations alone, through learning and contributing to wider local and regional work.</li> </ul>	
<b>What happens if we do nothing?</b>		<b>What would it look and feel like if we succeed?</b>
Not making time for stress relief at work can lead to a self-perpetuating problem - people become more and more stressed or even burnout, both of which can reduce productivity further. If we do		Working together we aim to create working environments where making the healthy choice is easy, from the food we eat to how we choose to travel from one place to another. We want to use workplaces to put in place interventions which will influence a large

nothing to improve workplace health we can expect to see increasing sickness absence rates and a less productive workforce in Merton.	number of individuals behaviours in a way that fits in with their daily routine. This in turn will create a more productive workforce and save costs for employers. Success will also mean more Merton organisations working for the accreditation for the London Healthy Workplace Award.
<b>What have you said</b>	<p>As part of the engagement programme on the Health and Wellbeing Strategy there was widespread stakeholder support for a focus on healthy settings and identification of key outcomes that can be delivered through healthy workplaces (e.g. better mental health, more active travel and more people eating healthy food). This fits with the HWBs agreed ways of working:</p> <ul style="list-style-type: none"> <li>• Reducing inequalities - checking that there is a good spread of organisations across Merton geographically and by type that embrace the healthy workplace agenda, and highlighting gaps</li> <li>• Prevention and Early Intervention - championing approaches such as education for staff with long term conditions e.g. diabetes (see diabetes section) and seasonal flu vaccination</li> <li>• Health in All Policies - promoting policy implementation in line with LHWA standard 1.</li> <li>• Community engagement - inviting business leaders, particularly where gaps have been highlighted, to engage with Board members, based on the positive experience of the Diabetes Truth programme</li> <li>• Experimenting and Learning – London Healthy Workplace Award is evidence based with the opportunity to develop links between Award criteria and Strategy key outcomes.</li> <li>• Think Family - promoting family friendly policies such as understanding for carers, flexible working and support for parents</li> </ul>
<b>We will</b>	TBC – following agreement as priority. Healthy Workplace with initial focus on mental health and active travel
<b>What can you do?</b>	<p>TBC – examples might include:</p> <ul style="list-style-type: none"> <li>• Raising awareness and use of the “Good Thinking” website and the wide range of resources it points users towards (<a href="https://www.good-thinking.uk">https://www.good-thinking.uk</a>). The website has been quality assured by the NHS and many of its resources are free for Londoners.</li> <li>• Undertaking training to become a mental health first aider. This 2-day training teaches people how to offer initial support to someone who is experiencing mental distress until appropriate professional help is received or until the crisis resolves. Employers who have included this within their staff development programme report benefits such as greater self-esteem and wider cultural changes.</li> </ul>

	<ul style="list-style-type: none"> <li>Seeking stakeholder support for a Merton Active Travel Awards scheme. This scheme would celebrate excellence and innovation amongst Merton employers for initiatives that reduce car use and encourage walking and cycling for work-related travel.</li> </ul>
<b>'Spotlight on' a facility, community group, initiative etc. #1</b>	<i>'Spotlight on' sections will be woven into the community plan. Each 'spotlight' will detail the work a community group, VCO, individual, etc is doing and how that work is having an impact on the community. The 'spotlight on a facility' idea takes inspiration from the 2013 refreshed Merton plan, this made the report more engaging to read and provided valuable information about the community.</i>
<b>'Spotlight on' a facility, community group, initiative etc. #2</b>	<i>'Spotlight on' sections will be woven into the community plan. Each 'spotlight' will detail the work a community group, VCO, individual, etc is doing and how that work is having an impact on the community. The 'spotlight on a facility' idea takes inspiration from the 2013 refreshed Merton plan, this made the report more engaging to read and provided valuable information about the community.</i>

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Priority 5	Serious violence	Safer Stronger
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• knife crime, drugs, public health model</li> </ul>	
<b>Call to action</b>	<p>Why is this is a priority?</p> <ul style="list-style-type: none"> <li>• Serious Violence is not only a priority for us in Merton, but across London. The Mayor's Office as a result has set up a dedicated unit to tackle violence reduction. The unit will seek to reduce all types of violence following the approach used by Public Health which seeks to look at the underlying causes of offending.</li> <li>• Based on the rolling 12 months at the end of July 2019 there had been an increase of 29% in knife offences, compared to the previous 12 months.</li> <li>• Upward trend in the % of the public who feel that knife crime is a problem (Public Attitude Survey)</li> <li>• A need to better understand and tackle the links between drugs and violence both in terms of violent offences being committed by those under the influence of drugs and violence involving drug dealing and gang activity.</li> </ul> <p>(<a href="https://www.london.gov.uk/what-we-do/mayors-office-policing-and-crime-mopac/data-and-statistics/weapon-enabled-crime-dashboard">https://www.london.gov.uk/what-we-do/mayors-office-policing-and-crime-mopac/data-and-statistics/weapon-enabled-crime-dashboard</a>)</p>	
<b>What happens if we do nothing?</b>	<b>What would it look and feel like if we succeed?</b>	
Serious Violence and the associated links to knife crime and drugs may increase. Public confidence in partner agencies may be affected and fear of crime due to increase press coverage may increase.	Safer borough in terms of the number of offences and a reduction in fear of crime.	
<b>What have you said</b>	<p><b>Residents Survey 2019</b></p> <ul style="list-style-type: none"> <li>• The things that you value the most in Merton It is safe and there are low-levels of crime – 48%</li> <li>• Thinking about this local area, how much of a problem do you think each of the following is... People using or dealing drugs - A fairly big problem/a very big problem - 20%</li> </ul> <p><b>CYP survey 2018</b></p> <ul style="list-style-type: none"> <li>• What most needs improving about Merton? Amount of crime – 28%</li> <li>• I feel safe in my local area – Disagree/strongly disagree – 17%</li> <li>• Thinking about your local community, what issues most concern you? – Crime - 33% Drug dealing and drug use - 22%</li> </ul>	

	<ul style="list-style-type: none"> <li>• 29% of young people aged 11-17 reported gangs as one of their top 3 concerns (Residents Survey 2017)</li> <li>• 27.5% of respondents chose 'Amount of Crime' as one of the things most needing improvement in Merton. (Residents Survey 2017)</li> </ul> <p><b>Responses to engagement</b></p> <ul style="list-style-type: none"> <li>• We will also have the results of our Community Safety Survey – (we are currently at about 550 responses with another 4 weeks to go)</li> <li>• Public Attitude Survey (administered by MOPAC)</li> </ul>
<b>We will</b>	<p>Work in partnership to...</p> <ul style="list-style-type: none"> <li>• support victims of crime, particularly those who are vulnerable.</li> <li>• address offending, for example looking at diversion schemes</li> <li>• design out drug related crime through environmental projects</li> <li>• develop the intelligence picture of serious violence on the borough, to better understand the problems that need to be addressed.</li> <li>• develop relevant plans and strategies to monitor activity and share best practise with colleagues across London.</li> </ul>
<b>What can you do?</b>	<ul style="list-style-type: none"> <li>• Ensure that crime or intelligence is reported to the Police or Crime Stoppers if you prefer to notify someone anonymously.</li> </ul>
<b>'Spotlight on' a facility, community group, initiative etc. #1</b>	<ul style="list-style-type: none"> <li>• Knife Crime?? – Work on the knife crime plan (or an action from the plan??)</li> <li>• Drug related crime?? ( to be developed as the work on the strategy begins to develop)</li> </ul>
<b>'Spotlight on' a facility, community group, initiative etc. #2</b>	<p>Spotlight on' sections will be woven into the community plan. Each 'spotlight' will detail the work a community group, VCO, individual, etc is doing and how that work is having an impact on the community. The 'spotlight on a facility' idea takes inspiration from the 2013 refreshed Merton plan, this made the report more engaging to read and provided valuable information about the community.</p>

<b>Priority 6</b>	<b>ASB ENFORCEMENT</b>	<b>Safer Stronger</b>
<b>Objectives</b>	Take action against non-law abiding citizens	
<b>Call to action</b>	There has been an increase of ASB complaints both to the Police and the council. There were 1166 complaints to the council in the financial year 2018/19 compared with 787 in 2017/18.	
<b>What happens if we do nothing?</b>	<b>What would it look and feel like if we succeed?</b>	
Increase in crime/ASB Increase in fear of crime/ASB Residents distrust of partners	Safer borough Reduction in fear of crime/ASB Residents trust in partners will increase	
<b>What have you said</b>	<p><b>Residents Survey 2019</b></p> <ul style="list-style-type: none"> <li>Thinking about this local area, how much of a problem (a fairly big problem/a very big problem) do you think each of the following is... ASB - 20% Vehicle Crime – 23% People being drunk or rowdy in public places – 13% Groups hanging around the streets – 15%</li> </ul> <p><b>CYP Survey 2018</b></p> <ul style="list-style-type: none"> <li>Thinking about your local community, what issues most concern you? Bad behaviour - 17% Bullying - 14%</li> <li>Which of the following will most encourage you to stay in Merton when you finish your education/training? An area I feel safe in – 23%</li> </ul> <p><b>Responses to engagement</b></p> <ul style="list-style-type: none"> <li>We will also have the results of our Community Safety Survey – (we are currently at about 550 responses with another 4 weeks to go)</li> <li>Public Attitude Survey (administered by MOPAC)</li> </ul>	
<b>We will</b>	Promote awareness of ASB and how to report it Deal with every complaint Work with partners to support victims Enforce against perpetrators using various legislation	
<b>What can you do?</b>	Report ASB to Safer Merton	

	Be willing to support enforcement action e.g. impact statements
<b>'Spotlight on' a facility, community group, initiative etc. #1</b>	<p>Street drinking- Merton has a street drinking public space protection order under the ASB, Crime and Policing Act 2014. It deals with anti-social drinking in public spaces. Safer Merton and the Police have been enforcing the order with a focus on Mitcham town centre. This has caused a visible reduction in street drinking in the town centre.</p> <p>Prostitution- Working in partnership with the Police, Safer Merton has identified the modus operandi of individuals running illegal brothels in the borough. Using the ASB, Crime and Policing Act 2014, we have managed to identify and shut down five (5) brothels so far between 2018/19.</p>
<b>'Spotlight on' a facility, community group, initiative etc. #2</b>	'Spotlight on' sections will be woven into the community plan. Each 'spotlight' will detail the work a community group, VCO, individual, etc is doing and how that work is having an impact on the community. The 'spotlight on a facility' idea takes inspiration from the 2013 refreshed Merton plan, this made the report more engaging to read and provided valuable information about the community.

<b>Priority 7</b>	<b>Getting involved, having a say</b>	<b>Children and Young People's Trust</b>
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Promote the voice of children, YP and families using the Participation Promise and 'The Merton Pledge'</li> <li>Engage YP in decisions affecting them through regular consultation feedback</li> <li>Recognise children and YP's people's voices as active contributors to services</li> <li>Improve access to volunteering and other opportunities</li> <li>Ensure user voice feedback is heard and shapes service improvement</li> </ul>	
<b>Call to action</b>	<p>Children and young people want to be included more on decisions affecting them.</p> <p>Over 67% would like to volunteer in their local community.</p> <p>Over 3,000 young voices have been heard through consultation, focus groups and youth-led activity to inform service delivery.</p>	
<b>What happens if we do nothing?</b>		<b>What would it look and feel like if we succeed?</b>
		<p>Young people engaged in decisions affecting them and involved in regular consultation and feedback.</p> <p>Children and young people's voices recognised as active contributors, where they can have a real influence on decisions being taken that effects them, and shape service improvement.</p> <p>Improved access for children and young people to volunteering and other opportunities.</p>
<b>What have you said</b>	<p><b>Residents Survey 2019</b></p> <ul style="list-style-type: none"> <li>Merton Council...Involves Residents when making decisions? Not at all – 12% Not very much – 35%</li> <li>To what extent do you think Merton Council acts on the concerns of local residents? Not very much – 26%</li> </ul> <p><b>CYP Survey 2018</b></p> <ul style="list-style-type: none"> <li>What most need improving in the London Borough of Merton? Things for young people to do – 30%</li> </ul>	

	<ul style="list-style-type: none"> <li>• To what extent do you agree or disagree that you feel part of your local community? Strongly disagree/disagree – 13% Don't know – 36%</li> <li>• I feel supported to make decisions about my future Strongly disagree/disagree – 6% Don't know – 19%</li> </ul>
<b>We will</b>	<ul style="list-style-type: none"> <li>• Launch the Participation Promise across the Children's Trust</li> <li>• Continue to engage with children and young people via School Councils and other forums</li> <li>• Health in Justice Peer Leaders to embed the working influence / have a voice in the Youth Crime Prevention Executive Board and service delivery</li> <li>• Continue to use a range of feedback mechanisms and outcome maps to ensure that 'user voice' informs and influences service activity and development</li> <li>• Increase volunteering through Duke of Edinburgh Awards and other identified avenues</li> <li>• Recruit parent volunteers to deliver the parent led Empowering Parents Empowering Communities (EPEC) programme</li> <li>• Build and embed young people's voice in commissioning activities, e.g. via the Young Commissioners Group</li> </ul>
<b>What can you do?</b>	<ul style="list-style-type: none"> <li>• Use of young advisors and young inspectors</li> <li>• Fire Cadets – BTEC</li> <li>• Dof E</li> <li>• Police Cadets</li> <li>• Scout Groups</li> <li>• Wood Craft Folk</li> <li>• Endeavour Youth Club</li> </ul>
<b>'Spotlight on' a facility, community group, initiative etc. #1</b>	<p>'Spotlight on' sections will be woven into the community plan. Each 'spotlight' will detail the work a community group, VCO, individual, etc is doing and how that work is having an impact on the community. The 'spotlight on a facility' idea takes inspiration from the 2013 refreshed Merton plan, this made the report more engaging to read and provided valuable information about the community.</p>

**'Spotlight on' a facility, community group, initiative etc. #2**

'Spotlight on' sections will be woven into the community plan. Each 'spotlight' will detail the work a community group, VCO, individual, etc is doing and how that work is having an impact on the community. The 'spotlight on a facility' idea takes inspiration from the 2013 refreshed Merton plan, this made the report more engaging to read and provided valuable information about the community.

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**Priority 8: My Merton (Children's Trust)**

<b>Priority 8</b>	<b>My Merton – connection with family, friends and the community</b>	<b>Children and Young People's Trust</b>
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Work to support partners to make Merton a place where children and YP feel they belong, stay safe and thrive</li> <li>• Work with partners to encourage the involvement of young people in environmental design incl. the development of youth friendly spaces</li> <li>• Work with partners to challenge poor air quality surrounding youth friendly spaces and schools</li> </ul>	
<b>Call to action</b>	Children and young people are mostly positive about their social and community experiences, but air quality and litter needs improving, while traffic was a key issue of concern. Access to public transport is a challenge for young people.	
<b>What happens if we do nothing?</b>	<b>What would it look and feel like if we succeed?</b>	
	<p>Merton will be a place where children and young people feel they belong, stay safe and thrive.</p> <p>Partners across the Children's Trust will be working together to ensure that young people are involved in environmental design, including the development of youth friendly spaces</p> <p>Air quality will be improved around youth friendly spaces and schools.</p> <p>Improved access to the Local Offer and a broadened awareness of the range of opportunities available in Merton for Children and Young People.</p>	
<b>What have you said</b>	<p><b>CYP Survey 2018</b></p> <ul style="list-style-type: none"> <li>• To what extent do you agree or disagree that there are enough places for you to socialise with your friends? Strongly disagree/disagree – 21%</li> <li>• To what extent do you agree or disagree that you would like to stay in Merton when you finish your education/training? Strongly disagree/disagree – 30% Don't know – 37%</li> </ul>	



	<ul style="list-style-type: none"> <li>• Which of the following will most encourage you to stay in Merton when you finish your education/training? Affordable housing – 29% Friends and family who live in or near the area – 31% Good job prospects – 18%</li> </ul> <p><b>Responses to engagement</b></p> <ul style="list-style-type: none"> <li>• 23% of Merton Care Leavers were identified as having low well-being. (Bright Spots, 2018)</li> <li>• Almost half of young people 'rarely' or 'never' felt lonely. Around a quarter were 'always' or 'sometimes' lonely. (CYPP Consultation, 2019)</li> </ul>
<b>We will</b>	<ul style="list-style-type: none"> <li>• Implement Contextual Safeguarding through engagement of schools and community sites</li> <li>• Develop social infrastructure to encourage community engagement specifically for children and young people</li> <li>• Engage children and families in Mitcham in historical and natural heritage through the Canons Project to foster local pride</li> <li>• Monitor air quality(including audit work) for all schools in the borough to reduce exposure to toxic pollution levels</li> <li>• Deliver the Schools Streets Project (Superzones) to restrict vehicle movement outside school entrances</li> <li>• Promote the use of the Merton Local Offer to families and children with SEN and/or disabilities and to professionals</li> <li>• Promote and encourage use of the 'Getting It On' website to promote positive life-style choices and access to services</li> <li>• Develop a Local Offer for young people mapping crime prevention services</li> </ul>
<b>What can you do?</b>	Work with partners to encourage the involvement of young people in environmental design including the development of youth friendly spaces

<p><b>'Spotlight on' a facility, community group, initiative etc. #1</b></p>	<p>'Spotlight on' sections will be woven into the community plan. Each 'spotlight' will detail the work a community group, VCO, individual, etc is doing and how that work is having an impact on the community. The 'spotlight on a facility' idea takes inspiration from the 2013 refreshed Merton plan, this made the report more engaging to read and provided valuable information about the community.</p>
<p><b>'Spotlight on' a facility, community group, initiative etc. #2</b></p>	<p>'Spotlight on' sections will be woven into the community plan. Each 'spotlight' will detail the work a community group, VCO, individual, etc is doing and how that work is having an impact on the community. The 'spotlight on a facility' idea takes inspiration from the 2013 refreshed Merton plan, this made the report more engaging to read and provided valuable information about the community.</p>

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

**Date:** 13 November 2019

### **Subject:** Shared services update

Lead officer: Caroline Holland, Director of Corporate Services

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

Contact officer: Edmund Wildish, Head of Continuous Improvement

edmund.wildish@merton.gov.uk

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### **Recommendations:**

- A. That the Overview and Scrutiny Commission review the information update on shared services (see Appendix A) and decide whether it wishes to undertake further scrutiny of shared services and, if so, how.
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## **1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY**

- 1.1. Appendix A provides a list of the current shared services arrangements that the council has entered into. This information has been provided at the request of the Commission so that it may review the situation and decide whether it wishes to undertake further scrutiny of shared service development.

## **2 BACKGROUND**

- 2.1. This issue has been scrutinised previously – there were two task group reviews in 2016-17, one on shared services and the second on outsourced services, which examined how different models of service delivery work and made recommendations to stimulate a more consistent and rigorous approach to selecting delivery models and challenging officers on the most appropriate model for each service.
- 2.2. The task group received information on existing shared services and had in depth discussion with a number of service managers to understand the issues involved in deciding whether a shared service approach would be the optimum for the service.
- 2.3. In response to a specific recommendation on shared services, the council developed a toolkit for officers to use when considering whether to move to shared service arrangements, signposting to existing resources and expertise within the council and externally. This was shared with the Commission at its meeting in February 2018.
- 2.4. As part of the topic suggestion campaign earlier this year, the Conservative Group suggested that the Commission could carry out a review of further shared service opportunities against best practice of other councils to save costs.

- 2.5. The Commission, at its meeting on 4 July 2019, therefore agreed to request an updated list of shared services so that it could then decide how it wished to pursue the matter. Options include a formal report to the Commission or delegation to the financial monitoring task group.

### **3 ALTERNATIVE OPTIONS**

The Commission is asked to discuss the information and decide whether it wishes to undertake further scrutiny and, if so, how.

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

- 4.1. Not applicable.

### **5 TIMETABLE**

- 5.1. Not applicable.

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

- 6.1. There are no property or resource implications at this time.

### **7 LEGAL AND STATUTORY IMPLICATIONS**

- 7.1. None for the purposes of this report.

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

- 8.1. None for the purposes of this report.

### **9 CRIME AND DISORDER IMPLICATIONS**

- 9.1. None for the purposes of this report.

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

None for the purpose of this report.

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

Appendix A – List of shared services, October 2019

### **12 BACKGROUND PAPERS**

- 12.1. None



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Dir	Area	Service	Arrangement	Governance
C&H	ASC	Shared Social Care Emergency Duty System	Joint working arrangement - LBM, LBR, LBS, LBW, RBK Richmond is the Host Authority The current agreement started in July 2014, with 12 months' notice period by any of the boroughs The agreement allows for an annual review of the service with the liaison officers of each borough –we shall be reviewing the service in early 2020	
CS	Governance	Internal audit	Shared by way of a collaboration agreement - LBM, LBRUT, LBS, RBK, LBW LBRUT is the host authority. The shared service continues until termination provisions are implemented in accordance with the agreement. Staff are TUPE'd - work for SSA	Shared Service Board which comprises of the Director of Resources and Deputy Chief Executive of Richmond and Wandsworth, Strategic Director of Resources for Sutton, Director of Corporate Services for Merton and Director of Corporate and Commercial and/or Assistant Director of Corporate Governance from Kingston. The Head of the Shared Audit Service is required to attend but does not have a vote. There are no councillors on the Shared Service Board.
CS	Governance	Legal	Shared by way of a collaboration agreement - LBM, LBRUT, LBS, RBK, LBW LBM is host authority The shared service continues until termination provisions are implemented in accordance with the agreement. Staff are TUPE'd – work for LBM	Governance Board which comprises of the Director of Corporate Services from Merton, the Assistant Chief Executive from the SSA (Richmond & Wandsworth), the Strategic Director of Resources from Sutton and the Director of Corporate & Commercial from Kingston. The Assistant Director of Corporate Governance and Joint Head of Legal Services from Merton and the Monitoring Officer from Kingston are required to attend but do not have a vote. There are no councillors on the Governance Board
CS	Governance	Merton & Sutton Joint Cemetery board	Joint Venture - Small Authority	Merton and Sutton have rights to the net assets of the arrangement. A separate legal entity has been set up however its operation is not material. The Board is made up of equal numbers of Merton and Sutton officers who make joint decisions in the interest of MSJCB. No financial contribution from Merton & Sutton for operations. MSJCB owes Merton/Sutton (50% each) for capital loan – repayments annual.
CS	Governance	North East Surrey Crematorium Board (LBM, LBS, LBW)	Joint operation for the purpose of profit sharing	The crematorium is administered by the North East Surrey Crematorium Board (NESCB), comprised of Councillors from Merton, Sutton and Wandsworth Borough Councils. The crematorium runs on a surplus, which is apportioned, back to the three Authorities. Merton does not make any contributions.
CS	Governance	SW London Fraud Partnership (LBW, LBS, LBR, RBK and LBM)	Joint Operation for the purpose of cost sharing	Partnership led by Wandsworth Council.
CS	HR	Payroll IT system	Shared - LBM, LBS, RBK, Afc LBS is host authority In October 2009 Merton HR employees TUPE'd to Sutton	Joint Governance Board with directors under collaboration agreement
CS	Resources	Bailiffs service	Joint working arrangement - LBM, LBS LBM staff only Sutton pays a contribution to cover running costs and share surplus (note this is a self financed service) Rolling contract with minimum notice time to drop out Arrangement is open to new member (but it will require a re-negotiation of the redistribution of the surplus)	The board is comprised of Director of Corporate Services for both Councils and Head of Revenues and Benefits for both

CS	Resources	Pensions IT system / Pensions service	LBM purchase them from LB Wandsworth, as part of a contractual delegation under S.101 of the 1972 Local Government Act	Managed by LBM as a commissioned service
CSF	Children & young people	Adoption recruitment	Pooled resources - LBRuT, RBK, LBS, LBM. Joint Operation for the purpose of cost sharing.	Sponsoring Group - Directors of the four agencies . Strategic Board – heads of service. Operational Group – team managers.
CSF	Children & young people	Out of hours children’s social care duty service	4 boroughs. Hosted by Sutton	Operational board at service manager level with escalations through Assistant Directors
CSF	Children & young people	School governors	Shared management agreement- LBM, LBS LBM is host authority and invoices Sutton for the agreed costs	The authorised officers for the service are: LB Merton: Head of School Improvement LB Sutton: Head of Improvement and Support. There are no elected members involved
CSF	Children & young people	Travellers education service	Shared - LBM, LBS Sutton is host authority	TBC
E&R	Environment	Building Design Consultancy Framework	Shared - LBM, LBR, LBS	Not currently in place. Something similar has been set up by an individual authority in London but it is an arms length company due to potential conflict of interest issues
E&R	Environment	Building Control	Exploring options and potential shared service elements amongst other options. LABC completing review with Merton Sutton and Kingston	TBA
E&R	Environment	Regulatory services (ie Environmental Health/Trading Standards and Licensing)	Shared service currently consisting of LBM, LBR and LBW and operational since August 1st 2014. Service hosted and led by Merton. LBR & LBW staff TUPE’d	The governance for the shared regulatory service consists of (1) a management board and (2) a joint regulatory committee.  The management board consists of Chris Lee, Cath James, Nick Steevens and Paul Chadwick (a Director at Wandsworth & Richmond).  The Joint Regulatory Committee consists of six councillors, two from each Council. The make-up is as follows: <ul style="list-style-type: none"> <li>• Cllr Tobin Byers</li> <li>• Cllr Caroline Cooper-Marbiah</li> <li>• Cllr P Ellis (Wandsworth)</li> <li>• Cllr P Walker (Wandsworth)</li> <li>• Cllr H Lee (Richmond)</li> <li>• Cllr M Elengorn (Richmond)</li> </ul>



E&R	Environment	South London Waste Partnership	<p>Disposal - jointly procured disposal contracts.</p> <ul style="list-style-type: none"> <li>- Phase A, delivering cost effective waste disposal contracts.</li> <li>- Phase B the procurement of a longer term more sustainable waste disposal solution diverting residual waste from landfill.</li> </ul> <p>Environmental services Phase C - a joint procurement for a number of environmental services, namely:</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> <li>- Green spaces, principally grounds maintenance</li> </ul>	<p>Legally binding inter authority agreement between LBM, LBS, RBK, LBC</p> <p>The governance structure for the partnership currently comprises of: Management Group (MG). Lead officers from each authority and chaired on an annual rotational bases. This is supported by both strategic, and project management roles employed by the Partnership.</p> <p>Joint Waste Committee (JWC) this is made up of Cabinet and Executive Members from each of the 4 boroughs. This group is responsible for all key decisions made on behalf of the Partnership, relating to Waste Disposal functions delegated by the individual boroughs to the Committee.</p> <p>The Joint Procurement of waste collection and other environmental services is overseen by the SLWP Strategic Steering Group (SSG), comprised of the four boroughs' Environment Directors, A representative of the four boroughs' Financial Directors and currently chaired by the Chief Executive of Merton (the Chair role rotates on an annual basis every June)</p>
E&R	Environment	Wandle Valley Regional Park CE	LBM, LBW, LBS, LBC Arm-length body	<p>WVRPT is not a shared service. We have two members who are trustees of the Trust but they do not represent the authority in itself, albeit that they are nominated to serve on the trust by LBM under the current governance arrangements. There are a number of trustees of the Trust who represent the four constituent local authorities (two per Borough) and a number of other relevant organisations, including the National Trust, the Environment Agency, the Wandle Forum and others</p>

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**Committee:** Overview and Scrutiny Commission

**Date:** 13 November 2019

**Subject:** Cabinet response and action plan – scrutiny task group review of road safety around schools in Merton

Lead officer: Chris Lee, Director for Environment and Regeneration

Lead members: Councillor Martin Whelton, Cabinet Member for Regeneration, Housing and Transport; Councillor Eleanor Stringer, Cabinet Member for Schools and Adult Education

Contact officer: Mitra Dubet, Commissioning Manager [mitra.dubet@merton.gov.uk](mailto:mitra.dubet@merton.gov.uk)

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**Recommendations:**

- A. That the Overview and Scrutiny Commission consider the Cabinet response and action plan setting out how the agreed recommendations of the scrutiny task group review of road safety around schools in Merton will be implemented.
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**1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY**

- 1.1. The purpose of this report is to set out the executive response and action plan to the Overview and Scrutiny Commission to demonstrate how the agreed recommendations of the road safety around schools scrutiny task group will be implemented, and the associated responsible officers and timescales.
- 1.2. The detail of the response and action plan is set out in Appendix A.

**2 BACKGROUND**

- 2.1. At their meeting on 15 July 2019 Cabinet noted the report of the scrutiny task group review and agreed that the recommendations of the task group would be responded to through an action plan that should be reported back to Cabinet in the first instance.
- 2.2. Cabinet received the action plan at its meeting on 14 October and agreed that it should be submitted to the Overview and Scrutiny Commission – the Cabinet response and action plan and covering report are set out in Appendix A.

**3 EXECUTIVE RESPONSE**

- 3.1. The report to Cabinet is produced in full in Appendix A and sets out the task group's recommendations, the initial response and action planned, together with dates and the responsible officer.

**4 ALTERNATIVE OPTIONS**

None for the purposes of this report.

**5 CONSULTATION UNDERTAKEN OR PROPOSED**

5.1. In carrying out its review, the task group consulted local residents, headteachers and council officers.

## **6 TIMETABLE**

6.1. The timetable for implementation of the task group's recommendations is set out in Appendix A.

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

7.1. None for the purposes of this covering report..

## **8 LEGAL AND STATUTORY IMPLICATIONS**

8.1. None for the purposes of this report.

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

9.1. None for the purposes of this report.

## **10 CRIME AND DISORDER IMPLICATIONS**

10.1. None for the purposes of this report.

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

None for the purpose of this report.

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

Appendix A – executive response and action plan

## **13 BACKGROUND PAPERS**

None

**Cabinet****14<sup>th</sup> October 2019**

Wards: All

**Subject: Road Safety around schools - Task Group Recommendations**

Lead officer: Chris Lee, Director of Environment &amp; Regeneration

**Lead member:** Councillor Martin Whelton, Cabinet Member for Regeneration Environment & Housing

Councillor Eleanor Stringer, Cabinet Member for Schools &amp; Adult Education

Contact officer: Mitra Dubet, Commissioning Manager [mitra.dubet@merton.gov.uk](mailto:mitra.dubet@merton.gov.uk)

Reason for urgency: The chair has approved the submission of this report as a matter of urgency as it provides the responses to the recommendations made by the Task Group.

**Recommendations:**

- A. That the Cabinet discuss and comment on the executive response to the recommendations of the Scrutiny Task Group review of road safety around schools.

**1 PURPOSE OF REPORT**

- 1.1. The purpose of this report is to detail the School Road Safety Scrutiny Task Group's findings and recommendations. It also sets out officers' response to the recommendations made by the Task Group.

**2 BACKGROUND**

- 2.1 The task group was set up in 2018 in order to review the safety of pupils; the aspects of road design; personal behaviour and enforcement activities that are currently affecting road safety in the vicinity of schools and to make recommendations that would help create a safer walking environment during school run periods and to encourage a change in behaviour.
- 2.2 During its review, the task group also identified the need to consider the wider policy context of public health concern about child and adult obesity and air quality. The need for an approach in partnership working between the various teams within the organisation and its partners has been acknowledged.
- 2.3 As part of its review, the Task Group held 5 formal meetings; carried out consultation / engagement with Head Teachers; carried out an on-line engagement with local residents and parents and considered activities in other boroughs.
- 2.4 Upon the completion of its review, the Task Group made a number of recommendations that are set out in table 1 in section 3 of this report. The table also sets out an executive response to each recommendation.

2.5 Whilst this report focuses on how the Council can improve road safety, specifically outside schools and build on good current practice, it is worth noting that road safety in Merton is considered to be good. This is evidenced by:-

- the low numbers of concern raised by the majority of schools and parents. Annually, the borough’s Senior Road Safety & School Travel plan officer offers every school, road safety and cycle training as well as support for developing and progressing school STARS travel plan. Very few schools ever raise road safety as an issue and when they do, every effort is made to address those concerns.
- Numbers of recorded personal injury accidents involving school children outside schools. According to the latest confirmed data involving pedestrian accidents involving children between 0 and 15 year of age in 2018, there have not been any personal injury accidents within the vicinity of a school within school term times. However, there were 5 personal injury accidents involving this age group not within the vicinity of a school. Given the little information available (time and dates) a safe assumption is being made that these pupils were making their way to or from a school nearby. Contributory factors appear to be that these injured pupils did not use the available controlled / uncontrolled crossings and were careless when crossing the road. This type of accidents are often addressed through additional road safety training with the injured pupil’s school.
- The Council is monitored and audited by TfL who provide funding for our programmes and Merton has an excellent reputation for delivering its road safety programmes which results in a continuous annual financial support from TfL.

### 3 EXECUTIVE RESPONSE

3.1 Officers have considered in detail the findings of the review and resulting recommendations. They would like to record their thanks to the Task Group for their comprehensive research and constructive recommendations.

3.2 Consideration of safety, air quality, Education, Health and enforcement will be invaluable in strengthening the council’s approach in this important area.

3.3 In developing an executive response, Officers have focused on the outcomes that the commission is seeking to achieve.

#### 3.4 Task group’s recommendations & Executive Response

**Table 1**

Task group’s recommendations	Responsible decision making body	Executive Response
<b>Recommendation 1</b> (paragraph 15 )		
We recommend that the Sustainable Communities Overview and Scrutiny Panel should receive progress updates on the Local Implementation Plan at key points so that members can champion this work.	Sustainable Communities Overview and Scrutiny Panel	Agreed
<b>Recommendation 2</b> (paragraph 48)		

<p>We recommend that Cabinet agree to continued work by the Traffic and Highways team to provide road safety training to pupils, support schools to join the Transport for London STARS accreditation programme and to develop STARS travel plans.</p>	<p>Cabinet</p>	<p>Agreed</p> <p>The council will be seeking additional support from TfL to facilitate a higher level of Gold Stars and progress engaging schools to Bronze level</p> <p>For all the activities currently undertaken by the team please see appendix 1</p>
<p><b>Recommendation 3</b> (paragraph 49)</p>		
<p>We strongly recommend that all schools should have up-to-date STARS travel plans and that where possible, these should include the provision of space for the safe storage of pupils' bicycles and scooters.</p>	<p>Children, Schools and Families</p>	<p>Agreed</p> <p>Children, Schools and Families will continue to recommend this to schools. Schools will need to be supported by Environment and Regeneration in order to develop their travel plans, and any capital investment in storage facilities would have to come from schools themselves, which would be a matter of prioritisation with other competing capital costs for the schools.</p>
<p><b>Recommendation 4</b> (paragraph 50)</p>		
<p>We recommend that Cabinet ask the Traffic and Highways team to: 1) investigate an initiative taken by a school in Hillingdon whereby the STARS accreditation data collection is led by pupils, which has made the process less onerous for school;</p> <p>2) discuss with the Head of Parking Services the feasibility of using parking enforcement officers to assist with a light touch data collection method that would complement their role when they are working in the vicinity of a school.</p>	<p>Cabinet</p>	<p>Agreed</p> <p>We already work with schools in terms of Junior Travel Ambassadors in terms of promoting Road safety and Healthy life style programmes. This involves working with the borough's senior Road Safety officer who is also the school travel plan officer in collecting data and campaigns.</p> <p>Parking Services have a number of Civil Enforcement Officers who attend schools on a regular basis to enforce. If monitoring or counting activity will assist schools to collect data, the use of CEOs is a viable option.</p>
<p><b>Recommendation 5</b> (paragraph 51)</p>		
<p>We recommend that Cabinet investigate the most effective way to enable one or two council officers to work directly with schools on setting up, implementing and monitoring the STARS accreditation scheme. This may be possible within existing resources or it may be through the use of some of the monies raised from the new parking charges scheme.</p>	<p>Cabinet</p>	<p>Agreed</p> <p>The borough's Senior Road Safety officer who is also the school travel plan officer regularly meets each school travel plan champion to help with the STARS and provides support when required. however, the challenge is obtaining and retaining commitment from schools.</p>

		Annually, every school is invited to a training session.
<b>Recommendation 6 (paragraph 54)</b>		
<p>We recommend that that Cabinet should produce an information sheet for parents to encourage a reduction in the use of cars for the school run. This sheet should be no longer than two sides of A4 and should be sent to all schools in the borough (including private schools). The information provided should include:</p> <ul style="list-style-type: none"> <li>• Context – admissions data shows that 80% of primary school pupils live within a 20 minute walk to school; research on the impact on air quality of leaving the engine idling; health benefits of walking and cycling</li> <li>• Safer walking and cycling routes – links to websites and Apps that help parents identify walking route away from main roads that is less busy and less polluted</li> <li>• Being visible – advice on high visibility clothing and other safety equipment for pedestrians and cyclists</li> <li>• Other options– links to websites on local public transport to and Apps such as “lift angel” to promote car sharing</li> </ul>	Cabinet	<p>Agreed</p> <p>Given the number of parents and schools and the costs involved, the process of providing leaflets is cost prohibitive and there is no funding identified for this (not to mention the impact on the environment).</p> <p>However, the Council can provide the information that schools can publish on their webpage and refer parents to their website.</p> <p>As part of the cycle and Child pedestrian training, the Council does provide high visibility resources such as vests &amp; arm bands. But this is subject to schools accepting the Council’s offer of training.</p>
<b>Recommendation 7 (paragraph 61)</b>		
<p>We recommend that Cabinet should provide advice to schools on:</p> <ol style="list-style-type: none"> <li>a) how to set up a walking bus, including information on the legal situation in the event of an accident</li> <li>b) what steps the school could take to “employ” a school crossing patrol (lollipop man/woman).</li> </ol>	Cabinet  Children, Schools and Families	<p>Agreed (in part)</p> <p>a) The Council does support schools in establishing a walking bus. We provide training and all the necessary materials. We identify the drop off / pick up points and assess the walking route. All the necessary risk assessments are undertaken by the relevant officers. The school however does need to manage and operate the activity. In the event of an accident, the onus is on the road user. The case Law is clear that road users are expected to use the road as they find it. In case of young children, the responsibility does fall onto the supervising adult.</p> <p>b) Not agreed by Children, Schools and Families</p> <p>Our understanding is that schools cannot directly employ a school crossing patroller, because only an employee of the local authority can lawfully close the highway. Therefore, if</p>



		schools wished to fund the deployment of a school crossing patroller, the Council will need to make arrangements to employ these staff members, subject to schools committing to fund them. Experience shows that these roles have become less and less desirable over time, because of their short hours and split shift. Careful consideration would need to be given as to whether the council is in a position to make such arrangements on behalf of schools, or to fulfil them if agreed.
<b>Recommendation 8</b> (paragraph 73)		
We recommend that Cabinet ask the Traffic and Highways Team to give careful consideration on a school by school basis of the feasibility and benefits of creating or enlarging a “drop and go” area to decrease traffic congestion and enable pupils to dismount from cars safely. Drop and go areas should be viewed as a last resort when all other options for that school have been considered and this has been identified by the Traffic and Highways team to be the best solution to reduce traffic congestion and promote road safety for that school.	Cabinet	Agreed  This is something that is already in place
<b>Recommendation 9</b> (paragraph 77)		
We recommend that Cabinet ensure that the effectiveness of the “remote officer observed camera enforcement” project is closely evaluated to identify the locations at which it is most beneficial; the safety, environmental and financial outcomes at each location and whether there is a sound business case for the purchase of additional cameras.	Cabinet	Agreed.
<b>Recommendation 10</b> (paragraph 78)		
We recommend that Cabinet provide a report to the Sustainable Communities Overview and Scrutiny Panel on the “remote officer observed camera enforcement” project outcomes. (recommendation 10)	Cabinet  Sustainable Communities Overview and Scrutiny Panel	Agreed. The current cameras are rotated between schools. At the end of the first full year of operation (approximately July 2020) a report will be put before the Sustainable Communities Overview and Scrutiny Panel
<b>Recommendation 11</b> (paragraph 81)		
We recommend that Cabinet undertake publicity to draw local residents’ attention to the steps they can take to request enforcement action when a	Cabinet	Agreed. Processes to report and information is already available on the council’s web pages, but this will be

car is parked across their dropped kerb.		improved.
<b>Recommendation 12</b> (paragraph 84)		
We recommend that Cabinet should ensure that the existing arrangements for the temporary suspension of resident parking permit bays within the vicinity of the school to facilitate drop off and pick up should be publicised to councillors.	Cabinet	Agreed It should, however, be noted that the Council does not suspend permit holder bays for this purpose. We suspend the nearest section of road that is subject to yellow line restrictions and suspend the yellow lines for this specific purpose.
<b>Recommendation 13</b> (paragraph 94)		
We recommend that the report on the evaluation of school super zone pilot should be received by the Overview and Scrutiny Commission in due course.	Cabinet	Agreed <i>NB -Superzones refers specifically to the London-wide schools project coordinated by PHE.</i> <i>School Super zones involve various activities promoted by various teams and organisations around schools and therefore made up of a number of components.</i>  As part of the School Road Safety Zones, Traffic & Highways is implementing part time access restrictions outside 4 schools on a trial basis. A final decision is likely to be made between July and December 2020  <ul style="list-style-type: none"> <li>○ Merton School Neighbourhood Approach Pilot (SNAP) – led by Public Health - this is part of the London-wide “School Superzones” project being co-ordinated by PHE (re-named in Merton as SNAP). The project aims to bring together local authorities and schools to develop and test ideas to improve health and wellbeing through changes to the urban environment. Merton Abbey is the chosen pilot school in Merton and the project is being co-ordinated by Merton Public Health team. LBM (colleagues from PH, E&amp;R and CSF) and staff at the school have developed themes to create an action plan which fits in with the school curriculum for the year to deliver the SNAP.</li> <li>○ Public Health will be co-ordinating implementation of the SNAP Action</li> </ul>

		Plan at Merton Abbey and evaluation from September 2019 through to July 2020 with a final evaluation report in Summer 2020.
<b>Recommendation 14</b> (paragraph 105)		
We recommend that Cabinet should ensure that any temporary road restrictions around schools should be piloted in the first instance and should then be carefully evaluated. Consideration should be given to the likely impact on nearby roads and other local schools. If a decision is then taken to extend to other schools, we recommend that a borough wide strategic approach should be developed.	Cabinet	Agreed  In September 2019, the Council will be implementing part time access restrictions outside 4 schools on an 18 months Experimental Order. A final decision will be made between July and December 2020
<b>Recommendation 15</b> (paragraph 106)		
We recommend that Cabinet should give consideration to alternative approaches to temporary road restrictions, such as designated one way streets at peak times.	Cabinet	Agreed that consideration to alternative approaches to temporary road restrictions <u>will</u> be given – however due to a number of factors one way systems cannot be recommended
<b>Recommendation 16</b> (paragraph 107)		
We recommend that, where there are a number of schools in close proximity, they should give consideration to staggering the school start and finish times in order to improve road safety in the vicinity of their schools	Children, Schools and Families	Agreed in principle  Children, Schools and Families can take proposals for staggered start times to schools. However, schools would need to develop their collaboration with each other and undertake consultation with the school community before agreeing to such a measure. It is not something we can insist on. We are aware that in some locations staggered start times have already been agreed.

#### 4. CONSULTATION

- 4.1 The “scrutiny task group review of road safety around schools in Merton” was reported to the Overview and Scrutiny Commission on 4 July and to Cabinet on 15 July 2019.
- 4.2 To deliver the agreed recommendations will involve officers across the organisation including, Parking Services, Schools, Public Health and Environmental Health

#### 5. TIMETABLE

- 5.1 The activities as set out in agreed recommendations will be on-going.

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

- 6.1 The Council faces considerable resource / financial pressure in current and future years. The delivery of some of the activities set out in this executive response will require additional resources and funding which would need to be identified.

**7. LEGAL AND STATUTORY IMPLICATIONS**

- 7.1 There may be legal implications with regards to recommendation 7b.

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

**9. CRIME AND DISORDER IMPLICATIONS**

None for the purposes of this report.

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

- 10.1 There may be legal implications with regards to recommendation 7b.

**APPENDICES**

Appendix 1 - Activities currently undertaken by Traffic & Highways

**BACKGROUND PAPERS**

Report and recommendations arising from the scrutiny task group review of road safety around schools in Merton -Overview and Scrutiny Commission dated June 2019

Activities currently undertaken by Traffic & Highways

Training Programme	Frequency	Details
<p><b>Scooter training</b> – for all school children in years 1 -4.</p>	<p>Offered to schools throughout the year.</p>	<p>Seen as a pre-cursor for cycle training skills. Popular programme. In 2017-2019 trained in 19 schools</p>
<p><b>Bikeability Cycle Training</b> – for school children and adults</p> <p>Balanceability training for 4 – 8 yrs teaching balance skills, helpful for those children with certain balance problems which may delay their ability when learning to ride as they get older. We also teach staff in schools to deliver this training, providing a few balance bikes for this is sustainable provision.</p> <p>Bikeability Levels 1 and 2 are off and on road cycle training for children and adults. We provide 1-2-1 adult sessions from beginner to commuter level and group training sessions on Saturdays with progress monitored on achievement level charts. We have also trained SEN teenagers and other local groups such as the Indian Ladies Forum. We also offer training sessions to teaching staff and parents, supplying training bikes if necessary.</p> <p>We have supported the Met Police with the Changing Places Programme showing HGV drivers and cyclist sight line dangers when cycling on road. Dr Bike Maintenance days are provided at 2 town centres to enable more cycling in the borough.</p> <ul style="list-style-type: none"> <li>We can also provide information on the Recycle A Cycle Scheme which advises victims of bike theft to obtain a recycled bike.</li> <li>We provide pool bikes for our staff, offering training sessions if required. Apart from pedal bikes there are also 4 electric bikes for use. These are easily bookable and cycling benefits regularly promoted to encourage usage.</li> </ul>	<p>Provided in schools during term time and holiday periods for children up to 18 years.</p> <p>Offered to adults all throughout year</p> <p>Changing Places scheduled by Police, in 2018 provided 2 events.</p> <p>Dr Bike provided bi-monthly</p> <p>Pool bikes available all year</p>	<p>TfL are keen to promote this programme and numbers are provided for their stats report. Last year Merton was in the top quartile for training. .</p> <p>In 2018 we trained at 37 schools with 3,696 children. We trained 532 adults at all levels.</p> <p>Six Dr Bike sessions provided at Wimbledon Town Centre and outside Savacentre, Colliers Wood. Eight sessions for other events such as air quality days, staff promotion, school fairs. Very popular.</p>
<p><b>Kerbcraft</b> practical child pedestrian training is offered to children aged 6-8 years. Helps develop awareness traffic flow and speed and how to mitigate road risk from an early age.</p>	<p>Heavily dependent on parent volunteers/TA's to help with training. Provided throughout year.</p>	<p>Very popular, in 2017-2019 we trained at 8 schools</p>
<p><b>Motorcycle Training</b> – compulsory bike training (CBT) provided by Bikewize for novice moped and motorbike riders. Motorcyclists continue to be one of the most</p>	<p>Provided monthly throughout the year</p>	<p>Last year over 12 CBT sessions for nearly 200 riders were</p>

<p>vulnerable road users so the theory session offers advice on road hazards and correct clothing followed by a practical assessment to obtain the accreditation level.</p>		<p>delivered, proving this to be a popular project</p>
<p><b>School Travel Plan</b> –Schools active travel activities are recorded in the Stars School Travel Plan (STP). This STP is an accredited programme run by Transport for London and engaged, bronze, silver or gold levels awarded as schools meet sustainable targets. We work actively with the schools to provide their STP, as activities which encourage sustainable modes of travel contribute toward a less polluted environment and healthier lifestyle, reducing obesity and other health related conditions. We try to mitigate road danger by implementing safer routes to school and investigating casualty reduction with engineering and educational measures.</p> <ul style="list-style-type: none"> <li>We provide the Debra the Zebra Walk to School Calendar promoting sustainable travel by walking to school and also reinforcing road safety messages. Last year 27 schools participated, entries showing how children walked to school safely.</li> </ul>	<p>Help offered throughout the year, with 2 day training sessions for all STP Cham</p>	<p>Merton currently has 39 (provisional number tbc by TfL in September) schools with an accredited level.</p>
<p><b>Road Safety Presentations and Work Shops</b> – We provide appropriate aged presentations to all schools, advising children how to cross roads safely, covering distraction and using different types of controlled crossings.</p> <p>Air Quality Days – to raise awareness of air pollution in and out of the school environment. Advice on responsible recycling, cleaner walking routes and other sustainable travel options.</p>	<p>Provided throughout the year with special emphasis to reach a school every day during Road Safety Week in November</p> <p>Working with Env Health and Greenpeace to provide AQ days</p>	<p>In 2018-2019 we worked with 16 schools and 4,661 children from Reception to Yr 6 pupils</p> <p>Provided at 2 schools last year. We expect demand to increase as awareness increases.</p>
<p><b>Junior Travel Ambassador Project</b> encourages peer promotion of road safety messages and healthy lifestyle programmes.</p>	<p>Offered throughout the year. A democratic process whereby JTA's are chosen by their peer groups. A well received programme, the year culminating in a special JTA event at TfL headquarters.</p>	<p>Currently 8 schools are participating in this initiative.</p>
<p><b>Travel Training</b> is provided for slightly vulnerable pupils at Yr 6 transitional stage as they move on to high school. Parents or carers may be concerned at how their children will travel independently and we aim to address these concerns. Working with TfL Travel Trainers and Met Police we show them journey planning, personal safety awareness and how to travel safely on public transport and cross roads safely.</p>	<p>Offered end of school term. Feedback from pupils and teachers was that the training was very beneficial to the children and we plan to include more schools in this worthwhile programme next year</p>	<p>Last year we worked with three schools and 14 children.</p>

<p><b>Schools Safety Zone programme</b> - in September we will be supporting road closures outside school start and finish times. This pilot study should increase safety outside schools, reduce congestion and pollution levels.</p>	<p>Harris Primary, Links Primary, St Thomas Canterbury and Singlegate</p>	<p>4 schools initially with planned closures at more in the future. Good co-operation from schools.</p>
<p><b>Healthy Walks</b> are a regular feature with 4 weekly walks in the boroughs parks and open spaces.</p>	<p>Regular walking programme with details at <a href="http://www.merton.gov.uk/walk4life">www.merton.gov.uk/walk4life</a></p>	<p>Nearly 100 people a week attend our walks which are promoted via local libraries, doctors' surgeries and community groups.</p>
<p><b>Public Rights of Way</b> – to assess and improve signage and paths to encourage cycling and walking, making routes more accessible and safe.</p>	<p>Systematic programme of assessment and remedial works. Partnership working with TfL and Highways Dept. Estimated as a 3 year programme of works</p>	<p>Initial work with Legible London at Raynes Park and Mitcham Town Centres progressing to Colliers Wood and Motspur Park  Currently PRW 62 identified and work to commence.</p>
<p><b>Zig-Zag Promotion</b> – banners advising not to park on the zig-zags offered to all schools to ensure safer crossing area for children and adults.</p>	<p>Working with Parking to enforce specific area</p>	<p>Good response from schools and evidence that intervention is successful</p>
<p><b>World Car Free Day</b> – promoting the benefits of a traffic free zone for the day, encouraging residents to provide a Play Street Day which sees children playing in their street and neighbours meeting up.</p>	<p>Free licences offered to encourage Play Streets.</p>	<p>Schools will be encouraged to have their own Car Free Day</p>
<p><b>Resources for Road Safety and School Travel Plan Programmes</b> We use a range of equipment to provide training and educational programmes.</p>	<p>For Road Safety Presentations we provide scaled traffic lights and road mats. We use cycling helmets and high vis vests to teach about cycling safety and conspicuity. We give the children age appropriate resources such as pencils and high vis items with message to reinforce the safety message</p>	<p>School Travel Plan campaigns are supported with Walk to School Badges which the school purchases from Living Streets. We support other campaigns with competitions such as Bling Your with prizes and provide cycle and scooter parking to encourage active school travel.</p>
<p>Engineering interventions</p>	<p>On an annual rolling programme</p>	<p>Traffic calming; formal &amp; informal crossings; signs; road markings; restrictions; footway/carriageway improvements</p>
<p><b>Junior Citizenship Event</b> provides life scenarios for Yr 6 pupils at this important</p>	<p>Offered annually for one week to</p>	<p>In previous years a high</p>

transitional phase of changing to high schools.	Yr 6 pupils at local mosque.	attendance averaging 1,200 pupils from 20 schools
<b>School Crossing Patrols</b> are regarded highly for the worthwhile work they do in keeping children and adults safe on crossings outside schools.	We manage the service providing training, monitoring and uniforms.	Currently there are 4 Patrols outside Hatfeild, Priory, Dundonald and Malmesbury Schools. We have 2 vacant posts which we hope to fill in 2020 but recruitment is difficult with poor response.
<p><b>Resources for Road Safety and School Travel Plan Programmes</b></p> <p>We use a range of equipment and resources which support our presentation and workshops to provide training and educational programmes.</p>	<p><b>Road Safety</b></p> <p>For Road Safety Presentations we provide scaled traffic lights and road mats. We use cycling helmets and high vis vests to teach about cycling safety and conspicuity. For older groups power point presentations support presentations. We give the children age appropriate resources such as pencils and high vis items with message to reinforce the safety message</p>	<p><b>School Travel Plan</b></p> <p>School Travel Plan campaigns are supported with Walk to School Badges which the school purchases from Living Streets. We support other campaigns with competitions such as Bling Your with prizes and provide cycle and scooter parking to encourage active school travel.</p>



**Table of Schools with Stars, School Travel Plan and Accreditation Level at Gold, Silver, Bronze or Engaged. Schools without any of these levels are shown as blank.**

Abbotsbury	Bronze	Kings College	Bronze	St Marks Academy	
All Saints		Liberty		St Marks Primary	Bronze
Aragon	Gold	Links	Gold	St Marys RC	Engaged
Beecholme		Lonesome		St Matthews	Engaged
Bishop Gilpin	Gold	Malmesbury		SS Peter and Paul	
Blossom House		Melrose	Bronze	St Theresa Rc	
Bond		Merton Abbey		St Thomas of Canterbury	Engaged
Cranmer		Merton Park	Silver	Stanford	
Cricket Green		Morden Primary		The Study	Bronze
Date Valley	Silver	Norwegian	Bronze	Ursuline High	Engaged
Donhead		Park Community	Bronze	Ursuline Prep	Gold
Dundonald	Gold	Pelham	Bronze	West Wimbledon	
Eagle House		Perseid	Silver	William Morris	Gold
Garfield		Poplar	Gold	Willington	Engaged
Gorringe Park	Bronze	Priory	Silver	Wimbledon Chase	Bronze
Harris Primary	Engaged	Raynes Park High		Wimbledon Common Prep	Bronze
Harris Academy		Ricards High		Wimbledon High	Gold
Haslemere		Rowans	Gold	Wimbledon Park	Gold
Hatfield	Silver	Rutlish			
Hillcross	Gold	Sacred Heart			
Hollymount	Gold	Sherwood	Silver		
Holy Trinity	Bronze	Singlegate	Gold		
Joseph Hood	Bronze	St John Fisher	Gold		

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## Committee: Overview and Scrutiny Commission

**Date: 13 November 2019**

Wards: All

**Subject: Draft action plan arising from the findings of the CfPS scrutiny improvement review**

Lead officer: Julia Regan, Head of Democracy Services

Lead member: Councillor Peter Southgate, Chair, Overview and Scrutiny Commission

Contact officer: [Julia.regan@merton.gov.uk](mailto:Julia.regan@merton.gov.uk); 0208 545 3864

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**Recommendations:**

- A. To discuss and comment on draft action plan
  - B. To agree the process for further development of the action plan
- 

**1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY**

- 1.1. At its meeting on 11 September 2019, the Overview and Scrutiny Commission received the findings of the review carried out by the Centre for Public Scrutiny. The Commission established a small member working group to consider the report in more detail and to draft an action plan that would implement the recommendations of the review.

**2 DETAILS**

- 2.1. The member working group, comprising Councillors Ed Gretton, Sally Kenny, Paul Kohler and Peter Southgate, met on 22 October to discuss the recommendations and consider its response to the recommendations.
- 2.2. The working group identified a number of potential actions, grouped thematically below:
- 2.3. Agenda planning
- 2.4. It was agreed that each scrutiny committee should be able to take a flexible approach to agenda planning that best suits its style of working and the content of the agenda rather than following a prescribed format. It was also agreed that scrutiny should preserve the ability for members to be spontaneous during the meeting when an unforeseen but productive line of questioning emerges.
- 2.5. The principles to be followed are 1) to review the content of the work programme to ensure that there is a clear purpose and outcome for each item; 2) to use a range of mechanisms for identifying lines of questioning on specific agenda items, for example discussion at a previous meeting, pre-meeting or agenda planning session between Chair, Vice Chair and departmental officers and 3) to continue to use a range of scrutiny techniques such as inviting expert witnesses, service users and residents; and to experiment with having single issue meetings and adopting a task group approach for one or more item on the agenda.

- 2.6. It was also agreed that scrutiny members should be mindful, in advance of the meeting, of potential outcomes and recommendations arising from agenda items. Such recommendations might include the relevant Cabinet Member reporting back to a subsequent meeting on remedial action that could be taken in response to a concern raised by scrutiny.
- 2.7. It was suggested that in order to focus attention on discussion items, these could be taken first on the agenda and information items at the end.
- 2.8. It was also suggested that, as part of the work programme item, the committee could give a steer on report content so that authors would be able to ensure they were fully addressing scrutiny members' concerns. Members should also use this as an opportunity to raise suggestions for future work programme items.
- 2.9. Specific proposals for the Overview and Scrutiny Commission:
- to build on the pre-planned line of questioning approach taken when the Borough Commander attends the Commission by using this approach to identify questions for Safer Merton at the same meeting and for the Leader and Chief Executive when they attend the July meeting.
  - To use the results of the residents survey as background information for the topic workshops so that this will inform selection of agenda priorities for the forthcoming year
  - To use the discussion of the draft Community Plan as an opportunity to identify and highlight "social fabric" issues as recommended by CfPS
- 2.10. External scrutiny
- 2.11. It was agreed that the Head of Democracy Services should review and revive Merton's external scrutiny protocol that sets out the respective roles in relation to the scrutiny of partner organisations.
- 2.12. It was also agreed that the scrutiny officers should brief partner organisations prior to attendance at meetings and should follow up afterwards on how the meeting went and any agreed actions.
- 2.13. Support to new scrutiny members
- 2.14. The working group considered how best to support new members and agreed that it would be helpful to identify a pool of experienced scrutiny members who could support new members following the 2022 local elections. The working group agreed that learning through doing scrutiny was also valuable and that members bring diverse skills and experiences to the role.
- 2.15. Member behaviour
- 2.16. The working group agreed that Chairs and Group Leaders should take a lead in re-inforcing a respectful and non-party political culture at scrutiny meetings. How members behave at scrutiny meetings is crucial to establishing respect for the function and demonstrating the commitment of all political groups to scrutiny.
- 2.17. Developing an action plan

- 2.18. Commission members are requested to discuss and agree the actions set out in this report and to identify whether they wish to make any changes or to include additional actions.
- 2.19. The agreed actions will be collated to form the basis of an action plan. The working group have requested that the draft action be sent to the Centre for Public Scrutiny for comment.

### **3 ALTERNATIVE OPTIONS**

- 3.1. The Commission has responsibility for keeping under review the effectiveness of the overview and scrutiny function and to recommend, where appropriate, changes in structure, processes or ways of working.

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

- 4.1. None for the purposes of this report.

### **5 TIMETABLE**

- 5.1. The timetable for drawing up and implementing an action plan is at the discretion of the Commission.

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

- 6.1. None for the purposes of this report.

### **7 LEGAL AND STATUTORY IMPLICATIONS**

- 7.1. Set out in paragraph 3.1 above.

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

- 8.1. None for the purposes of this report.

### **9 CRIME AND DISORDER IMPLICATIONS**

- 9.1. None for the purposes of this report.

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

- 10.1. None for the purposes of this report.

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

- None

### **12 BACKGROUND PAPERS**

- 12.1. None

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

**Date:** 13 November 2019

## **Subject:** Local Democracy Week scrutiny exercise on the climate emergency

Lead officer: Julia Regan, Head of Democracy Services

Lead member: Councillor Peter Southgate, Chair, Overview and Scrutiny Commission

Contact officer: Julia Regan, Head of Democracy Services,  
[julia.regan@merton.gov.uk](mailto:julia.regan@merton.gov.uk), 0208 545 3864

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### **Recommendations:**

That the Overview and Scrutiny Commission:

- A. discuss and comment on the joint Youth Parliament and Merton Council scrutiny exercise (see Appendix A)
  - B. agree to forward the report and recommendations for consideration by Cabinet at its meeting on 9 December 2019
- 

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

- 1.1. The Commission is asked to discuss and comment on the scrutiny exercise that was carried out with Youth Parliament members during local democracy week – report of the meeting is set out in Appendix A.
- 1.2. The Commission is asked to agree to take the recommendations of the scrutiny meeting forward to Cabinet.

## **2 DETAILS**

- 2.1. Following the success of the joint scrutiny exercise with the Youth Parliament during Local Democracy Week last year, the Commission and the Youth Parliament have both agreed to hold another such event this year with the theme to be chosen by the Youth Parliament.
- 2.2. This year's event was held on Tuesday 15 October 2019 to address the question posed by the Youth Parliament - "what is Merton council doing to address their responsibilities on climate change in order to secure the future of our young residents?"
- 2.3. The objectives of the event were to:
  - give young people some experience of and insight into the council's scrutiny processes
  - reach agreement on recommendations and future action in respect of work on the climate change action plan, including the involvement of young people in this work
- 2.4. The Cabinet Member for Adult Social Care, Health and the Environment, Councillor Tobin Byers, spoke at the start of the event. He welcomed the choice of topic and said that the younger generation had led the way on

raising the profile of climate change so that it is now accepted as a high priority. He outlined the public consultation process and the role of the climate emergency working group and invited the youth parliament representatives to advise on how best to involve young people in this work.

- 2.5. The council's Climate Change Officer, Dominique Hill, gave a presentation setting out the council's approach to the climate emergency, progress to date and future plans. A member of the working group, Tom Walshe from Sustainable Merton, joined in the ensuing discussion.
- 2.6. The discussion was wide ranging and included many suggestions from the young people. A full report of the meeting is set out in Appendix A. The recommendations are listed below for ease of reference:
- 2.7. RECOMMENDATION 1: that Cabinet should ensure that the council shares air quality street maps with schools so that they could be used to inform the development of school travels plans in relation to identifying cleaner air walking and cycling routes to school
- 2.8. RECOMMENDATION 2: that Cabinet should identify the most appropriate way for the council to facilitate the provision of educational programmes on cleaner air routes for schools and parents.
- 2.9. RECOMMENDATION 3: that Cabinet should work with commercial providers to ensure there is an adequate supply of dockless hire bikes for use by Merton residents.
- 2.10. RECOMMENDATION 4: that Cabinet investigate the feasibility of using an open air Film Merton event as an opportunity to turn all light sources off for a short period of time (perhaps at the start of the event) so that attendees could look at the stars.
- 2.11. RECOMMENDATION 5: Cabinet should use My Merton to promote the practice of putting things that you don't need out on a table in front of your home for others to take – for example fruit, vegetables, books...

### **3 ALTERNATIVE OPTIONS**

Commission members may choose to make an alternative response to the report.

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

- 4.1. Not applicable.

### **5 TIMETABLE**

- 5.1. Not applicable.

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

- 6.1. There are no property or resource implications at this time.

### **7 LEGAL AND STATUTORY IMPLICATIONS**

- 7.1. None for the purposes of this report.

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

- 8.1. None for the purposes of this report.



**9 CRIME AND DISORDER IMPLICATIONS**

9.1. None for the purposes of this report.

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

None for the purpose of this report.

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

Appendix A – report of the joint Youth Parliament and Merton Council scrutiny exercise, 15 October 2019

**12 BACKGROUND PAPERS**

12.1. None



### **Local Democracy Week – joint Youth Parliament and Merton Council Scrutiny exercise – climate change, 15 October 2019**

Five members of the Youth Parliament (Denise, Laure-Emilia, Leanne, Lia and Rosie) plus another young person (Rose) with a particular interest in climate change were joined by four scrutiny councillors (Natasha, Paul, Peter and Sally) from the Overview and Scrutiny Commission to take part in an exercise to address the question posed by the Youth Parliament - “what is Merton council doing to address their responsibilities on climate change in order to secure the future of our young residents?”

The objectives of the event were to:

- give young people some experience of and insight into the council’s scrutiny processes
- reach agreement on recommendations and future action in respect of work on the Climate Action Plan, including the involvement of young people in this work

It was agreed that the Chair of the Youth Parliament, Denise, would chair the meeting. Denise said that the Youth Parliament has representatives aged 11-18 and that they are passionate about combating climate change.

The lead councillor for climate change work, Councillor Tobin Byers (Cabinet Member for Adult Social Care, Health and the Environment) said that this was an important topic and that the younger generation had led the way on raising the profile of climate change so that it is now accepted as a high priority. Tobin said that the council had declared a climate emergency in July 2019 and had targets for the council to become carbon neutral by 2030 followed by the whole borough by 2050. He said that this could only be achieved through support from government (through new legislation and funding) and from local residents and businesses (through behaviour change) and that the council has a key role in encouraging people to make the necessary changes.

Tobin outlined the public consultation process that was being followed to develop an action plan that would set out the steps towards the 2030 and 2050 targets. This is being steered by a working group, Merton’s Climate Emergency Working Group, chaired by Tobin, comprising local residents, community organisations (such as Sustainable Merton) and people with relevant expertise. Tobin said that the role of young people in shaping this work would be crucial and invited the young residents to share ideas on the best ways to do this.

Denise invited Dominique Hill, Climate Change Officer, to give a presentation on the climate emergency and what the council is doing. The slides are attached to this note of the meeting. Dominique drew the attendees’ attention to the main points:

- Merton Council has had a climate change strategy in place since 2009 and has already made a start on reducing greenhouse gas emissions.

- The government has made a commitment that the UK will become carbon neutral by 2050; Merton's borough-wide target is in line with this national target.
- Merton's target for a carbon neutral council by 2030 was chosen in order to lead by example within the borough.
- Almost half of Merton's direct greenhouse gas emissions are caused by domestic and non-domestic heating.
- Moving to low carbon heating is complex and requires homes to be "retrofitted" so that they are energy efficient prior to installation of electric heat pumps.
- Key elements of a low carbon strategy include future energy supply infrastructure, building stock, transport, products, waste reduction and treatment, investments and green spaces. See slide for more detail.
- The climate emergency working group is looking for one or two young representatives.

Dominique explained that the purpose of the public consultation was to engage with as many local residents and businesses as possible to find out what people are already doing to reduce their carbon footprint, what the key barriers are preventing them from doing more, and how these could be overcome. It is anticipated that consultation with residents and businesses, with the working group and with teams across the council will help identify a long list of potential actions which can then be prioritised; the Climate Action Plan will then be taken to Cabinet for approval in early 2020.

Dominique and Tom (Tom Walsh, Sustainable Merton) made further points in response to questions:

#### Solar energy

- The council is currently considering how the climate change policies in Merton's draft Local Plan can be updated to help decarbonise the borough beyond regional and national policies. 24 Merton schools currently have solar panels – many of these were financed through a scheme whereby the council was able to borrow money at a preferential rate. This has reduced energy costs for those schools. Bond School in Mitcham has used the savings on electricity costs to install movement sensitive lights that turn off when no-one is there, thereby generating more savings.
- Rosie said that her school had fundraised for three years to provide solar panels but had not been able to afford to cover all the roof space.

#### Heating

- Lia and Laure-Emilia said that their schools are currently not heated in the most efficient way and heating is often on when not needed. Dominique urged them to raise this with their schools to reduce their school's energy demand.

- Low carbon heating solutions such as heat pumps will also need to be considered alongside appropriate energy efficiency retrofit in order to work towards decarbonising the borough. Funding mechanisms for this will also need to be considered.
- Harnessing geothermal energy as a source of heating has limited potential in the UK, though there are some examples within Merton including the refurbished stable block at Morden Hall National Trust.
- There are several different types of heat pumps, including ground source heat pumps that extract heat from the ground.

### Fuel emissions

- Lia expressed concern at NO2 emissions from cars, especially in the vicinity of schools. Dominique said that there is an air quality team in the council that is working on anti-idling and other measures to improve air quality.
- The councillors said that they had recently completed a scrutiny review of road safety and this had included recommendations that would help to improve air quality – ACTION: Julia Regan to send the scrutiny report and Cabinet action plan to Chelsea Renehan to share with the Youth Parliament.
- The councillors said that young people are influential in changing parents' behaviour and urged the Youth Parliament to consider how they could take this forward.
- Tom suggested that young people could walk to school along quieter roads where the air quality is much better. Laure-Emilia and Leanne said they had been advised to walk along main roads for personal safety. This was discussed and it was agreed that clean air information should be shared in order to encourage more people to use those routes and therefore improved personal safety along those routes too, including through the establishment of walking groups.

RECOMMENDATION 1: that Cabinet should ensure that the council shares air quality street maps with schools so that they could be used to inform the development of school travel plans in relation to identifying cleaner air walking and cycling routes to school

RECOMMENDATION 2: that Cabinet should identify the most appropriate way for the council to facilitate the provision of educational programmes on cleaner air routes for schools and parents.

- Rose suggested that the council should talk to other boroughs to improve walking and cycling routes that cross borough boundaries and to promote sustainable travel. Dominique undertook to raise this with pan London climate officer groups.

### Cycling

- Laure-Emilia commented on the lack of new clearly defined cycling routes in Merton and asked if the council could ask for more. Peter said there had been a bidding round but that Merton had not been successful. However Kingston had which is why there is a cycle route between the two boroughs. He said that it would be helpful to have a London-wide approach to this rather than piecemeal bidding processes. Dominique undertook to raise this issue with the pan London group.
- Rosie and Lia said that the new dockless hire bikes were a good idea and cost efficient for people who want to cycle now and then. Dominique highlighted the benefits of sharing resources such as bikes and cars through car clubs in reducing our carbon footprint.

RECOMMENDATION 3: that Cabinet should work with commercial providers to ensure there is an adequate supply of dockless hire bikes for use by Merton residents

#### Light pollution

- Leanne said that there is a high level of light pollution in Merton and that, although safety is important, there may be street and other lights on that are not necessary. She suggested that the council could hold an event at which lights were turned off so that people could see the stars.

RECOMMENDATION 4: that Cabinet investigate the feasibility of using an open air Film Merton event as an opportunity to turn all light sources off for a short period of time (perhaps at the start of the event) so that attendees could look at the stars.

#### Recycling

- Merton's approach to the disposal of recyclables and landfill waste will be fully investigated as part of the climate emergency work.
- Recycling is important but is just a small part of the solution. It is better to reuse items, such as clothes, and to avoid buying products with unnecessary packaging in the first instance before recycling. Tom said consumers have a choice on who they buy products from and can use this to put pressure on suppliers.
- The youth parliament representatives asked for more bins on the street for recycling plastics and pointed out that there is no plastics-recycling receptacle in the Civic Centre's reception area.

#### Council activity

- The role of the council's procurement systems and existing contracts in working towards becoming carbon neutral will also be considered in the climate action plan.
- The council's targets for 2030 and 2050 were carefully considered and drew on the globally accepted evidence in the IPCC's special report on Global Warming of 1.5C (2018).

- Dominique undertook to find out what the council is doing to promote walking and cycling for young people.
- Natasha (Councillor Natasha Irons, Chair, Sustainable Communities Overview and Scrutiny Panel) undertook to invite Youth Parliament representatives to the February meeting of the Panel so that they could join in the discussion of the sustainable travel agenda item.

There was a discussion about what would be the one significant thing that people could do to contribute to combatting the climate emergency. Various suggestions were made including reducing meat consumption, less plastic packaging, buying fewer clothes, borrowing books from the library rather than buying books, eating local produce (consider food air miles). Tom said that Sustainable Merton was producing a list of “100 things you can do to save the planet”. Dominique directed the group to the ‘What you can do’ section on the council’s Climate Emergency web pages.

**RECOMMENDATION 5:** Cabinet should use My Merton to promote the practice of putting things that you don’t need out on a table in front of your home for others to take – for example fruit, vegetables, books...

The youth parliament members suggested that the climate emergency consultation should reach out to young people through schools and youth groups. Their previous experience is that face-to-face consultation methods are more successful in reaching young people than online methods.

The youth parliament members and councillors **AGREED** that the note of this meeting should be presented to a meeting of the Overview and Scrutiny Commission so that the recommendations could be endorsed and referred to Cabinet for consideration.

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

## OVERVIEW AND SCRUTINY COMMISSION - FINANCIAL MONITORING TASK GROUP

29 AUGUST 2019

(7.15 pm - 9.45 pm)

PRESENT: Councillor Stephen Crowe (in the Chair),  
Councillor Nigel Benbow, Councillor Natasha Irons,  
Councillor Paul Kohler, Councillor Owen Pritchard and  
Councillor Peter Southgate

ALSO PRESENT: Caroline Holland (Director of Corporate Services), Roger Kershaw (Assistant Director of Resources), David Keppler (Head of Revenues and Benefits), Sophie Ellis (Assistant Director of Customers, Policy and Improvement) and Julia Regan (Head of Democracy Services)

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

Apologies were received from Councillor Ed Gretton.

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

There were no declarations of pecuniary interest.

### 3 MINUTES OF LAST MEETING - 17 JULY 2019 (Agenda Item 3)

The minutes were agreed as an accurate record of the meeting, subject to two factual changes:

- Page 2 – the one off savings were £1.1m, not £1.1k
- Page 3 – “housing property council” to be changed to “housing property company”

ACTION: Head of Democracy Services to make changes and re-publish minutes

### 4 CUSTOMER CONTACT PROGRAMME - LESSONS LEARNED (Agenda Item 4)

The Assistant Director of Customers, Policy and Improvement, Sophie Ellis, introduced the report, highlighting the aspects of the customer contact programme that had gone well, those that had gone less well and what lessons had been learned and steps taken to ensure that the learning is shared.

Discussion with the task group explored the balance between using internal staff with a stake in the long term future of the project and bringing in external experts; the extent to which the project was an ambitious one that sought to have a single user log-in (compared to the multiple interfaces that other councils have); the balance between agility and cost particularly in relation to having one large contract compared

to several smaller ones and the use of break clauses. The importance of effective change management was also discussed and how the extent to which this was needed could never be underestimated. Sophie Ellis confirmed that this was being considered and resources applied to other projects and programmes.

Sophie Ellis reassured the task group that, even though there was always scope for further user involvement, there had been large scale customer insight work at the start of the programme that had created customer profiles that were used to inform the programme at key stages.

The Director of Corporate Services, Caroline Holland, reminded members that the programme had a long history and that councillors had been critical of a lack of ambition in an earlier proposal for a “CRM lite” approach. She said officers had taken that on board in the subsequent customer contact strategy and associated website development. In response to a question about whether officers and councillors had been over-ambitious, both Caroline Holland and Sophie Ellis said that Merton’s aspiration to be London’s Best Council demonstrated that the council’s ethos is to be ambitious and that it hadn’t been over ambitious in this instance.

Task group members said that a number of the lessons learned were already known from the experience of other large scale public sector projects. Sophie Ellis said that the council had been mindful of that wider experience and had taken steps to address this. For example, although external expertise had been used, including a specialist contract lawyer, the programme had still encountered difficulties and lessons learned required future programmes to focus on how to manage difficulties as they arise and how to achieve the best balance between outcomes and cost. Caroline Holland added that, although a number of new systems have been subsequently introduced, this was the first major new IT system for many years and so one of the learning points was to look at how to help staff to get involved in shaping change as well as adapting to it.

In response to questions about the monitoring and enforcement of the contract, Caroline Holland said that those aspects had been successful and enabled a good proportion of the outcomes to be delivered despite the staffing and other issues experienced by the contractor which have previously been reported to the Overview and Scrutiny Commission. In a private session at the end of the meeting, Sophie Ellis explained what the mediation process had been, how this had worked in practice and what outcomes had been achieved.

Caroline Holland said that a number of the learning points had already been actioned, including making contact with other councils using the same provider in order to share experiences and exert leverage when required.

In response to questions about recruitment, Caroline Holland said that the council was exploring every avenue to recruit staff with specialist IT project management skills but that these staff were in short supply.

In response to a question about the next steps for the customer contact programme, Sophie Ellis said that further developments would be actioned once the council had

moved to Office 365 (which will happen shortly) and that there were some other incremental changes being implemented through a number of providers. One recent improvement is that residents can now report street issues such as fly tips without being required to provide a name and address. Sophie Ellis agreed that further communication to residents would be helpful and that she would consider other ways in which users could input, for example through a user forum. She stressed that the council continued to learn through its analysis of complaints and other user feedback.

## 5 FINANCIAL MONITORING REPORT - QUARTER 1, 2019/20 (Agenda Item 5)

### Open minute of closed session

The Director of Corporate Services, Caroline Holland, introduced the report and summarised the content. She drew the task group's attention to the £700k overspend that is currently forecast for the end of the year. She stressed that the three month report is early in the year in terms of the forecasts for both the revenue and capital budgets and said that the increase in debt is typical for this stage of the year. She added that the quarterly monitoring report excludes information on the business rates pilot that could potentially bring in an additional £1.5 of income.

Caroline Holland, Roger Kershaw (Assistant Director of Resources) and David Keppler (Head of Revenues and benefits) provided additional information on specific sections of the report in response to questions:

### Environment and Regeneration

Waste services – the non-budgeted internal debt charge arose due to an error in assigning the capital costs for vehicles.

Caroline Holland undertook to clarify what arrangement the council had made in relation to the removal of side waste that was reported in the Wimbledon Guardian.

ACTION: Director of Corporate Services

Members noted that Veolia would be attending a meeting of the Sustainable Communities Overview and Scrutiny Panel on 3 September, providing an opportunity to ask questions about operational and contractual issues.

### Children Schools and Families

Caroline Holland said that there was ongoing discussion with the department in order to identify the level of growth that will be needed.

Dedicated Schools Grant – Caroline Holland said that the £800m put aside by the government to assist with DSG budgets nationally would not go far, that developments were awaited on this and it was an area of concern for the council.

### Community and Housing

The predicted overspends this year are marginal and are being addressed by the department.

Caroline Holland undertook to ensure that the next quarterly monitoring report would contain more information on the Public Health budget. ACTION: Director of Corporate Services

#### Capital Programme

The cost of repairs to or rebuild of the Bishopford Road Bridge and whether this will be covered by insurance will depend on the reason for its collapse. It is currently being inspected by structural engineers.

Morden regeneration update – currently awaiting funding confirmation from Transport for London, seeking a joint venture partner and working to clarify ballot conditions.

#### Miscellaneous debt update

David Keppler reported that the arrangement whereby a portion of housing benefit debt that had previously been written off was passed to a third party to collect and to share proceeds fifty-fifty had raised about £25k in the first two months of operation. He said that the longer term projections would become clear shortly. He reminded members that in future a lower level of housing benefit debt will be accrued and written off in future due to new data matching processes that have been introduced.

David Keppler undertook to provide an explanation for the unbudgeted surplus in the Housing Benefit budget referred to on page 5 of the report.

ACTION: Head of Revenues and Benefits

The task group AGREED that it would discuss the miscellaneous debt update earlier in the agenda than previously.

#### HR data

The task group asked the Director to consider how the data is presented and whether there was a way to show how much was spent rather than just showing headcounts. Caroline Holland explained that the data was presented this way in response to requests made by the task group in previous years but that she would give some thought to providing budget information on staffing.

Task group members expressed interest in discussing the Merton offer and recruitment and retention.

The task group AGREED to discuss HR issues earlier on at the next meeting.

## 6 DATES AND AGENDA ITEMS FOR FUTURE MEETINGS (Agenda Item 6)

The task group AGREED the work programme set out in the report and AGREED to add the item on social care charging to the agenda for the February meeting.

The task group also AGREED that it would have a private briefing session on treasury management immediately prior to its meeting on 12 November and AGREED that invitations should be extended to all councillors.

# Overview and Scrutiny Commission Work Programme 2019/20



This table sets out the Overview and Scrutiny Commission's Work Programme for 2019/20 that was agreed by the Commission at its meeting on 4 July 2019.

This work programme will be considered at every meeting of the Commission to enable it to respond to issues of concern and incorporate reviews or to comment upon pre-decision items ahead of their consideration by Cabinet/Council.

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

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

## **Scrutiny Support**

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

Meeting date – 4 July 2019

Scrutiny category	Item/Issue	How	Lead Member/ Lead Officer	Intended Outcomes
Holding the executive to account	Leader and Chief Executive – vision, key priorities & challenges for 2019/20	Presentation	Leader of the Council Ged Curran, Chief Executive	Context for Commission’s work programme
	Merton Partnership annual report	Report	Chief Executive John Dimmer, Head of Policy, Strategy & Partnerships	Context for Commission’s work programme
	Discussion of questions for BCU Borough Commander			To agree approach to questioning for the next meeting
Scrutiny reviews	Analysis of Members’ annual scrutiny survey 2019	Report	Cllr Peter Southgate Julia Regan, Head of Democracy Services	Discuss findings and agree action plan for 2019/20
	Report of the road safety around schools scrutiny task group	Report	Cllr Peter Southgate Julia Regan, Head of Democracy Services	To agree report for submission to Cabinet
	Overview and Scrutiny Commission work programme 2017/18	Report	Cllr Peter Southgate Julia Regan, Head of Democracy Services	To agree work programme and task group reviews

**Meeting date – 11 September 2019**

<b>Scrutiny category</b>	<b>Item/Issue</b>	<b>How</b>	<b>Lead Member/ Lead Officer</b>	<b>Intended Outcomes</b>
Scrutiny of crime and disorder	Borough Commander – crime and policing in Merton	Report and in-depth discussion	Borough Commander	To hold Borough Commander to account on crime and disorder
	Safer Merton Update	Report	Neil Thurlow, Community Safety Manager	Progress report to focus on ASB, knife crime & street drinking
Holding the executive to account	Annual Residents Survey	Report/presentation	Kris Witherington, Consultation & Community Engagement Manager	To discuss results relating to Safer and Stronger strategic themes and corporate capacity
Scrutiny reviews	Review of the overview and scrutiny function	Report of review carried out by Centre for Public Scrutiny	Cllr Peter Southgate Julia Regan, Head of Democracy Services	To discuss review results and agree action plan
	Financial monitoring task group	Minutes of meeting on 17 July and 29 August 2019	Cllr Stephen Crowe, chair of task group Julia Regan	To note minutes of meetings

**Meeting date – 13 November 2019**

<b>Scrutiny category</b>	<b>Item/Issue</b>	<b>How</b>	<b>Lead Member/ Lead Officer</b>	<b>Intended Outcomes</b>
Holding the executive to account	Draft Sustainable Communities Plan	Report and discussion	John Dimmer, Head of Policy, Strategy and Partnerships	Opportunity for pre-decision scrutiny.
	Shared services – updated list of services	Report	Sophie Ellis, Assistant Director of Business Improvement	To assess whether there is a need for further scrutiny
	Universal Credit	Position statement	Caroline Holland, Director of Corporate Services	To discuss and comment on the report
Budget scrutiny	Business Plan 2020/24 - information pertaining to round one of budget scrutiny	Report	Cllr Mark Allison Caroline Holland, Director of Corporate Services	To send comments to Cabinet budget meeting 9 December
Scrutiny reviews	Local Democracy Week – joint scrutiny with the youth parliament	Report	Cllr Peter Southgate Julia Regan, Head of Democracy Services	To receive report and agree next steps
	Road safety around schools task group	Cabinet response and action plan	Chris Lee, Director of Environment and Regeneration	To receive Cabinet response and action plan
	Review of the overview and scrutiny function – action plan	Report	Cllr Peter Southgate Julia Regan, Head of Democracy Services	To consider the action plan



**Meeting date – 22 January 2020 – scrutiny of the budget**

<b>Scrutiny category</b>	<b>Item/Issue</b>	<b>How</b>	<b>Lead Officer</b>	<b>Member/Lead</b>	<b>Intended Outcomes</b>
Budget scrutiny	Business Plan 2020/24	Report – common pack for Panels and Commission	Cllr Mark Allison, Cabinet Member for Finance Caroline Holland, Director of Corporate Services		To report to Cabinet on budget scrutiny round 2
	Business Plan update - latest info from Cabinet 13 January (if any)	Report	Cllr Mark Allison, Cabinet Member for Finance Caroline Holland, Director of Corporate Services		To report to Cabinet on budget scrutiny round 2
	Scrutiny of the Business Plan 2020-2024: comments and recommendations from the overview and scrutiny panels	Report	Cllr Peter Southgate Julia Regan, Head of Democracy Services		To report to Cabinet on budget scrutiny round 2
Holding the executive to account	Universal Credit	Position statement	Caroline Holland, Director of Corporate Services		To discuss and comment on the report
	Demographic profile of councillors and senior officers	Report	Caroline Holland, Director of Corporate Services		To review and consider next steps

**Meeting date – 18 March 2020**

<b>Scrutiny category</b>	<b>Item/Issue</b>	<b>How</b>	<b>Lead Member/Lead Officer</b>	<b>Intended Outcomes</b>
Holding the executive to account	Veolia contract – street cleaning	Report	Chris Lee, Director of Environment and Regeneration	Case study approach to contract management
	Access to services through the council's website	Report	Sophie Ellis, AD, Business Improvement	Update on accessibility issues
Scrutiny of crime and disorder	Restorative justice	Report	Neil Thurlow, Safer Merton Roberta Evans, YOT MOPAC/RJ service provider	Discussion with providers and stakeholders
	Modern day slavery	Report	Dawn Jolley/Neil Thurlow	
Scrutiny reviews	Financial monitoring task group	Minutes of meeting	Chair of task group Julia Regan	To note minutes of meeting held on 24.02.20
	Commercialisation, revenue generation and income maximisation	Report of scrutiny task group	Chair of task group Julia Regan, Head of Democracy Services	To agree report for submission to Cabinet (on 23 March or in June)
Scrutiny of crime and disorder	Discussion of questions for the Borough Commander	Discussion	Cllr Peter Southgate Julia Regan, Head of Democracy Services	Plan line of questioning for meeting on 2 April

Meeting date – 2 April 2020

Scrutiny category	Item/Issue	How	Lead Officer	Member/Lead	Intended Outcomes
Scrutiny of crime and disorder	Borough Commander – crime and policing in Merton	Report and in-depth discussion	Borough Commander		To hold Borough Commander to account on crime and disorder
	Safer Merton Update	Report	Neil Thurlow, Community Safety Manager		Progress report to focus on domestic violence
Holding the executive to account	Equality and Community Cohesion Strategy 2017-20	Action plan	Evereth Willis, Equality and Community Cohesion Officer		To comment on progress made with action plan
Performance management	Overview and Scrutiny Annual Report	Report	Cllr Peter Southgate Julia Regan		To approve and forward to Council
	Member Survey Results (if available)	Report	Cllr Peter Southgate Julia Regan		To discuss results and agree action plan
	Planning the Commission's 2020/21 work programme	Report	Cllr Peter Southgate Julia Regan, Head of Democracy Services		To review 2019/20 and agree priorities for 2020/21
Scrutiny review	Road safety around schools –update on Cabinet action plan	Report	Chris Lee, Director Environment and Regeneration		To comment on progress made with action plan

## Forward plan items relating to the remit of the Overview and Scrutiny Commission

### Contract Award - Risk and Resilience Service 2020

Report for award of contract – report expected to contain some exempt information.

Decision due: 13 Jan 2020 by Cabinet

### Award of a contract for an Enterprise GIS solution

Authorisation to award a contract for an Enterprise Geographical Information System (GIS) solution for the next five (5) years to the successful supplier. Report expected to contain some exempt information.

Decision due: 5 Dec 2019 by Director of Corporate Services

### Print Managed Service Contract

To enter into a re-procured Print Managed Service contract for the supply and maintenance of corporate multi-function devices (photocopiers/printers/scanners) including replacement high volume Print room equipment. Report expected to contain some exempt information.

Decision due: 23 Mar 2020 by Cabinet