

If you are reading this electronically, the Council has saved **£xx.xx** on printing. For more information on the Mod.gov paperless app, contact Democratic Services

# Merton Council

## Healthier Communities and Older People Overview and Scrutiny Panel



Date: 5 November 2019

Time: 7.15 pm

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

### AGENDA

	Page Number
1 Apologies for absence	
2 Declarations of pecuniary interest	
3 Minutes of the previous meeting	1 - 4
4 South West London Clinical Commissioning Group Merger Proposals	5 - 8
5 South West London Clinical Commissioning Group Five Year Strategy	9 - 14
6 Business Plan Update 2020-2024	15 - 216
7 Merton Joint Sexual Health Strategy	217 - 252
8 Transitions for SEND pupils task group review - Action Plan	253 - 264
9 Work Programme	265 - 270

---

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

For more information about the work of this and other overview and scrutiny panels, please telephone 020 8545 3390 or e-mail [scrutiny@merton.gov.uk](mailto:scrutiny@merton.gov.uk). Alternatively, visit [www.merton.gov.uk/scrutiny](http://www.merton.gov.uk/scrutiny)

Press enquiries: [communications@merton.gov.uk](mailto:communications@merton.gov.uk) or telephone 020 8545 3483 or 4093

Email alerts: Get notified when agendas are published  
[www.merton.gov.uk/council/committee.htm?view=emailer](http://www.merton.gov.uk/council/committee.htm?view=emailer)

## Public Information

### Attendance at meetings

The public are welcome to attend meetings of the Council. Seating in the public gallery is limited and offered on a first come first served basis.

### Audio/Visual recording of meetings

The Council will film meetings held in the Council Chamber for publication on the website. If you would like to film or record any meeting of the Council held in public, please read the Council's policy [here](#) or contact [democratic.services@merton.gov.uk](mailto:democratic.services@merton.gov.uk) for more information.

### Mobile telephones

Please put your mobile telephone on silent whilst in the meeting.

### Access information for the Civic Centre



- Nearest Tube: Morden (Northern Line)
- Nearest train: Morden South, South Merton (First Capital Connect)
- Tramlink: Morden Road or Phipps Bridge (via Morden Hall Park)
- Bus routes: 80, 93, 118, 154, 157, 163, 164, 201, 293, 413, 470, K5

Further information can be found [here](#)

### Meeting access/special requirements

The Civic Centre is accessible to people with special access requirements. There are accessible toilets, lifts to meeting rooms, disabled parking bays and an induction loop system for people with hearing difficulties. For further information, please contact [democratic.services@merton.gov.uk](mailto:democratic.services@merton.gov.uk)

### Fire alarm

If the fire alarm sounds, either intermittently or continuously, please leave the building immediately by the nearest available fire exit without stopping to collect belongings. Staff will direct you to the exits and fire assembly point. If you are unable to use the stairs, a member of staff will assist you. The meeting will reconvene if it is safe to do so, otherwise it will stand adjourned.

### Electronic agendas, reports and minutes

Copies of agendas, reports and minutes for council meetings can also be found on our website. To access this, click <https://www.merton.gov.uk/council-and-local-democracy> and search for the relevant committee and meeting date.

Agendas can also be viewed online in the Borough's libraries and on the Mod.gov paperless app for iPads, Android and Windows devices.

## Healthier Communities and Older People Overview and Scrutiny Panel membership

### Councillors:

Peter McCabe (Chair)  
Thomas Barlow (Vice-Chair)  
Rebecca Lanning  
Dave Ward  
Carl Quilliam  
Nigel Benbow  
Pauline Cowper  
Mary Curtin

### Substitute Members:

Andrew Howard  
Joan Henry  
Hina Bokhari  
David Chung  
Oonagh Moulton

### Co-opted Representatives

Diane Griffin (Co-opted member, non-voting)  
Saleem Sheikh (Co-opted member, non-voting)

### Note on declarations of interest

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

### What is Overview and Scrutiny?

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

Scrutiny's work falls into four broad areas:

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

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

For more information, please contact the Scrutiny Team on 020 8545 3390 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

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).

## HEALTHIER COMMUNITIES AND OLDER PEOPLE OVERVIEW AND SCRUTINY PANEL

4 SEPTEMBER 2019

(7.15 pm - 9.10 pm)

PRESENT Councillors Councillor Peter McCabe (in the Chair),  
Councillor Rebecca Lanning, Councillor Carl Quilliam,  
Councillor Nigel Benbow, Councillor Pauline Cowper,  
Councillor Mary Curtin and Saleem Sheikh

Hannah Doody (Director of Community and Housing) and Dr Dagmar Zeuner (Director, Public Health) Stella Akintan Scrutiny Officer, Tricia Pereira, Head of Operations, Community and Housing, Phil Howell, Interim Head of Older Adults and Disabilities. Richard Jennings, Chief Medical Officer, St George's NHS Foundation Trust.

Tobin Byers, Cabinet Member for Adult Social Care, Health and the Environment.

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

Apologies for absence were received from Councillor Stephen Crowe, Councillor Dave Ward and Co-opted Member Diane Griffin.

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

There were no declarations of pecuniary interests

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

The minutes were agreed as a true and accurate record.

### 4 ST GEORGE'S UNIVERSITY HOSPITALS NHS FOUNDATION TRUST - PROGRESS REPORT (Agenda Item 4)

The Chief Medical Officer gave an overview of the report and highlighted a new five year strategy has recently been developed. The Care Quality Commission are currently undertaking an inspection of the Trust, the outcome is pending but they haven't raised any immediate concerns. The quality of estates remains an issues which impacts water supply, drainage, electrical wiring, due to old piping and infrastructure. The Trust has received £25m from the Treasury to address the urgent issues.

It was reported that the cardiac surgery department has faced a number of issues but they are now satisfied the service is safe and the governance within the department has been strengthened. An external mortality review is looking at cardiac surgery

care to patients over the last decade to review the care that was given. The outcomes from the review will be published in the autumn.

A panel member asked if the increase in A&E attendance is linked to the 4 hour waiting target not being met. The Chief Medical Officer agreed there is a link and they are looking at how to improve patient flow. There is a national increase in patients attending A&E and the reasons are not completely understood. The aim is to strengthen primary care.

Panel members asked a number of questions in regards to improving standards within the Trust including improving discharge times, if they are seeking robust feedback beyond the friends and families test and dealing with variations in standards between wards.

It was reported that the Trust need good discharge standards to maintain patient flow. There are standards on number of patients discharged before 11am. Delayed transfers of care are also measured. Feedback from patients is obtained from a range of methods mainly through electronic forms. There is a Ward Accreditation Programme, recognitions those who are doing well and encourages all wards to raise standards.

A panel member asked for an update on the changes to Urology services which was considered by this panel in 2015. The Chief Medical Officer reported that a update will be provided to the Panel.

A Panel member thanked St George's for the service providing cochlear implants and highlighted the importance of ensuring technology is improved in ear, nose and throat departments and out- patients' needs are being met. The chief medical officer said new technology is continually being developed and the service is improving at an impressive rate.

## 5 HOME SHARE SCHEME - TASK GROUP UPDATE (Agenda Item 5)

The Head of Operations provided a background to the work and highlighted that all the recommendations from the scrutiny review have been implemented.

A panel member asked if the scheme is advertised on the council website. It was reported that it is being promoted through word of mouth as it is targeting an older age group. The service will also be on the on-line directory in the future.

Panel members also asked how they attract younger people to act as companions and join the scheme , if is there a limit in the number of people who can be involved and what happens if the relationship breaks down. It was reported that it is a new service and numbers are growing steadily, There is a settling in and probationary period, there is oversight initially and continuous monitoring. It is a national scheme and has been very successful. They do a wide range of advertising to attract younger people.

A panel member asked who is responsible when things go wrong. It was reported that Merton Share and Care manage the relationships and the council has a statutory duty to safeguard residents.

A panel member asked for national data on safeguarding and the Head of Operations said she will provide this information.

RESOLVED

The Panel asked for an update in 12 months and to invite Homeshare Merton to join the discussion.

#### 6 PUBLIC HEALTH ANNUAL REPORT - TACKLING DIABETES IN MERTON (Agenda Item 6)

The Director of Public Health gave an overview of the report and key messages include; diabetes can be exacerbated by lack of physical activity and obesity. The local place has an impact and we need to make healthier food choices and improve the environment for physical activity.

It was reported that Merton Clinical Commissioning Group has agreed additional investment including extending the Improving Access to Psychotherapy Therapies service for people with long term conditions and linking social prescribing with diabetes. Panel were asked to engage the public on the issues within the report.

A panel member asked about the sugar smart campaign. The Director of Public Health reported that her team are working on new standards in school food and within our own caterer. Improvements in food vendor's offer have been seen at the Mitcham carnival and local fireworks events.

A panel member asked about the success of the social prescribing pilot. The Director of Public Health reported that it is now being rolled out to all practices, many GP leads are promoting. Health partners will monitor uptake and look at improvements over the longer term.

A panel member highlighted that some jobs can contribute to an inactive lifestyle. The Director of Public Health reported that the council promoting the Mayors initiative on healthy workplaces which addresses issues such as this.

#### 7 WORK PROGRAMME 2019-20 (Agenda Item 7)

The Chair said there are a number of important activities affecting the health sector and the work programme will have to be flexible to accommodate this. The Chair informed the Panel that he will request a special meeting to consider the Improving Healthcare Together Proposals in due course.

RESOLVED

The Panel agreed to hold a special meeting to discuss the Improving Healthcare Together proposals.

The work programme was noted.



## Healthier Communities and Older People Overview and Scrutiny Panel

**Date: 05 November 2019**

Agenda item:

Wards:

### **Subject: SWL CCGs merger proposals**

Lead officer: James Blythe, Managing Director, Merton CCG

Lead member: Councillor Peter McCabe Chair of the Healthier Communities and Older People overview and scrutiny panel.

Contact officer: James Blythe, Managing Director, Merton CCG

---

### **Recommendations:**

A. Note the update

---

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

To update the Committee on the progress of the CCGs' merger proposals.

## **2 BACKGROUND**

2.1. The six CCGs in South West London have agreed to merge from 1<sup>st</sup> April 2020. The merger has been proposed so that the CCGs can:

- Continue to develop already extensive joint working arrangements
- Maintain or improve support to local primary care
- Reduce bureaucracy, delivering the nationally required 20% reduction in CCG running costs via consolidation of corporate functions which maintains local transformation teams
- Take a proactive approach to change, which maintains local resource and decision-making

## **3 DETAILS**

3.1. The proposals for a merged CCG are now well progressed. A summary of the principal implications for local decision-making is set on the diagram overleaf.

## What will change – and what will stay the same

Currently	In a proposed SWL CCG
• We have a Merton CCG Board	➔ There will be a Governing Body across SWL and a borough committee at local level
• Merton CCG gets a financial allocation	➔ SWL CCG will get a financial allocation and will delegate Merton's budget to the borough committee
• Merton CCG has a clinical chair	➔ Merton borough committee will have a clinical chair who will be a voting member of SWL CCG Governing Body
• The CCG works in partnership with other local bodies via the Health and Wellbeing Board and MHCT	➔ The HWBB and Merton Health & Care Together Board will continue. We will look to make more decisions about local strategy and transformation priorities with other Merton organisations to increase links i.e. between health and social care
• The CCG's work is clinically led by local GPs	➔ We will retain local clinical leadership. Some leads may work together more with colleagues across SWL
• The CCG shares a management team with Wandsworth CCG	➔ Transformation and primary care teams will still be shared with Wandsworth CCG; finance, governance, quality and performance teams will be shared across SWL



- 3.2. A draft single CCG structure has been shared with staff for comment. In line with the case for change, the structure makes efficiencies via the consolidation of corporate functions. This enables local, borough based teams focussed on service transformation and integration to retain similar resource levels to those seen currently. Comments on this draft structure will inform the formal consultation with staff necessary in the case that a merger proceeds.
- 3.3. Draft governance documentation (a constitution, standing orders, terms of reference of key groups, etc) has been developed. In this documentation, it is proposed that the full commissioning budget for each borough is delegated from the SWL CCG to a borough-based committee. In each of the six CCGs, local leadership teams have been developing proposals to manage this budget.
- 3.4. Our proposal in Merton is that to the greatest extent practicable, the borough-based committee will make its substantial decisions about services in the borough via the Merton Health and Care Together Board, which will for the purposes of CCG governance become a 'Committee in Common' between the CCG and the other MHCT partners.
- 3.5. There will also be a regular committee in common meeting between the Merton and Wandsworth borough committees, to discharge more routine

duties (for example relating to the upward reporting from the borough committees to the SWL CCG) and commissioning spend where Merton and Wandsworth CCGs currently hold shared arrangements.

- 3.6. Finally there will be a partnership board established with St George's University Hospital NHS Foundation Trust. This will not be a formal committee but will provide shared executive leadership of the transformation of the acute pathway. St George's will continue to be a part of MHCT.

#### **4 ALTERNATIVE OPTIONS**

- 4.1. There is no formal alternative proposed at this stage. If the merger of the CCGs does not progress, Merton CCG will still be required to find 20% management cost reductions in 2020/21 whilst retaining all of the corporate functions required of a statutory body.

#### **5 CONSULTATION UNDERTAKEN OR PROPOSED**

- 5.1. Extensive engagement has been undertaken with partners to support the merger application. Wherever possible, the CCG has sought to take account of the views of partner bodies in the development of its proposed future arrangements.

#### **6 TIMETABLE**

- 6.1. A committee in common of the CCGs took place on 26<sup>th</sup> September and approved the submission of a merger application to NHS England. This was subject to CCG membership approval of the proposals which has now been secured across all six CCGs.
- 6.2. If approved by NHS England, the merger will take effect from 1<sup>st</sup> April 2020.
- 6.3. In order to move to a new operating model from this date, staff consultation will begin shortly after NHS England approval i.e. later in November 2019

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

- 7.1. The NHS allocation that relates to the current Merton CCG area will be fully delegated to Merton borough committee. Current joint working arrangements between the CCG and council will transfer to the new SWL CCG. The draft structure proposals for the new CCG do not substantially alter the

composition of teams that work on an integrated basis with council staff, for example in relation to children's services commissioning.

## **8 LEGAL AND STATUTORY IMPLICATIONS**

- 8.1. The duties of Merton CCG in relation to involvement, consultation and local authority scrutiny will transfer to the South West London CCG. It is noted that the Merton committee sends delegates to a Joint Health Overview and Scrutiny Committee for South West London as well as a JHOSC sub-committee for the Improving Healthcare Together programme. SWL CCG officers will continue to work with both local OSCs and the JHOSC to support scrutiny structures at a number of levels.

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

- 9.1. There are no specific implications for the Committee to consider.

## **10 CRIME AND DISORDER IMPLICATIONS**

- 10.1. There are no specific implications for the Committee to consider.

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

- 11.1. There are no specific implications for the Committee to consider.

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

None

## **13 BACKGROUND PAPERS**

None

## Healthier Communities and Older People Overview and Scrutiny Panel

**Date: 05 November 2019**

Agenda item:

Wards: ALL

**Subject: SWL 5-year strategy**

Lead officer: James Blythe, Managing Director, Merton CCG

Lead member: Councillor Peter McCabe Chair of the Healthier Communities and Older People overview and scrutiny panel.

Contact officer: James Blythe, Managing Director, Merton CCG

---

### **Recommendations:**

A. Note the update

---

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

- 1.1. In January 2019, the NHS Long Term Plan set out a requirement for systems to develop a Five Year Plan to identify how they would deliver the ambitions in the NHS Long Term Plan.
- 1.2. In South West London, our partnership agreed that our plan should build on Local Health and Care Plans and the work we are doing across SWL to enhance clinical care and standards.
- 1.3. This report provides the Committee with an update on the development of this plan.

## **2 BACKGROUND**

- 2.1. In November 2017, we published a refreshed STP plan for South West London. The focus was on health and care organisations working together at borough level. Since then we have been developing Local Health and Care Plans with our partners, and have engaged with frontline line staff, community groups, stakeholders, and a reflective sample of local people at our six events in November 2018. We then agreed six Local Health and Care Plans as discussion documents in Spring 2019. These Local Health and Care Plans will be launched with staff, community groups, stakeholders and local people in the Autumn of 2019 and are the cornerstone of the South West London Five Year Plan.

- 2.2. The NHS Long Term Plan sets out clinical priorities for systems to deliver. System partners and clinical networks have been working to agree the South West London response to these. Our Clinically-led Conference in April 2019 complemented this with clinicians and professionals determining the remaining South West London clinical priorities. Similar discussions have taken place, with organisational leads in each partner organisation, to agree the priorities for our enabling programmes of workforce, digital and estates.

### **3 DETAILS**

- 3.1. Our draft Five Year Plan sets out our vision for integrated care in South West London and how we will work together at neighbourhood, place and system level to achieve this. This vision has been developed from borough level upwards, building on local conversations and a system-wide place-based delegation workshop we held in July, as well as a Health and Care Partnership seminar which considered our partnership development priorities against the national Integrated Care System (ICS) maturity matrix. The South West London Health and Care Partnership Board agreed at its last meeting that we should work towards becoming an ICS in April 2020.
- 3.2. This draft Five Year Plan brings together the work of many people to set out the needs of our populations and recommend the actions we will collectively take to support people to better care for themselves and improve health and care across our boroughs.
- 3.3. In addition to a foreword and an “understanding South West London” section, there are six sections to the plan:
- Section one: Local Health and Care plans in each of our boroughs
  - Section two: Enhancing Clinical Care and Standards
  - Section three: Engaging with our communities and staff
  - Section four: Our critical enablers – digital, estates and workforce
  - Section five: Working together
  - Section six: Creating a financially sustainable system

### **4 ALTERNATIVE OPTIONS**

- 4.1. Not applicable

### **5 CONSULTATION UNDERTAKEN OR PROPOSED**

- 5.1. We have written the plan in an infographic-style document so that it is clear and easy to read but which is supported by key documents that are referenced for those who would like to see the detail. The audience for the document is the organisations that make up our South West London Health and Care Partnership and informed stakeholders. For members of the public we will be communicating more widely about our local health and plans at borough level and how they are supported by South West London programmes.
- 5.2. We have circulated the draft plan to partner organisations, including local authorities via Health and Wellbeing chairs and the HCP Programme Board, for comment on the following four questions:
- Is this plan in line with your organisation’s health and care strategic direction and priorities, if not, what is missing?
  - Does this plan reflect the health and care needs and health inequalities of people in your borough and /or your patients? If not, what is missing?
  - Is the financial challenge clear and does the approach to system financial sustainability reflect your local financial plans and conversations? If not, what is missing?
  - Does this plan reflect what we need to do to deliver for the NHS Long Term Plan, national social care requirements? If not, what is missing?
- 5.3. As the plan is in draft, although it has been circulated to partners it has not been published at this stage.

**6 TIMETABLE**

6.1. The timetable for publication of the plan is as follows:

<b>27 September 2019</b>	Draft South West London Five Year Plan discussion document shared with partner organisation, and NHS regulators.
--------------------------	--

<b>During October 2019</b>	Organisations consider the draft South West London Five Year Plan discussion document and questions – not in the public domain at this point due as it is a discussion document until November.
<b>28 October 2019</b>	Feedback on the draft Five Year Plan given by partners
<b>28 October 2019 – 13 November 2019</b>	Organisational feedback considered and Five Year Plan discussion document amended.
<b>14 November 2019</b>	South West London Health and Care Partnership Board meets to consider feedback and recommended changes to the Five Year Plan.
<b>15 November 2019 onwards</b>	South West London Five Year Plan published, subject to South West London Health and Care Partnership Board approval.

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

- 7.1. The NHS long-term commits the NHS to investing in meeting a number of new standards for service delivery. In order to secure transformation funding the NHS locally must demonstrate a robust plan to transform services. Therefore the development of the SWL strategy is a key part of securing increased resources for local services.
- 7.2. Where elements of the 5-year strategy, or its constituent borough-level LHCPs, involve financial commitments for partner organisations, all existing organisational governance arrangements will apply.

## **8 LEGAL AND STATUTORY IMPLICATIONS**

- 8.1. There are no specific implications for the Committee to consider.

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

- 9.1. There are no specific implications for the Committee to consider.

## **10 CRIME AND DISORDER IMPLICATIONS**

- 10.1. There are no specific implications for the Committee to consider.



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

11.1. There are no specific implications for the Committee to consider.

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

None

**13 BACKGROUND PAPERS**

None

This page is intentionally left blank

## **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:**

---

### **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**

– Name: Roger Kershaw

– Tel: 020 8545 3458

**email:** [roger.kershaw@merton.gov.uk](mailto:roger.kershaw@merton.gov.uk)

# **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:**

---

1. That Cabinet notes the approach to rolling forward the MTFFS for 2020-24.
  - 2 That Cabinet confirm the latest position with regards to savings already in the MTFFS
  - 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 MTFFS 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

16. **REPORT AUTHOR**

- Name: Roger Kershaw

- Tel: 020 8545 3458

email: [roger.kershaw@merton.gov.uk](mailto:roger.kershaw@merton.gov.uk)



### 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."



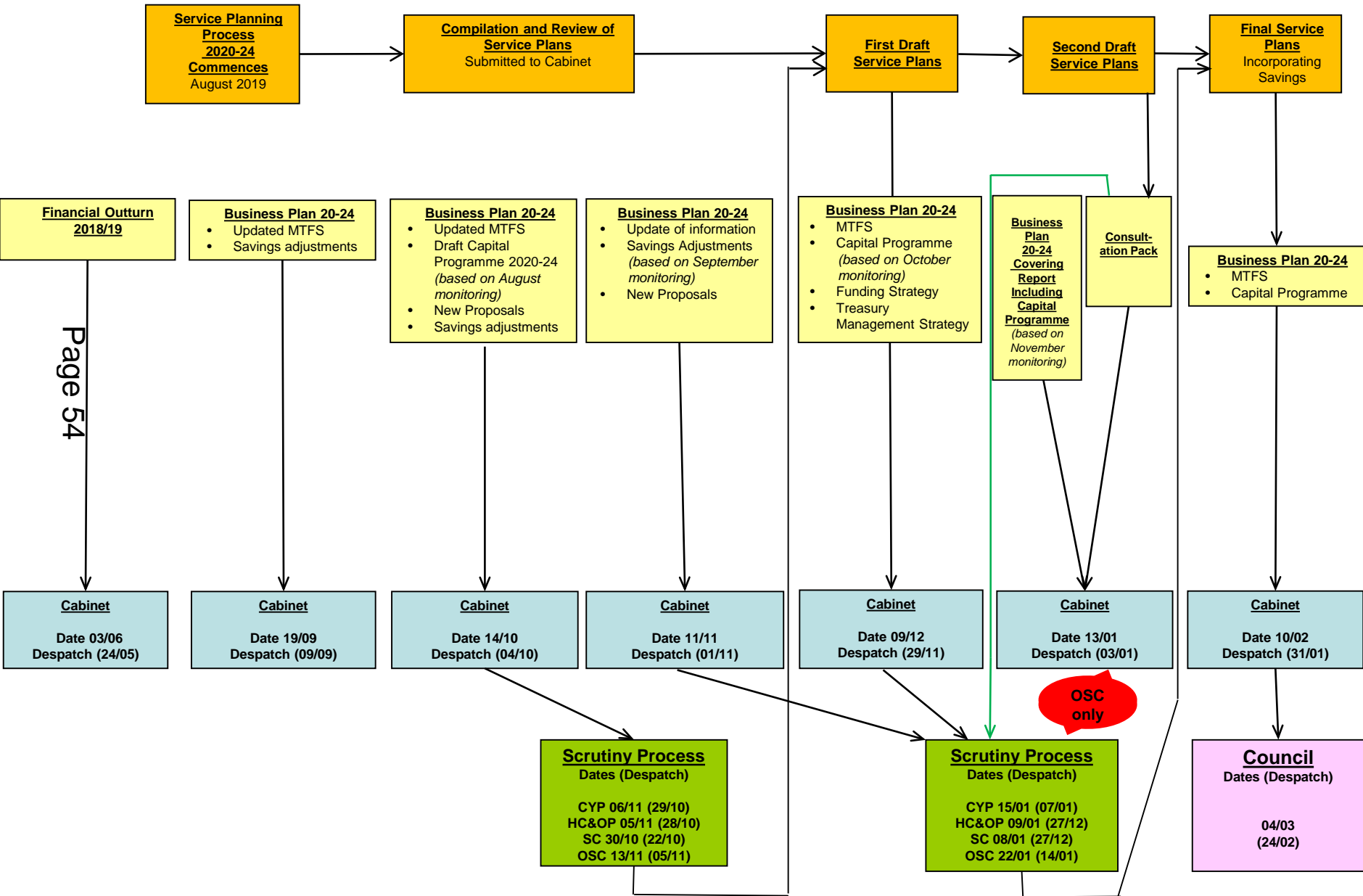
The minutes of the next meeting of the MPC will be published on 7 November 2019. The latest Inflation Report was published on the 1 August 2019.

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



Page 54

## 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> <b>Housing benefit written off debt recovery (one off)</b></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> <b>Customers, Policy and Performance</b></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.								
		<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.								
		<b>Business Plan implications</b>	None								
		<b>Impact on other departments</b>	None								
		<b>Equalities Implications</b>	Identified risks would have greatest impact on children and vulnerable families.								
		<b>TOM Implications</b>	In line with TOM								
C&YP	CSF2019-07	<b>Service Description</b>	<b>Children Social Care</b> <b>Reduction of Central recruitment cost budget</b>	82	30				Low	Low	SP1
		<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								
		<b>Business Plan implications</b>	None								
		<b>Impact on other departments</b>	None								
		<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 Implications</b>	None. The partnership does not deliver direct services to Merton residents.								
		<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>	Redundancy of the Head of CSF Commissioning Role								
		<b>Business Plan implications</b>	Consultation and potential restructure of the Integrated Commissioning Team across PH (and potentially CCG).								
		<b>Impact on other departments</b>	Review and potential restructure will involve Public Health Lead for Children Services.								
		<b>Equalities Implications</b>	Staff will be fully consulted on any proposed changes and have the opportunity to influence any final structure, within budget								
		<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 72	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 73	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	<b>Service Description</b>	<b>Cross Cutting</b> <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.	1,100	300				Medium	High	SS2
		<b>Service Implication</b>									
		<b>Staffing Implications</b>	A reduction of 10-12 posts from a total of 65FTE.								
		<b>Business Plan implications</b>	We will prioritise our core statutory education and social care functions.								
		<b>Impact on other departments</b>	A smaller workforce will reduce our ability to work on cross cutting issues and new developments.								
		<b>Equalities Implications</b>	We will use the Council's agreed HR policies and procedures for restructuring. An EA will be developed for the service change staffing proposals.								
		<b>TOM Implications</b>	The TOM 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.								

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	<b>Service Description</b>	<b>Children Social Care &amp; Youth Inclusion</b> <b>Establish more cost effective Merton independent living provision</b>		400				Medium	Low	SP1
		<b>Service Implication</b>	The likely routes to achieve more cost effective provision may reduce flexibility of location and support available for young people.								
		<b>Staffing Implications</b>	Commissioning and procurement capacity and expertise required.								
		<b>Business Plan implications</b>	This is an existing action in the CSF Business Plan to deliver cost effective independent living provision								
		<b>Impact on other departments</b>	Work with colleagues in C&H required								
		<b>Equalities Implications</b>	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.								
		<b>Implications</b>	This ethnicity of this group is primarily BAME.								
		<b>TOM Implications</b>	Consistent with CSF TOM								

## 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							
		<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>			

Page 81

**Savings Type**

- 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
- SPROP Reduction in Property related costs

**Panel**

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

## 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)
	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

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

Panel

<b>C&amp;YP</b>	Children & Young People
<b>CC</b>	Corporate Capacity
<b>HC&amp;OP</b>	Healthier Communities & Older People
<b>SC</b>	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
	0	2,860,000	2,927,000	(10,929,580)	13,517,580	72,000	823,000	(28,000)	(128,000)	

\* 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 = Heathier 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>

**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 = Heathier Communities and Older People  
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 Disability 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>

**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

**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
- OSC = Overview and Scrutiny, CYP = Children and Young People, HCOP = Heathier Communities and Older People  
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>

This page is intentionally left blank

# 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

**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

Page 97

**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

DRAFT



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

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

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**

Page 101

**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

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

Page 104

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.

Page 105

## 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.

Page 106

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

**7. 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
-------------------------	---------------------------------------	------------	----------------

**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:
---	-------------------------------------	------------	-------

DRAFT



# Equality Analysis

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

What are the proposals being assessed?	Proposed budget savings 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

Stage 1: Overview	
Name and job title of lead officer	Mark Humphries, Assistant Director Infrastructure & Technology
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>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>

DRAFT

# Equality Analysis

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

What are the proposals being assessed?	Proposed budget savings 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

Stage 1: Overview	
Name and job title of lead officer	Mark Humphries, Assistant Director Infrastructure & Technology
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>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>

DRAFT

# Equality Analysis

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

What are the proposals being assessed?	Proposed budget savings 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) Page 119	<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>

	<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

Page 122

DRAFT

# Equality Analysis

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

What are the proposals being assessed?	Proposed budget savings 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.

Page 123

**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

DRAFT

# 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>
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>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>

Page 128

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>

DRAFT

## Stage 2: Collecting evidence/ data

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

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

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		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	/		/		<p><u>Service Users</u> <u>Positive impact</u> The age criteria for access to services will be increasing overall supporting families with children across a wider age range</p> <p><u>Negative impact</u> Due to the widened age range for the new service, and level of savings required, there will be a possible shift of resource from families with younger children presenting at a lower level of need to accommodate the wider age range and the tighter eligibility criteria.</p> <p><u>Staffing</u> 57% of the work force is represented by staff who are aged between 45 and over 55. This proposal therefore affects a higher number of staff within these age categories.</p>
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>
<b>Sexual orientation</b>				Not known
<b>Socio-economic status</b>	/		/	<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>

## 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 134 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).

DRAFT

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

	<p>Embedding the new practice model</p> <p>Embedding a cycle of continuous improvement</p> <p>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</p> <p>Workforce development programme delivered</p> <p>Recruitment and selection processes are adhered to</p>					

Page 13

**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



<p>This Equality Analysis has resulted in an Outcome <a href="#">2</a> Assessment</p>
<p>Please include here a summary of the key findings of your assessment.</p> <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.**

DRAFT

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

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

DRAFT

# Equality Analysis

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

What are the proposals being assessed?	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.

L299140



	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**

Page 41

**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	

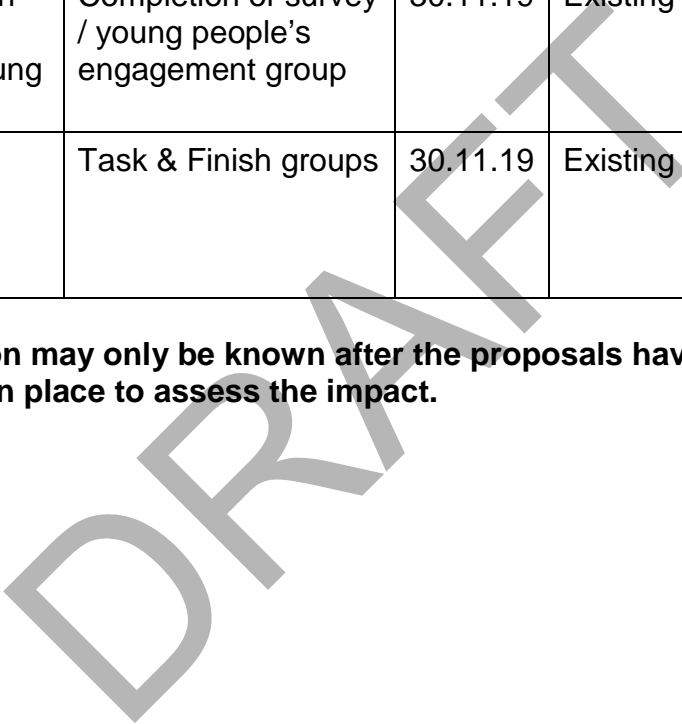
7. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact

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.

Page 143



**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

Page 144

DRAFT

# Equality Analysis

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

What are the proposals being assessed?	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.

Page 145

	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.

DRAFT

## Stage 2: Collecting evidence/ data

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

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

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	

DRAFT



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

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

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

Page 149

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

Stage 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: El Mayhew	Date: 21/10/2019
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell, Director CSF	Signature: 	Date: 22/10/2019

DRAFT

# Equality Analysis

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

What are the proposals being assessed?	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	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)	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	

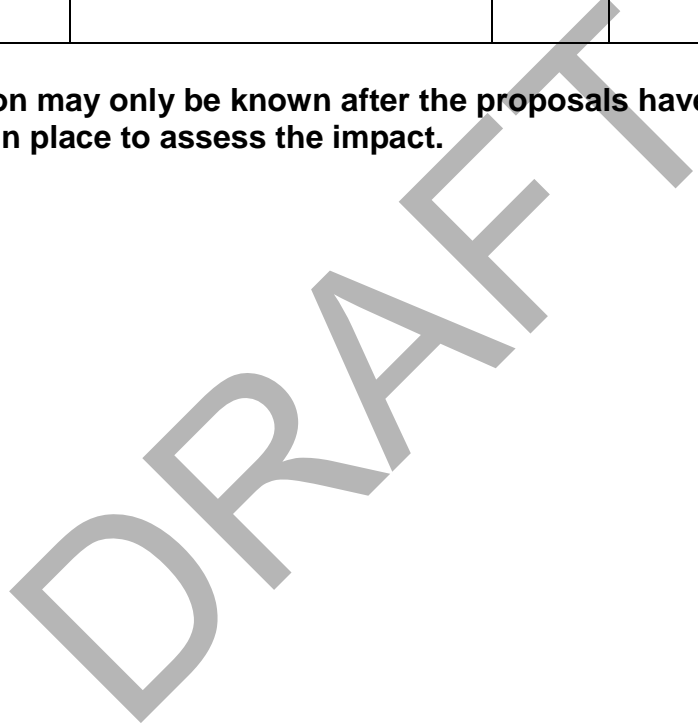
Page 152

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

Page 154

DRAFT

# Equality Analysis

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

What are the proposals being assessed?	<b>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**

Page 156

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

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



7. 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.

DRAFT

**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

Page 158

DRAFT

# Equality Analysis

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

What are the proposals being assessed?	Proposed budget savings 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)?**

Page 160

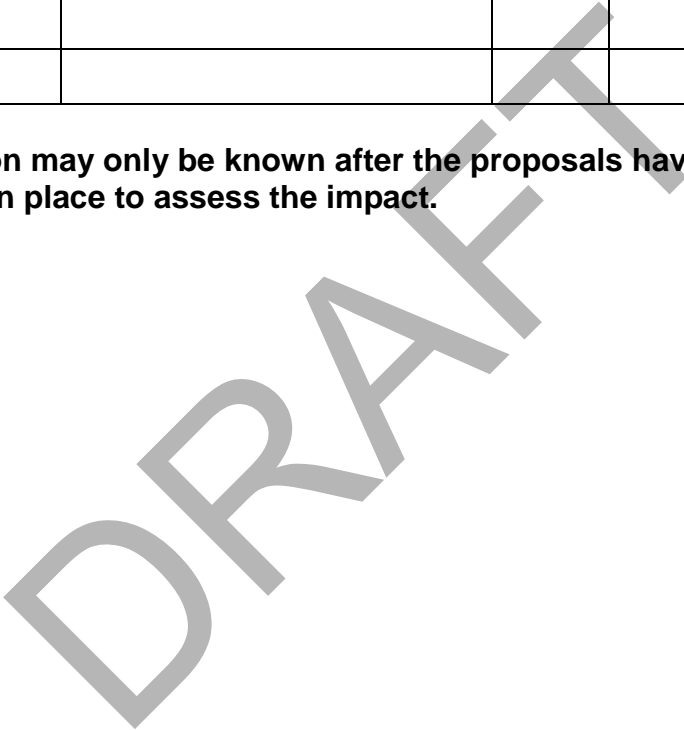
Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		✓		✓	
Disability		✓		✓	
Gender Reassignment		✓		✓	
Marriage and Civil Partnership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

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

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

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

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

# 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	*			*	

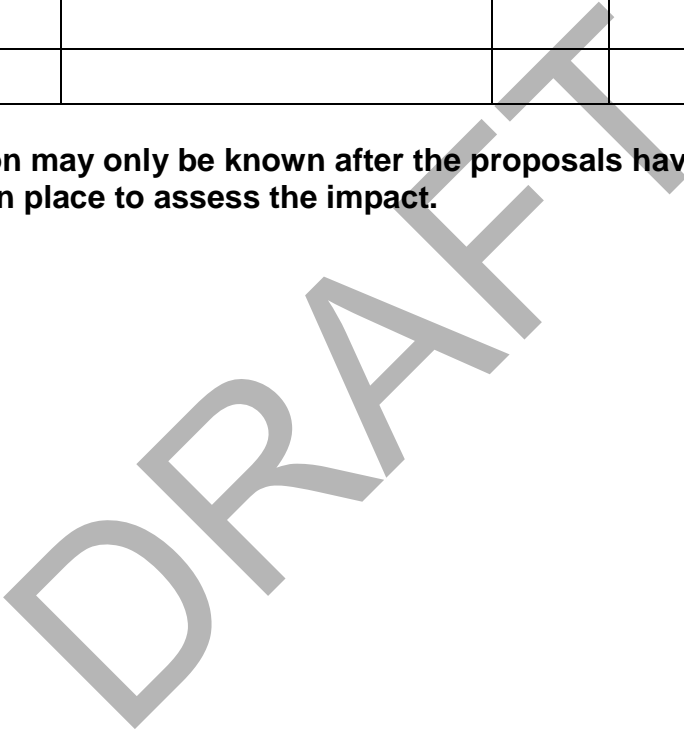


7. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact

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**

<b>Stage 5: Sign off by Director/ Head of Service</b>			
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>

Page 166

DRAFT

# Equality Analysis

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

What are the proposals being assessed?	Proposed budget savings 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

Page 167

<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>
--	---

**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).

<p>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).</p> <p>What impact has this evidence had on what you are proposing?</p> <p>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.</p> <p>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.</p>
--

**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

Page 168

				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

Page 170

DRAFT

# Equality Analysis

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

What are the proposals being assessed?	Proposed budget savings 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.

Page 17

**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**

x

**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					

Page 172



<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

Page 174

DRAFT

# Equality Analysis

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

What are the proposals being assessed?	Proposed budget savings 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

Page 175

<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>
--	--

**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

Page 176

					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>					

<b>Socio-economic status</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 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>
------------------------------	---	--	---	--	---

## 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, maternity, race, sex (gender), socio- economic status	<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>	KPIs and data monitoring schedules and quality reporting will be developed as part of the service redesign.	April 2021	Existing resources	Julia Groom/Dagmar Zeuner	Public Health C&H

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>

Page 179

DRAFT

# Equality Analysis

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

<p>What are the proposals being assessed?</p> <p>ENV1920-01</p>	<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>
<p>Which Department/ Division has the responsibility for this?</p>	<p>Parking Services, Environment and Regeneration</p>

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

Page 180



<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 181</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.

DRAFT

**Stage 2: Collecting evidence/ data**

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

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

The 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>

Page 183

					<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>

					<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>
Sexual orientation	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>
Socio-economic status	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

Page 37

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>

DRAFT



# Equality Analysis

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

What are the proposals being assessed?  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>

Page 189

<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?

DRAFT

**Stage 2: Collecting evidence/ data**

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

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

The 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

Page 19

**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**

Page 96

**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.

DRAFT

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

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

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.

Page 200

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		✓		✓	

Page 2

## 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.**

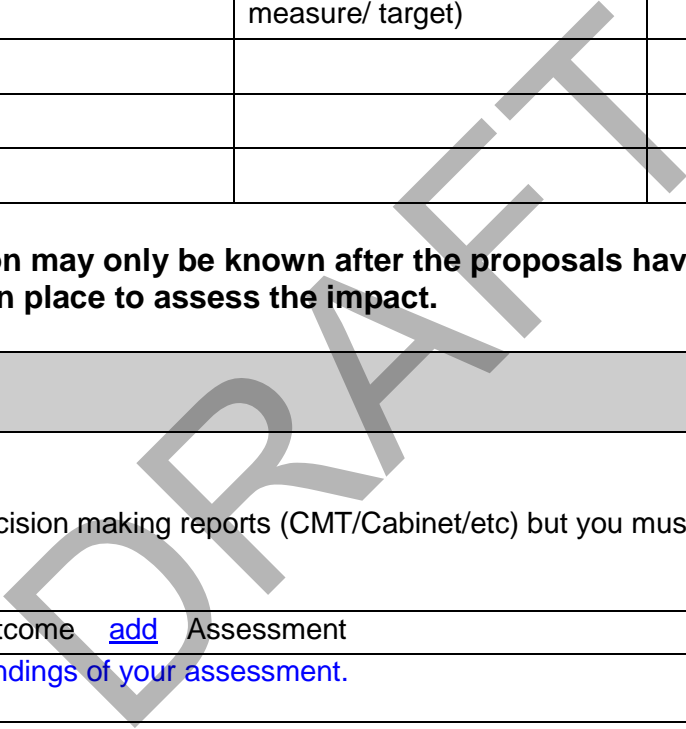
**Stage 6: Reporting outcomes**

**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.

Page 205



<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>

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? ENV1920-05	- 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**

Page 208

**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	

Page 210

**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>

DRAFT

# Equality Analysis

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

What are the proposals being assessed?	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.



## 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

Page 24

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>

DRAFT

This page is intentionally left blank

## Healthier Communities and Older People Overview and Scrutiny Panel

**Date: 5<sup>th</sup> November 2019**

Agenda item:

### **Subject: Merton Joint Sexual Health Strategy**

Lead officer: Dr Dagmar Zeuner, Director of Public Health

Lead member: Cllr Tobin Byers, Cabinet Member for Adult Social Care, Health and the Environment

Contact officer: Julia Groom, Consultant in Public Health /Kate Milsted, Sexual Health Commissioning Manager

---

#### **Recommendations:**

- A. *review and consider the draft borough wide sexual health strategy in order to provide pre-decision scrutiny.***
- 

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

- 1.1. This report sets out the development to date of a joint local authority and CCG sexual health strategy (2020-2025) for the London Borough of Merton. It provides an opportunity for pre-decision scrutiny of the strategy, which will be presented to the Health and Wellbeing Board in January 2020.

#### **2 DETAILS**

##### **2.1. Sexual health strategy**

- 2.1.1 Sexual health is a key public health issue. Access to quality sexual health services improves the health and wellbeing of both individuals and populations. The sexual health strategy has been developed to strengthen how partners work together to improve sexual health in Merton, addressing the challenges of increasing sexual health needs, higher demand for services and consequent financial pressures.
- 2.1.2 The past decade has seen great improvements in the quality and scope of sexual and reproductive health promotion and HIV prevention. Merton has seen one of the highest reductions in teenage conceptions in the country. However, alike the rest of London, Merton is experiencing a continuing rise in acute sexually transmitted infections (STIs), particularly Syphilis, Gonorrhoea, and HIV. This has led to a higher demand for services in London than any other area of the country, and as a result, a rising cost of sexual health services.
- 2.1.3 Sexual ill health is not equally distributed within the population. Strong links exist between deprivation and STIs, teenage conceptions and abortions, with the highest burden borne by women, men who have sex with men

(MSM), under 25 year olds and black and minority ethnic groups. Similarly, HIV infection in the UK disproportionately affects MSM and Black Africans.

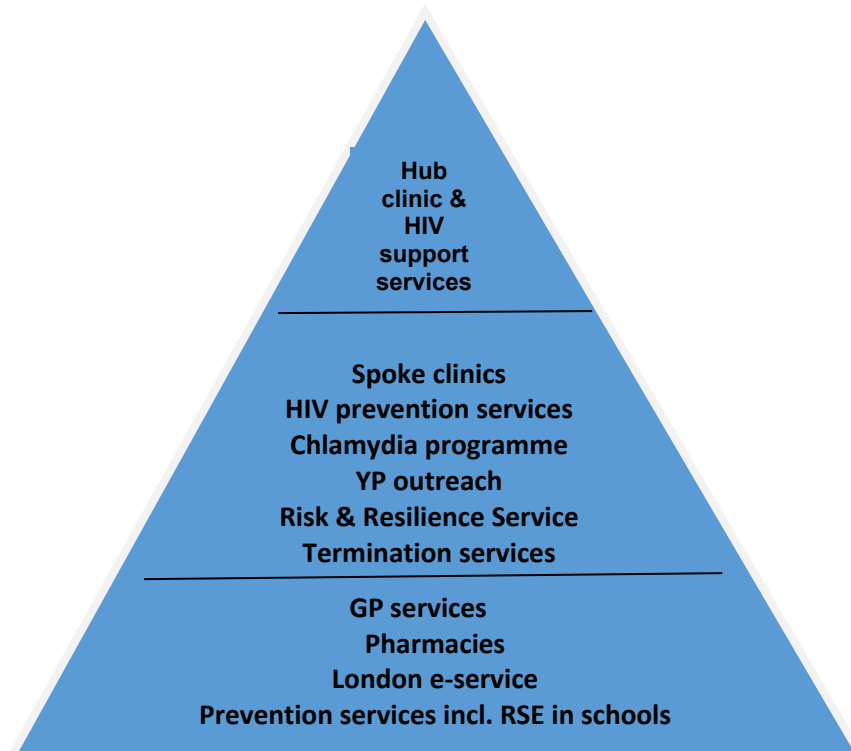
- 2.1.4 A joined up approach is needed to meet the needs of the most vulnerable, working in partnership with a range of other services, such as those dealing with sexual violence, gangs, child sexual exploitation, people with learning difficulties, mental health and substance misuse issues. Local authorities across London and across the country continue to work together to tackle these issues.
- 2.1.5 The development of a sexual health strategy for Merton provides a joined up response to sexual health, by detailing how partners will collaboratively respond to increasing STI and HIV rates and tackle the subsequent pressure on services. It details the actions those in Merton will take, and the ways in which the borough will work with other local authorities. The long-term goal is to improve outcomes in sexual health and sexual well-being and access to services in the borough, which should in turn reduce the cost to the broader health and social economy.
- 2.1.6 The strategic vision for Merton is to improve the sexual health and wellbeing of those who live, work and learn in the borough by:
- providing people with the information and skills they need to make informed choices about their sexual health and wellbeing;
  - providing confidential, easily accessible and comprehensive services; and
  - promoting healthy fulfilling sexual relationships and reducing stigma, exploitation, violence and inequalities.
- 2.1.7 To achieve this three key priorities have been identified:  
**Priority One: Education & Training** - increase training and education with the community and frontline workforce to build their confidence to discuss sexual health and wellbeing, empowering people in Merton to manage their own sexual health and develop fulfilling and healthy relationships.  
**Priority Two: Easy access to sexual health & well-being services** - ensuring sexual health and well-being services are free, confidential, comprehensive and available to all, at times and locations which meet need.  
**Priority Three: Comprehensive sexual health and wellbeing** - enabling people to consider their sexual health and wellbeing in the context of their whole life, by ensuring services are joined up and address the wider determinants.
- 2.1.8 A strategy development steering group has been set up to oversee the development of the strategy and implementation plan. This group is jointly chaired by a Consultant in Public Health and GP Clinical lead from Merton CCG, ensuring clinical input throughout the process. Members of this group include representatives from: the CCG, LBM social care and education departments, the local pharmaceutical committee, voluntary sector, the current integrated sexual health service provider and Merton Healthwatch.
- 2.1.9 The strategy is informed by a comprehensive sexual health needs assessment, which uses a range of national and local data to examine trends in STIs and teenage conceptions in Merton.

2.1.10 Over 1500 people who live, work and learn in Merton were consulted with in the development of the strategy, with care being taken to engage with those disproportionately impacted by sexual ill health including those with disabilities, young people, Black Africans, men who have sex with men (MSM) and lesbian, gay, bisexual, transgender or questioning (LGBTQ+) groups. See section 5.1 for details.

2.1.11 The strategy will be supported by a comprehensive implementation plan. The plan will detail how the strategy vision and priorities will be delivered over the next five years. Progress will be regularly reviewed and assessed by the strategy steering group, to ensure it remains fit for purpose and that milestones are met.

## 2.2. Commissioning responsibility for Sexual Health Services

2.2.1 London Borough of Merton along with Merton Clinical Commissioning Group (MCCG) and NHS England have joint commissioning responsibility for sexual health services. The diagram below shows the sexual health services provided in the borough. The bottom of the triangle shows universal services and the top complex care. The aim is for people to be seen at the most appropriate service for their need.



Local authorities have a statutory duty to secure the provision, for their residents, of open access services for contraception and for testing and treatment of sexually transmitted infections (STIs). Due to this open access Merton residents can choose to access any service in the country and this is then charged back to LBM. This can make budgets difficult to predict and control and so working with partners to manage demand is essential. Latest data shows 52% of Merton residents access the local ISH service, 38% access other clinics in South West London and 10% access services elsewhere in the country, but mainly central London.

- 2.2.2 Merton contributes, along with most other boroughs in London, to the London Sexual Health Programme (LSHP). The objective is for boroughs to work together to transform and commission services, ensuring continued good practice whilst responding to current and future financial challenges by making the best use of resources. A key commissioning priority of LSHP is the provision of an innovative London wide 'e-service' which allows people to order a testing kit to be completed at home rather than attending a clinic. This service commenced in January 2018 and to date has seen a good uptake.
- 2.2.3 In line with the LSHP objectives, Merton public health team have recently co-commissioned a local integrated sexual health service with the London Borough of Wandsworth and the Royal Borough of Richmond upon Thames. This service was commissioned using the London service specification and tariff. This service is delivered by Central London Community Healthcare (CLCH), and provides specialist sexual health clinics across the three boroughs, as well as outreach programmes to young people. Having one provider across the three boroughs allows for a clearer patient pathway as well as economies of scale.
- 2.2.4 The service provides the hub and spoke clinics which are listed in the diagram above. The hub clinic is located in Clapham Junction and the spoke clinics in Merton are located in Wimbledon and Mitcham. Clients contact the service via a single point of access phone number and are triaged accordingly.
- 2.2.5 The service commenced on 1<sup>st</sup> October 2017 and the hub clinic at Clapham Junction (Falcon Road) opened in November 2018. Between October 2017 and the end of June 2019 (the date up to which data is available) there have been 28,164 attendances by Merton residents at ISH clinics.
- 2.2.6 The highest proportion of patients seen in the service are aged 18-24 or 25-34 years which reflects national data on the greatest sexual health need. Most patients seen are female which correlates with data showing that the most common reason for attendance is access to contraception.
- 2.2.7 Data on the number of attendances by Merton residents at clinics which are not within the ISH service has also been analysed. Of those Merton residents who do not attend clinics run by the ISH service most attend clinics in South West London: Kingston hospital; Epsom & St Helier hospital; and Croydon hospital. Analysis of this data shows that these attendances are largely related to postcode, so those living on the borders of these boroughs are more likely to attend those hospitals as they are nearest to home.
- 2.2.8 Priority 2 in the draft sexual health strategy is to ensure easy access to sexual health and wellbeing services. In line with this key priorities for the ISH service over the next year are: communication to stakeholders on the services offered and pathways to access; targeted provision for under 18 year olds; training other professionals in the borough particularly GPs and; encouraging people attending the service who do not have symptoms to use the London e-service.



### 3 ALTERNATIVE OPTIONS

Not applicable

### 4 CONSULTATION UNDERTAKEN OR PROPOSED

4.1. Extensive consultation has been undertaken to inform the development of the sexual health strategy:

- 123 face to face focus groups with young people at Ricards Lodge, Phipps Bridge and Pollards Hill youth clubs, SMART Centre, Merton College, Lavender Footballers, Youth Parliament, Uptown youth club and School Council Action Day.
- 116 people responded to an on-line survey on the Council's website.
- 1,167 school aged young people answered sexual health questions on the school-based survey.
- Face to face consultation with 300 professionals working in Merton via different meetings & networks, including; Involve, Children's Schools and Families DMT, Promote and Protect group, secondary/primary heads and governors, GP practice leads, CLCH practitioners, Preparation to Adulthood Board, PSHE co-ordinators, Young People Health Reference Group, health commissioners, Children's Trust Board, Violence Against Women and Girls group, and the substance misuse partnership board.

### 5 TIMETABLE

Please see below some key milestones in the next steps for the strategy development:

**Mid November 2019:** Final draft of sexual health strategy, implementation plan and needs assessment complete and signed off by the strategy steering group.

**Nov – Dec 2019:** Sign off of final strategy and implementation plan by relevant Local Authority and CCG boards

**28<sup>th</sup> January 2020:** Endorsement of the strategy at the Health and Well-Being Board

**Jan 2020:** Strategy implementation group is set up and work on the implementation plan commences.

### 6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

There has been no cost incurred whilst developing the strategy except staff time. The implementation plan will be delivered within existing budgets and staff resources.

### 7 LEGAL AND STATUTORY IMPLICATIONS

The strategy will have oversight of the following areas, which are the legal and statutory responsibility of local authorities:

- The statutory duty to secure the provision, for their residents, of open access services for contraception and for testing and treatment of sexually transmitted infections (STIs).
- Statutory Relationships and Sex Education (RSE), which will come into effect in September 2020.

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

- 8.1 Assessment of need, research and consultation conducted thus far indicates that there is recognised disparity and inequality of sexual health between different population groups. Young people, gay men, and black and minority ethnic groups are disproportionately affected by poor sexual health.
- 8.2 The strategy and corresponding implementation plan aim to address this disparity, and ensure equality and equity of access to education and sexual health services in the borough, with particular emphasis on these most vulnerable groups.
- 8.3 An equality impact assessment has been carried out and the results have fed into the strategy and implementation plan.

## **9 CRIME AND DISORDER IMPLICATIONS**

There are strong links between sexual health and wellbeing and domestic violence, sexual exploitation and abuse. The police and Sexual Assault and Referral Centres (SARC) are key partners in the strategy.

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

None

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

- Merton’s joint sexual health strategy – draft version, subject to change.

## **12 BACKGROUND PAPERS**

None

# **Merton Sexual Health Strategy 2020-2025**

**London Borough of Merton and Merton Clinical  
Commissioning Group**

**October 2019**

**DRAFT DOCUMENT (V.21 22 10.19)**

# **Merton Sexual Health Strategy: 2020-2025**

---

## **Contents**

### **1. Foreword**

### **2. Executive summary**

### **3. Introduction**

- 3.1 What is sexual health & well-being?
- 3.2 The case for change
- 3.3 Purpose & scope of this strategy

### **4. Our Vision for Merton**

- 4.1 Vision
- 4.2 Principles
- 4.3 Outcomes

### **5. Our Priorities**

- 5.1 Priority 1: Education and Training
- 5.2 Priority 2: Easy access to sexual health & well-being services
- 5.3 Priority 3: Comprehensive sexual health & well-being

### **6. Strategy development & delivery**

- 6.1 How the strategy has been developed
- 6.2 Governance
- 6.3 Action plan
- 6.4 Measuring success

### **7. Supporting information**

- 7.1 The evidence base for sexual health
- 7.2 National context
- 7.3 Regional context
- 7.4 Local partners
- 7.5 Sexual health needs in Merton
- 7.6 Merton sexual health services

### **8. Glossary**

### **9. References**

**10. Resources**  
**1. Foreword**

---

To be added

DRAFT

## 2. Executive summary

---

This 2020-2025 joint Sexual Health Strategy recognises that healthy relationships, sexuality and sexual health affects everyone at some point in their lives. The strategy sets out how London Borough of Merton (LBM) and NHS Merton Clinical Commissioning Group (MCCG), along with their partners and the residents of Merton, plan to improve sexual health in the borough. It sets out plans to respond to increasing sexually transmitted infections (STI) and HIV rates, and prevent long lasting impacts of poor sexual health and well-being.

The strategy and associated implementation plan recognise that sexual health and well-being impact on and are affected by wider determinants of health (such as social, economic and environmental issues which shape daily life and impact on people's health), and so partnership working with all relevant organisations nationally, regionally and locally is crucial.

Prevention is a priority and although a universal approach is identified it is also recognised that certain groups, such as under 25s, men who have sex with men (MSM) and black and minority ethnic (BME) groups, are disproportionately affected and so targeted interventions are required.

Our vision is to improve the sexual health and wellbeing of those who live, work and learn in Merton by:

- providing people with the information and skills they need to make informed choices about their sexual health and wellbeing;
- providing confidential, easily accessible and comprehensive services; and
- promoting healthy fulfilling sexual relationships and reducing stigma, exploitation, violence and inequalities.

To achieve this three key priorities have been identified:

**Priority One: Education & Training** - increase training and education with the community and frontline workforce to build their confidence to discuss sexual health and wellbeing, empowering people in Merton to manage their own sexual health and develop fulfilling and healthy relationships.

**Priority Two: Easy access to sexual health & well-being services** - ensuring sexual health and well-being services are free, confidential, comprehensive and available to all, at times and locations which meet the need.

**Priority Three: Comprehensive sexual health and wellbeing** - enabling people to consider their sexual health and wellbeing in the context of their whole life, by ensuring services are joined up and address the wider determinants.

This vision and key priorities were informed by a local sexual health needs assessment, which highlighted that although sexual health need in Merton is similar to much of London, there are areas which require focus. These include but are not limited to: reducing the rate of new diagnoses of gonorrhoea and syphilis, (which are markers of risky sexual behaviour); tackling high repeat termination of pregnancies in under 25 year olds; ensuring those at risk of HIV get tested earlier; and providing protection against sexual violence and exploitation.

The sexual health landscape is continually changing with emerging issues such as the threat of antibiotic resistance to gonorrhoea and new medical interventions, and Pre-exposure prophylaxis (PrEP) causing challenges to already reduced public budgets. Demand for sexual health services remain high, and in response commissioners and providers have had to be innovative. In London partners have worked together to introduce a standardised integrated service model, a more effective pricing mechanism and an online STI service.

The development of this strategy has been overseen by a multi-agency steering group with representation from all key partners. Extensive stakeholder engagement with over 1,500 people living, working and studying in Merton has been undertaken which has been invaluable in ensuring the vision, priorities and actions respond to local views and need.

The implementation plan for the borough sets out how partners will work together to achieve the strategy's priorities, with the top six actions being to:

- Provide support and training to schools to implement the new national guidance for Relationship and Sex Education (RSE) and meet the new Ofsted framework on promoting personal development.
- Strengthen education and training for parents, carers and professionals supporting children, young people and adults with special educational needs and disabilities to enable them to have safe and sexually healthy lives.
- Work in partnership with South West London commissioners to review the provision of sexual health services in pharmacies, with the view to ensuring a standard model across the sector and widening access, particularly in the east of the borough.
- Explore opportunities to engage with those identified as needing further support, including but not limited to those: aged over 25; aged 50 +; identifying as lesbian, gay, bisexual, transgender, or questioning (LGBTQ+); with physical and learning disabilities; experiencing or at risk of child sexual exploitation (CSE) and; MSM.
- Continue to develop and improve pathways between sexual health related services including termination and contraceptive services, antenatal/postnatal support and HIV support services, working to address commissioning issues where needed.
- Strengthen and embed sexual health knowledge and support into inter-linked services, particularly for those: experiencing poor mental health; living and ageing with HIV; experiencing domestic violence or dealing with previous past abuse; who are the victim of CSE and who are using substances.

## 3. Introduction

---

### 3.1. What is sexual health and well-being?

Sexual health and wellbeing is a fundamental aspect of the human identity and life experience. The World Health Organisation (WHO) definition of sexual health is:

*“...a state of physical, emotional, mental and social well-being in relation to sexuality; it is not merely the absence of disease, dysfunction or infirmity. Sexual health requires a positive and respectful approach to sexuality and sexual relationships, as well as the possibility of having pleasurable and safe sexual experiences, free of coercion, discrimination and violence. For sexual health to be attained and maintained, the sexual rights of all persons must be respected, protected and fulfilled.” (WHO, 2006)*

Essential elements of good sexual health are equitable relationships and sexual fulfilment with access to information and services to avoid the risk of unintended pregnancy, illness or disease<sup>1</sup>. It is a key public health issue and access to quality sexual health services improves the health and wellbeing of both individuals and populations.

### 3.2. The case for change

The past decade has seen great improvements in the quality and scope of sexual and reproductive health promotion and HIV prevention. In 2013 the Government published a framework for sexual health improvement setting out its ambitions to improve sexual health outcomes. Merton has seen one of the highest reductions in teenage conceptions in London and overall the rate of new STI diagnoses has remained stable. However, alike the rest of London, Merton is experiencing a continuing rise in acute STIs, particularly syphilis and gonorrhoea. This has led to a higher demand for services in London than any other area of the country, and as a result, a rising cost to public services.

A focus on sexual health and well-being is required as:

- **Sexual health inequalities remain**  
Sexual ill health disproportionately affects young people, men who have sex with men (MSM) and people from black and minority ethnic (BME) groups adding to existing health inequalities. Services need to continue to be targeted to these groups and integrated pathways to support are clear.
- **Commissioning responsibilities are complex and fragmented**  
Greater partnership working is required to ensure the best outcomes and value from combined assets: London Borough of Merton (LBM); NHS Merton Clinical Commissioning Group (MCCG); and NHS England, and third sector partners.

---

<sup>1</sup> Dept of Health (2001) The national strategy for sexual health and HIV



- **Sexually transmitted infections (STIs) and unintended pregnancies can have a long lasting economic impact**  
 Preventing STIs, HIV and unwanted pregnancies is cost effective and evidence of return on investment is strong. For every pound spent on sexual health services, £86 could be saved on future public spending (Lucas, 2015) and every pound spent on contraception saves £11 in reduced healthcare costs (Kings Fund, 2014).
- **Sexual health clinics are open access services**  
 While most residents choose to access services in South West London and Central London residents can choose to access services in any part of the country. This creates challenge to financial planning, making it difficult to predict and control budgets. Collaboration with commissioners across the whole sexual health system is therefore imperative.
- **Sexual health is compounded by the wider determinants of health**  
 Socio-economic deprivation, alcohol/substance misuse, mental health, domestic violence, coercion, exploitation and abuse all impact on sexual health outcomes. A clear strategic direction and collaborative approach is required for organisations and departments to address cross cutting agendas together and create greater efficiency and effectiveness.
- **Almost everyone will have a sexual relationship at some point in their life**  
 Stigma, myths and embarrassment about sexual health however, remain and disproportionately affect certain groups including young people, those at risk of HIV, those with learning disabilities and LGBTQ+ groups.
- **Local need is changing**  
 The local sexual health picture is set out in our accompanying needs assessment, however, key needs are identified as:
 
  - low teenage conception rates, but high percentage of those leading to abortion and high repeat abortion rates;
  - low uptake of long acting reversible contraception (LARC);
  - high rates of STIs in comparison with the rest of the country and disproportionately affecting MSM, BME groups and young people;
  - low chlamydia detection rates;
  - increasing rates of new diagnosis of HIV alongside high late diagnosis of HIV.

### **3.3. Purpose and scope of the strategy**

This is a joint strategy between London Borough of Merton (LBM) and NHS Merton Clinical Commissioning Group (MCCG) and partners. It sets out how organisations plan to achieve their collective vision for Merton. It recognises that healthy relationships, sexuality and good sexual health affects everyone at some point in their lives, and so takes a life course approach (Marmot 2012).

This strategy for Merton sets out a vision and priorities which will shape how LBM, MCCG and their partners will collaboratively work to improve sexual health and wellbeing and respond to increasing STI and HIV rates as well as the other determinants linked to sexual health.

The overall aim is to work in partnership to address the wide range of areas and issues which have an impact on relationships and sexual health, including health services, education, preparing for adulthood, employment and the criminal justice system. By working together it is hoped that Merton can reach the long-term goal of improving outcomes in sexual health and sexual well-being. This in turn should lead to a more effective patient pathway that allows people to manage their own sexual health and wellbeing and to seek help earlier, thus reducing the cost of treatment and care.

The scope of this strategy includes all sexual health services and interventions which are commissioned by LBM or MCCG. MCCG have delegated responsibility from NHS England to commission primary care services so these will be included. Other sexual health services commissioned by NHS England fall outside the scope of this strategy.

An integrated sexual health service for Merton was recently recommissioned in line with the London sexual health programme and this contract is not due to end until September 2023 at the earliest. In light of this, the strategy will focus on the development, rather than procurement, of the services covered under the contract. Consideration will also be given to future service models, and the potential to move towards a more integrated approach as part of holistic services, in line with other community health services.

## 4. Our vision for Merton

---

The vision and priorities for this strategy have been developed with key stakeholders including professionals who work in the borough, residents, and young people who are educated in Merton. Time has been taken to ensure engagement of priority groups and the professionals who work with these groups including; under 25 year olds; men who have sex with men; black Africans; and those with learning and physical disabilities and young people experiencing or at risk of CSE.

### 4.1. Vision

To improve the sexual health and wellbeing of those who live<sup>2</sup>, work and learn in Merton by:

- providing people with the information and skills they need to make informed choices about their sexual health and wellbeing;
- providing confidential, easily accessible and comprehensive services; and
- promoting healthy fulfilling sexual relationships and reducing stigma, exploitation, violence and inequalities.

### 4.2. Principles

The strategy adopts the following principles to ensure quality of impact and achievement of outcomes:

**People centred:** sexual health pathways and services will be focussed on the individual and not on organisational or commissioning boundaries. Service user's views and experiences will be used to improve existing services and inform the commissioning of new services.

**Equity:** services will be available to all residents, but proportionate to needs. This includes offering universal services but also targeting the most deprived areas and the groups with the highest risk of poor sexual health.

**Life-course approach:** a life-course approach to sexual health and reproductive health will be taken, ensuring opportunities for health promotion at all stages but particularly at transitions.

**Evidence based:** all sexual health and well-being services will be commissioned using the latest national evidence and standards including National Institute of Clinical Excellence (NICE), British HIV Association (BHIVA) and British Association of Sexual Health and HIV (BASHH) and will be informed by local needs assessments.

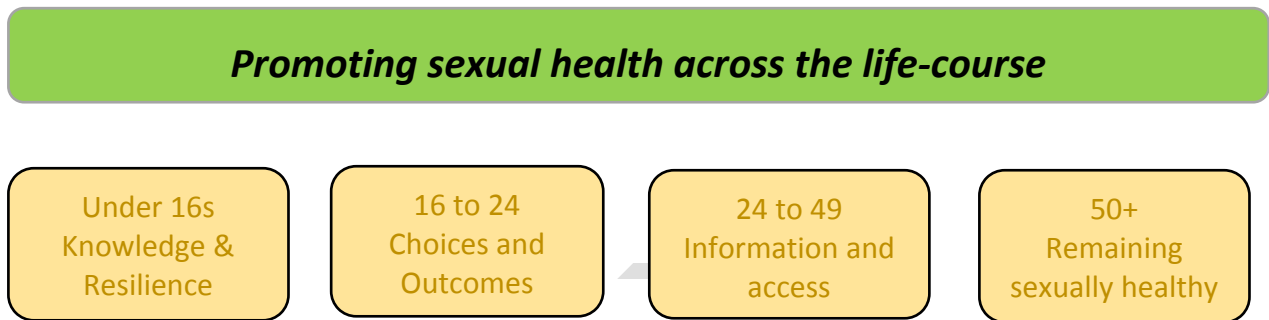
**Partnership working:** provision of sexual health services is complex and sexual health has many cross cutting themes. Continued partnership working at a local, London and national level is crucial to ensuring a whole systems approach.

---

<sup>2</sup> This includes young people who are looked after by Merton, but may live elsewhere.

**Prevention focussed:** it is recognised that prevention work underpins public health. This will be a core part of all interventions and services provided.

### 4.3. Proposed approach



### 4.4. Outcomes

The strategy aims to achieve the following outcomes:

**Rates of infections:** reduce the prevalence of undiagnosed STIs and HIV by encouraging early diagnosis and treatment.

**Unwanted pregnancies:** maintain reductions in under 18 conceptions, reduce repeat abortions and continue to support young parents through early years strategies.

**Sexual health and well-being of vulnerable groups:** to identify a set of outcome indicators to measure wider determinants of sexual health and well-being in relation to vulnerable groups, and achieve improvements in relation to priority areas.

**Living with HIV:** provide support for those living with HIV to ensure they are living well with zero HIV related stigma, HIV transmissions or HIV related deaths.

**Sexual violence and exploitation:** decrease the rate of sexual offences (outcome indicators for further development).

## 5. Our Priorities

---

This section should be read in conjunction with the implementation plan which provides the detail about how we plan to achieve each of the priorities.

### 5.1. Priority 1: Education and Training

#### 5.1.1. Definition

Increase training and education with the community and frontline workforce to build their confidence to discuss sexual health and wellbeing, empowering people in Merton to manage their own sexual health and develop fulfilling and healthy relationships.

#### 5.1.2. Why is this a priority?

Education and training about sexual health for individuals, communities and the workforce forms a vital component of improving sexual health and wellbeing while reducing reliance on specialist services. The sexual health workforce is diverse and includes both specialists and non-specialists in sexual health. Prevention strategies rely heavily on the knowledge, skills and confidence of professionals providing up-to-date and evidence-based interventions that promote sexual health. Yet, our workforce told us that they often felt poorly supported to deliver expected teaching and patients felt staff would merit from more training to understand the needs associated with sexual wellbeing.

#### 5.1.3. What did people say?

- Over 80% of residents who responded to our online survey told us their top priority was improving Relationships and Sex Education (RSE). This was echoed by the workforce, who asked for support implementing the new national guidance on RSE.
- The workforce asked for support to develop their knowledge and skills, particularly in relation to:
  - the specific issues facing LGBTQ+ communities and those with disabilities;
  - supporting people living with HIV particularly those who are aging;
  - supporting those who disclose sexual abuse, violence and/or exploitation and;
  - sexual wellbeing, such as the changing nature of relationships due to technological advances, pornography and on-line sexual bullying.
  - Understanding the relationship between religion, belief and sexual health.
- Parents asked for support to build their skills and confidence to talk to their children about sex and relationships and the associated issues.
- Young people wanted information that didn't just focus on sexually transmitted infections and pregnancy but also sexual pleasure, consent and what to do if you have a concern.

#### **5.1.4. Where are we now?**

- Providers support the delivery of universal Personal Social Health Education (PSHE) including:
  - a support network for PSHE practitioners;
  - sexual health education sessions in schools including nurse provision;
  - theatre in education programmes which promote knowledge, skills and confidence;
  - programmes targeting the specific needs of children with special educational needs (including grooming, consent).
- Specialist HIV providers deliver training to professionals on HIV awareness, recognising and addressing stigma and normalising testing.
- The integrated sexual health service provides training on sexual health to primary care, pharmacies, school nurses and other healthcare professionals.

#### **5.1.5. What do we plan we do?**

The top four areas of development are to:

1. Provide support and training to schools to implement the new national guidance for RSE and meet the new Ofsted framework on promoting personal development.
2. Strengthen education and training for parents, carers and professionals who support children, young people and adults with special educational needs and disabilities.
3. Ensure sexual health information is embedded into existing training for professionals, adopting Making Every Contact Count (MECC) principles to enable the workforce to opportunistically promote sexual health and wellbeing in all conversations.
4. Provide information on how to most effectively support people who disclose sexual abuse, violence and/or exploitation.

## **5.2. Priority 2: Easy access to sexual health and well-being services**

### **5.2.1. Definition**

Ensuring sexual health and well-being services are free, confidential, comprehensive and available to all, at times and locations which meet the need.

### **5.2.2. Why is this a priority?**

Improving access to sexual health and wellbeing services was a key recurring theme within our engagement work. In order for people to achieve good sexual health they require age appropriate education on how to protect their sexual health so they can make informed decisions, and information on how to access appropriate services and interventions when they need them.

### **5.2.3. What did people say?**

- 72% of residents who responded to our online survey felt access to free, confidential contraception and STI screening was a priority, with many stipulating that this could be improved by increasing provision in GP practices, pharmacies and online.
- Only 42% of young people reported that they would know which services to go to if they had a concern about sexual health, with young people in wards with higher levels of deprivation feeling less able to talk to an adult about sexual health.
- Residents felt over 25 year olds, particularly the 50+ age group, were often overlooked so wanted a greater understanding of their needs, how to reach them and how to ensure they have the required skills and knowledge.
- Stakeholders specifically felt there is a need for improved:
  - outreach services and out of hours access to sexual health services, particularly in the east of the borough;
  - use of technology to inform people about sexual health services and to improve access e.g. booking appointments online;
  - fast track access to specialist sexual health services for those who are vulnerable and at risk and;
  - 'consideration' for the needs of vulnerable groups such as young people experiencing or at risk of CSE, those with physical or learning disabilities, LGBTQ communities and MSM.

### **5.2.4. Where are we now?**

The provision of core sexual health services are constantly under review to ensure access to services is equitable and meets the needs of Merton's diverse population. Over the last few years Merton has:

- Commissioned a new integrated sexual health service with a single point of access which allows early triage to the right service so simplifying the patient journey.
- Supported the roll out of the London e-service which provides online STI testing for those with no symptoms.

- Provided ongoing funding for community sexual health services for 13-24 year olds including pharmacy provision of emergency contraception, chlamydia screening programme, and condom distribution scheme.
- Provided targeted outreach services and testing to those most at risk including in schools and the local college, and to MSM and BME groups in their communities.
- Continued to promote awareness of the [www.gettingiton.org](http://www.gettingiton.org) website for young people which provides information on local sexual health services.

#### **5.2.5. What do we plan to do?**

The top four areas of development are to:

1. Work in partnership with South West London commissioners to review the provision of sexual health services in pharmacies, with the view to ensuring a standard model across the sector and widening access particularly in the east of the borough.
2. Explore opportunities to engage with those identified as needing further support, including but not limited to: over 25's; those aged 50 +; LGBTQ+; those with physical and learning disabilities; those experiencing or at risk of CSE and; MSM.
3. Ensure a robust communications strategy is developed for the integrated sexual health service to ensure services are well publicised to all groups and promote positive messages about sexual wellbeing and health.
4. Continue to support the roll out of the London e-service with a particular focus on channel shift from clinic to online in order to free up capacity in the integrated sexual health service.



## **5.3. Priority 3: Comprehensive sexual health and well-being**

### **5.3.1. Definition**

Enabling people to consider their sexual health and wellbeing in the context of their whole life, by ensuring services are joined up and address the wider determinants.

### **5.3.2. Why is this a priority?**

Sexual wellbeing focuses on the more than just health and considers an individual's sexual life in its entirety. National and local evidence demonstrates there are strong links between sexual health and other key determinants of health and wellbeing, such as alcohol and substance misuse, smoking, obesity, mental and emotional health, and violence (particularly violence against women and girls), which exacerbate existing health inequalities. Delivering care that focuses on both sexual health and sexual wellbeing requires services and interventions to be developed and delivered to tackle these determinants in a joined-up way.

### **5.3.3. What did people say?**

- The majority of respondents to our engagement work were clear in their view that sexual health and wellbeing across the borough needed to be more equitable, and that a joined up approach is needed. In particular stakeholders felt there is a need for:
  - The needs of vulnerable groups to be prioritised with a specific mention of those who have been in the care system, young parents, those experiencing or at risk of violence, those with poor mental health or using substances, BME and LGBTQ+ communities and those with disabilities.
  - Easier to navigate pathways between sexual health services and other related services such as substance misuse organisations, voluntary sector support, mental health services, social services, and the police.
  - A joined up approach with clear pathways between the whole sexual health related system including: GP and pharmacy services; integrated sexual health services; termination providers; HIV prevention and support; antenatal and maternity services; cervical screening; psychosexual services; and sexual health referral centres.
  - Education and promotion that focusses on sexual wellbeing and portrays relationships and sex positively, with a skilled and confident workforce able to address inter-related complex issues sensitively.

### **5.3.4. Where are we now?**

Many of the services in Merton are already integrated or have successfully embedded sexual health into their work. These include:

- Risk and resilience service for young people which combines substance misuse interventions with sexual health promotion.
- Sexual health interventions with young parents as part of the Family Nurse Partnership.
- HIV testing and testing for blood borne viruses which is offered in the substance misuse service.

- Routine health reviews with looked after children covers sexual health and relationships.
- Improved local identification and response to people's emotional and mental health and wellbeing.

### **5.3.5. What do we plan to do?**

The top four areas of development are to:

1. Continue to develop and improve pathways between services in the sexual health system working to address commissioning issues where needed. This includes but is not limited to:
  - termination and contraceptive services so that LARC is offered and provided more consistently;
  - cervical screening in the integrated sexual health service;
  - antenatal and postnatal support to prevent second conceptions in under 25s and;
  - HIV support providers and the community nurse outreach to ensure joined up care for those living with HIV.
2. Strengthen and embed sexual health knowledge and support into inter-linked services, particularly for those: experiencing poor mental health; living and ageing with HIV; experiencing domestic violence or dealing with previous past abuse; the victim of child sexual exploitation and; those using substances.
3. Improve sexual wellbeing for our most vulnerable communities and those where sexual health inequalities are greatest through strengthening conversations and reducing stigma in respect of sexual health and HIV.
4. Develop a greater understanding of the inter-relationship between emotional well-being and sexual health within both children and adults mental health service provision.

## 6. How will the strategy be delivered?

---

### 6.1. How has this strategy been developed?

#### 6.1.1. Multi agency steering group

A steering group has been set up to oversee the development of the strategy, which is co-chaired by the LBM Public Health Consultant leading on sexual health, and the Clinical Lead for West Merton, MCCG. Members of this group include managers and commissioners from MCCG and LBM, the local pharmaceutical committee, voluntary sector organisations, the integrated sexual health service provider and Merton Healthwatch. The final strategy and implementation plan has been through the relevant governance processes of LBM and MCCG, and has been endorsed by Merton's Children's Trust and Health and Well-Being Board.

#### 6.1.2. Sexual health needs assessment

The strategy has been informed by a comprehensive sexual health needs assessment. This provides an overview of sexual health in Merton and the services currently available. A summary is set out in the supporting information (see section 7). The full needs assessment includes national guidance and evidence, local population data, service mapping and stakeholder engagement. This data was used alongside stakeholder feedback to develop the strategy vision and priorities and so should be read in conjunction with this document.

#### 6.1.3. Stakeholder engagement

Extensive engagement work has been undertaken on the strategic vision and priorities. This includes:

- Feedback from over 300 professionals from attendance at a wide range of staff meetings which included:
  - Local Pharmaceutical Committee
  - MCCG Patient Engagement Group
  - CSF Health Commissioning Group
  - Promote and Protect Forum
  - MVSC Involve Forum
  - Preparation for Adulthood Board
  - 0-19 community health services
  - Secondary school curriculum & PSHE leads
  - Violence Against Women & Girls strategy group
  - Children's Trust Board
  - Primary & secondary head teachers meetings
  - School governors
  - Health & Well-Being Board
  - GP practice leads
  - Substance Misuse Partnership Board
  - Young People's Health Reference Group
- Focus groups and workshops held with over 120 young people aged 24 and under including those with learning disabilities, BME groups, those excluded from school and LGBTQ+.

- Over 1,200 children and young people provided feedback on sexual health questions in the Children and Young People's School Survey.
- Public consultation published on the local authority website which received above average coverage with over 115 responses.

This feedback has been used to shape the strategy vision and priorities and the implementation plan.

## **6.2. Governance**

The membership and terms of reference of the current sexual health strategy group will be reviewed within two months of the strategy being signed off. Once reviewed this will become the sexual health implementation group which will hold responsibility for the strategy.

The group will report to the Director of Public Health at LBM and the Director of Commissioning at MCCG. In the first year the group will meet bi-monthly to oversee the strategy implementation plan and ensure that tasks are completed within the timeline. The plan will be regularly reviewed and updated to track progress. Regular updates will be communicated to key stakeholders via existing clinical networks and practitioner meetings. Annual reports will be provided to the Children's Trust Board and the Health and Wellbeing Board.

## **6.3. Implementation plan and partners**

The strategy is supported by a comprehensive implementation plan which details how LBM and MCCG plan to achieve the strategy priorities. The actions within this plan will be delivered within existing resources. Progress will be regularly reviewed and assessed by the strategy implementation group, to ensure it remains fit for purpose and that milestones are met.

## **6.4. Measuring success**

The key indicators to assess whether this strategy has been successful are those reported in the [PHE Sexual and Reproductive Health profiles](#). This will be alongside the development of a local dashboard which will measure the outcomes in the implementation plan.

## 7. Supporting information

---

### 7.1. The evidence base for sexual health

Many organisations including National Institute for health and Care Excellence (NICE) and the Department of Health have published guidance on the reasons why there should be a focus on sexual health. These include:

- Use of condoms, regular testing and reducing the number of sexual partners reduces the risk of Sexually Transmitted Infections (STIs).
- Comprehensive, open access sexual health services where people can be treated quickly and confidentially encourages people to attend for testing, treatment and partner notification, ensuring prompt diagnosis and treatment and preventing onward transmission (DH, 2013).
- Effective partner notification protects against re-infection, consequences of untreated infection and onward transmission (DH, 2013).
- The main cause of unintended pregnancies is the incorrect and inconsistent use of contraception.
- Long acting reversible contraception (LARC) is the most effective form of contraception.
- Improving HIV test uptake will help to diagnose people before they become unwell, enabling access to treatment and reducing onward HIV transmission.
- Relationships and sex education (RSE) results in young people choosing to wait until they are older to have sex for the first time, and being less likely to be involved in abusive relationships.

### 7.2. National Context

#### 8.2.1 Policy and Responsibilities

Following the Health & Social Care Act 2012 and the subsequent transfer of public health responsibilities to local authorities in 2013, LBM has had a statutory duty to commission open access<sup>3</sup>, demand-led sexual health services, including contraception and testing and treatment of STIs.

In 2013, the Government published *A Framework for Sexual Health Improvement in England*<sup>4</sup> setting out its ambition to improve the sexual health of individuals and populations within the context of a changing commissioning landscape. This sets out the commissioning responsibilities shared between NHS England, Local Authorities and Clinical Commissioning Groups (CCGs)<sup>5</sup>.

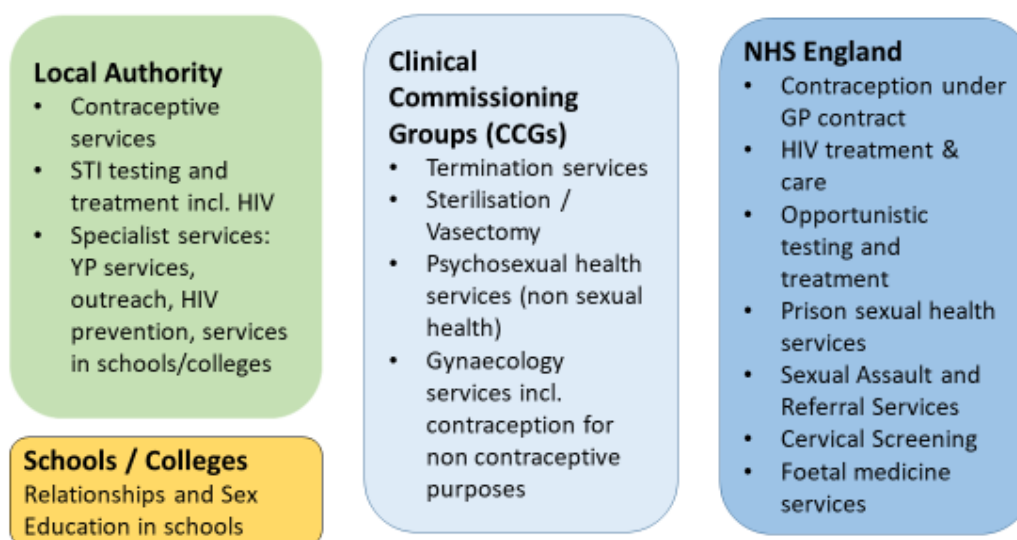
---

<sup>3</sup> Open access means that the local authority must pay for its residents wherever in the country they choose to access services.

<sup>4</sup> A Framework for Sexual Health Improvement in England, Dept. of Health, March 2013

<sup>5</sup> Making it Work: A Guide to Whole-System Commissioning for Sexual and Reproductive Health and HIV, Public Health England, September 2014 and Commissioning Sexual Health Services and Interventions: Best Practice Guidance for Local Authorities, Department of Health, March 2013

Diagram 1. Sexual Health Services and who commissions them



\*to note – in Merton the CCG have delegated responsibility from NHS England to commission primary care services which would include contraception under GP contract

A supporting document ‘*Commissioning Sexual Health Services and Interventions – Best Practice Guidance for Local Authorities*’ outlines best practice and practical steps for local authorities to commission sexual health services. As well as these there are many other guidance and support documents which have been published including national policy and NICE guidance.

A number of national public health outcome framework indicators are in place in order to provide oversight of sexual health improvement, including:

- Reduction in under 18 conceptions
- Increases in Chlamydia screening
- Late diagnosis of HIV

These are supplemented by further indicators in Public Health England’s [Sexual and Reproductive Health Profiles](#) including:

- Diagnostic rates for syphilis, gonorrhoea and chlamydia
- HIV testing, coverage and diagnosis
- Abortion rates
- HPV vaccine take up rates
- Long acting reversible contraception (LARC)

### 8.2.2. Emerging issues

Sexual health is a rapidly developing area of public health. Some of the key areas of focus in 2019 and onwards are:

#### **Fast track cities**

In January 2018, London signed up as a 'Fast Track City' to reduce HIV infection. London has already exceeded the initial UNAIDS targets and aims to reach zero new infections, preventable deaths or stigma by 2030. Merton is committed to working with partners across London to address the challenges to achieving this target, in particular: tackling stigma and fear in BME groups; supporting an ageing population living with HIV; and modernising the model of care to recognise HIV as a long term condition.

#### **PrEP impact trial**

Pre-exposure prophylaxis (PrEP) has proven highly effective in reducing the risk of HIV transmission. NHS England are currently running a trial to establish the 'realities' of rolling out PrEP as standard across the NHS. Uptake has been high and has caused immediate pressure on local authority budgets as those on the trial are required to undertake more frequent STI testing. Discussions are ongoing with the trial impact board to establish who would have responsibility for commissioning PrEP in the long term.

#### **Global issue of antibiotic resistance to gonorrhoea**

The first case of multi-drug resistant gonorrhoea was identified in the UK in March 2018, which has led to the WHO warning this infection may soon become untreatable. LBM and MCCG, along with other local authorities and CCGs in the country, must work with Public Health England to report on any resistant strains and ensure timely and effective treatment.

#### **Mandatory relationship and sex education (RSE)**

Following amendments made to the Children and Social Work Bill (Department of Education 2017) from September 2020 schools will have to teach RSE. The local authority will need to support schools to deliver comprehensive lessons which are inclusive to all and tackle topical issues such as healthy relationships, consent, the increasing role of social media and the internet in sexual assault and abuse, and the difficulties faced by vulnerable groups.

#### **Introduction of Human papillomavirus (HPV) vaccination for boys**

Vaccination of school aged girls was rolled out in 2008 and roll out to all boys in year 8, 12 and 13 started in September 2019. This is an important step in eliminating cervical cancer and other associated cancers. Delivery of this in Merton will be through the school immunisation service commissioned by NHS England.

#### **Increased diagnosis of Mycoplasma Genitalium (Mgen)**

Mgen is a bacterial STI which often has no symptoms but can cause serious health problems if left untreated. Although in existence since 1981 a reliable test only became available in 2017 and since then more cases have been diagnosed across the Capital. A treatment pathway for this STI was not included in the original London

sexual health tariff so clinics are not currently receiving payment. A new tariff is now proposed which will increase pressure on local authority budgets. In the longer term there is concern this STI will become resistant to some antibiotics and so will require a more expensive drug to treat it effectively, increasing cost.

### **Youth violence across the capital**

Levels and rates of serious youth violence have been increasing across the Capital as reported by the police, ambulance service and hospitals<sup>6</sup>. There is a strong correlation between those who are victims of serious youth violence and a number of public health factors, including conception to a mother aged under 18, children living in poverty, deprivation and emotional and mental health.

### **7.3. Regional context**

Over the last five years the sexual health commissioning landscape and financial context have changed dramatically. In response to this local authorities in London, including Merton, have been working in partnership under the London Sexual Health Programme (LSHTP).

The objective is for all London boroughs to work together to transform and commission services, ensuring continued good practice whilst responding to current and future financial challenges by making the best use of resources.

To date the programme has achieved the;

- introduction of a standardised integrated service model and a more effective pricing mechanism;
- co-commissioning of integrated sexual health services in clusters rather than by boroughs individually;
- procurement of an e-service for those who are asymptomatic and;
- co-ordination of London wide approaches to commissioning challenges.

In line with the LSHTP objectives Merton have recently co-commissioned a local integrated sexual health service with the London Borough of Wandsworth and the Royal Borough of Richmond upon Thames.

Moving forwards, the programme will continue to ensure the new integrated service models and governance are embedded, and will have continued oversight of the development of the London e-service. Longer term sustainable funding models are being considered with the recognition that tariff can only go so far at containing cost pressures, and that sexual health services need to become part of capitated budgets.

As well as LSHTP, Merton partners with other London local authorities to commission HIV services for the Capital. The aim is to reduce new HIV infections and increase earlier diagnosis of HIV by: increasing the uptake of HIV testing; promoting condom use; and promoting safer sexual behaviours. To date it has delivered a highly successful HIV prevention campaign called 'Do It London'.

---

<sup>6</sup> A Public Health Approach to Serious Youth Violence, Greater London Authority, 2018



## 7.4. Local Partners

Several consortia arrangements for the co-commissioning of services are in place with neighbouring boroughs. These include the integrated sexual health service, HIV services and termination services. Working together allows for better access to services across a larger footprint recognising that people do not just stay within one borough, as well as ensuring economies of scale for local authorities.

Within Merton there are links between public health and MCCG, as well as between LBM directorates, to ensure a joined up approach to ongoing national issues such as sexual exploitation, trafficking, domestic violence, knife crime and failure to support those with mental health issues.

## 7.5. Sexual health need in Merton

A full analysis of the needs relating to sexual health is detailed in *Merton's sexual health needs assessment (2019)*. The sexual health needs in Merton are similar when compared with the London average, but unlike the rest of London need is high when compared to England averages. A review of the Merton data shows that there are specific key areas which require focus.

### **Reducing the percentage of under 18 conceptions which lead to abortion**

Merton has achieved great success in reducing teenage conceptions, with the rate per 1,000 15-17 year old girls being 12.8, which is lower than the London or England average. However, 74% of conceptions to under 18s in Merton in 2017, led to abortion, which is higher than both England (52%) and London (64.4%).

### **Tackling STIs amongst vulnerable groups**

Since 2013 the rate of new STI diagnoses in Merton has remained fairly stable. However Merton still has the 24th highest rate of new STI diagnoses in the country. Young people (particularly 25-34 year olds), MSM and BME groups are disproportionately affected and so must be targeted.

### **Reducing rates of gonorrhoea and syphilis**

Merton, like the rest of London and England is experiencing increasing rates of syphilis and gonorrhoea. These STIs are a marker for risky sexual behaviour. Rates in Merton are higher than the England average but lower than the London average. The rate of syphilis in Merton is 29.1 per 100,000 as compared to 13.1 per 100,000 in England and 38.9 per 100,000 in London. The rate of gonorrhoea is 178.1 per 100,000 as compared to 98.5 per 100,000 in England and 279.4 per 100,000 in London. In line with national data, the number of diagnoses of these STIs are higher in gay men compared to heterosexual men.

### **Increasing chlamydia screening amongst 15-24 year olds**

When the National Chlamydia Screening Programme (NCSP) was established in 2003, DoH set a target of achieving a detection rate of 2,300 per 100,000 of 15-24 year olds. Although the chlamydia detection rate in Merton has increased over the period 2012-2018 which shows progress, this target is not being met. In 2018, there were 428 chlamydia diagnoses in this age group, which is a rate of 2,119 per 100,000. This is lower than the London average of 2,610 but higher than the England average of 1,975.

### **Reducing repeat abortions amongst under 25 year olds**

In 2017, 32.3% of abortions in Merton women under the age of 25 were repeat abortions. Although similar to the proportion in London (30.7%) this is significantly higher than the proportion nationally (26.7%).

### **Increasing access to long acting reversible contraception (LARC)**

In 2017, the rate of LARC prescribed by GPs and sexual and reproductive health services to women aged 15-49 years in Merton was 26.6 per 1,000. This was significantly lower than the England rate (47.4) and slightly lower than the London rate (34.0). This low uptake alongside a high repeat abortion rate for under 25s indicates that more work needs to be undertaken to ensure that young, vulnerable women in particular can access contraceptive services and are encouraged to use LARC.

### **Reducing new incidences of HIV**

Between 2011 and 2017 the rate of new HIV diagnoses in Merton has risen by 10.3%. In 2017, 30 new diagnoses of HIV were seen in Merton in those aged 15 and over. This equates to a rate of 18.2 per 100,000, which is significantly higher than the England average (8.7 per 100,000) but lower than the London value (21.7 per 100,000).

### **Assisting those living with HIV to live well and reducing onward transmission**

Merton along with all other boroughs in London continues to be a HIV high prevalence area. In 2017, 558 people in Merton were known to be living with HIV. This equates to a prevalence rate of 4.27 per 1,000 of the population aged 15-59 years, which is significantly higher than the England average (2.32 per 1,000) but lower than the London average (5.69 per 1,000). Merton ranks 20 (with 1 being the highest) out of 33 London boroughs.

### **Reducing late diagnosis of HIV**

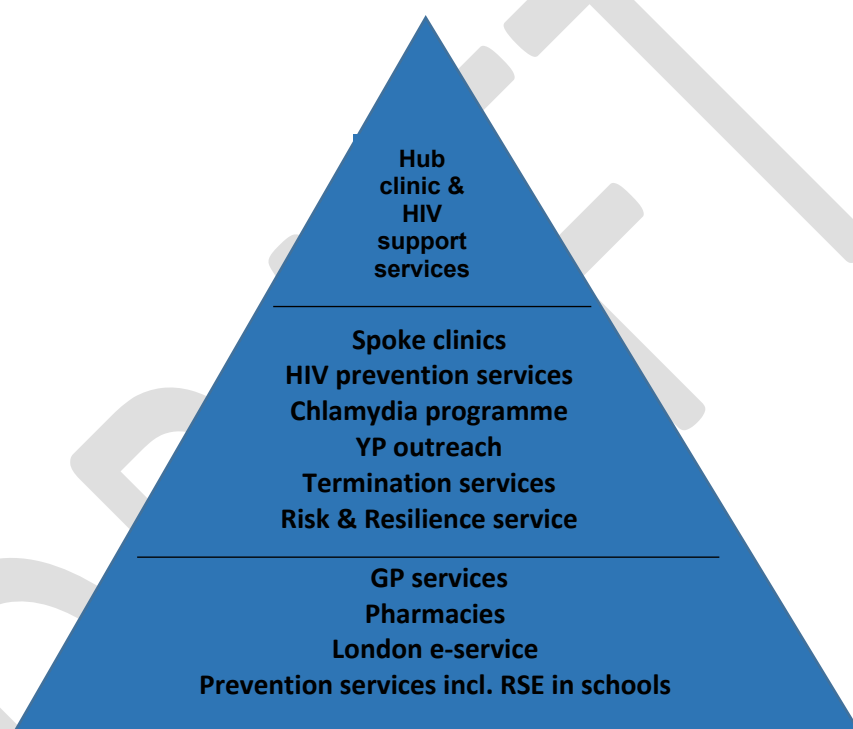
Between 2015 and 2017, 43.2% of HIV diagnoses in Merton were made at a late stage (CD4 count was less than 350 cells/mm<sup>3</sup> within 3 months of diagnosis). This is higher than both the England (41.1%) and London (35.2%) figures. Heterosexual Black Africans and gay men are disproportionately affected. In this same period, 61% of late HIV diagnoses in Merton were heterosexuals as opposed to 26% being gay and bisexual men. Evidence from across London indicates that boroughs with high rates of HIV amongst the heterosexual population have had less success reducing late diagnosis, which it is believed is primarily due to stigma and fear about being diagnosed with HIV and getting tested later. HIV prevention services in Merton have made great strides engaging with BME groups, gaining access to faith groups which it is very difficult to achieve, however more needs to be done to dispel myths and to encourage testing.

### **Reducing hate crime related to sexual orientation and sexual violence**

Although Merton had the fifth lowest hate crimes based on sexual orientation of all London boroughs, in 2018 there was an increase in sexual orientation crime in the borough, increasing 13% between July 2017 to July 2018 (up to 25 recorded crimes).

## 7.6. Merton sexual health services

The diagram below shows the sexual health services, as set out in the national commissioning responsibilities, commissioned by either LBM or MCCG. Those commissioned by NHS England are mentioned to give context but are not included on the diagram. The bottom of the triangle shows universal services and the top complex care. The aim is for people to be seen at the most appropriate service for their need.



### Integrated sexual health (ISH) service

The service model is 'hub and spoke' with the hub located in Clapham Junction and the spoke clinics in Merton located in Wimbledon and Mitcham. Clients contact the service via a single point of access phone number and are triaged accordingly.

Clinic/service	Services provided	Clients
Hub clinic	Testing for those with symptoms, STI treatment, complex contraception, psychosexual counselling, specialist gay men's clinic sessions, walk in sessions for young people.	Symptomatic patients All gay men
Spoke clinics	Testing for asymptomatic patients, treatment for chlamydia and	Asymptomatic patients

	gonorrhoea, contraception, advice, walk in session for YP.	
London e-service	Option to be referred to register for a kit to be delivered to home or picked up from clinic.	Asymptomatic patients
Chlamydia programme	Chlamydia screening in pharmacies, GP & community settings	All 15-24 year olds
YP outreach	Mentoring programme, clinic in a box (15 hours a week) in schools & college, education sessions.	All under 21 year olds

In addition to accessing services at the local ISH service, Merton residents can choose to access a sexual health service anywhere in the country, attendance at which is then charged back to LBM. Latest data shows 52% of Merton residents access the local ISH service, 38% access other clinics in South West London and 10% access services elsewhere in the country, but mainly central London.

#### **GP and Pharmacy led services**

Provision of GP and Pharmacy sexual health services are complicated due to different commissioning organisations holding responsibility for the funding of different services. In order to ensure a smooth patient pathway all commissioners must work together.

<b>Service</b>	<b>Responsible commissioner</b>
GP Core contract - routine contraception & EHC	Delegated responsibility from NHS England to MCCG
GP - LARC for contraceptive reasons and chlamydia screening services	LBM
GP - LARC for non-contraceptive reasons	MCCG
National cervical screening programme (mainly delivered via GPs)	NHS England
Non sexual health related community pharmacy services	NHS England
Prescribing services - GPs	MCCG
Prescribing services – community pharmacies	NHS England
Pharmacy sexual health services – EHC and chlamydia screening	LBM

#### **HIV prevention and support services**

LBM commissions HIV prevention and support services which offer HIV testing and health promotion advice in the community, as well as support services (counselling, advice and advocacy and family support) for those living with HIV. MCCG commission a community nurse lead for HIV who provides care, particularly on adherence to medication, for those diagnosed with HIV and their carers. Merton

residents living with HIV will usually access specialist HIV clinics (mainly to receive medication) at one of the surrounding acute hospitals – St Georges, St Helier or Kingston. These clinics are commissioned by NHS England.

### **Termination of Pregnancy (ToPs) services**

Merton and Wandsworth CCGs along with Sutton, Richmond and Kingston have jointly commissioned an Any Qualified Provider (AQP) Framework for the provision of ToPs. The service provides support, advice, assessment and appointment for any person suspected of pregnancy and/or wanting to discuss termination. As part of the assessment free non-LARC contraceptives (pill and condoms) are offered and also screening, treatment and partner notification (where required) for HIV, chlamydia, gonorrhoea and syphilis infection. Post abortion counselling is also offered.

### **Risk & resilience service**

LBM public health and Children, Schools and Families (CSF) teams jointly commission a young peoples' risk and resilience service that incorporates substance misuse, detached youth and sexual health promotion including condom distribution. This service is currently being extended to incorporate missing from home and care and exploitation interventions. The service is delivered in a range of venues including youth clubs, schools, college and community outreach.

### **Online sexual health services**

These are particularly popular with certain groups including under 25 year olds and gay men. LBM commission a well-established information website ([www.gettingiton.org](http://www.gettingiton.org)) aimed at under 21 year olds which covers sexual health, substance misuse, emotional & mental health and related issues. Both service users and professionals routinely use this to find out about local services in South West London. Merton also participate in the London e-service which provides online ordering of postal kits for a range of STIs, and the local Chlamydia Screening Programme offers an online testing option for 15-24 year olds.

### **Support schools to deliver Personal, Social & Health Education (PSHE)**

A number of agencies support the provision of PSHE in schools, some of which are purchased by schools directly and others which are commissioned by the borough. For example, theatre in education sessions on sex and relationships are delivered in Merton educational settings to support pupils with the knowledge, skills and confidence they require to make informed decisions about their sexual health & well-being.

## 8. Glossary

---

AIDS	Acquired immunodeficiency syndrome
BASHH	British Association for Sexual Health & HIV
BHIVA	British HIV Association
BME	Black and minority Ethnic
CCG	Clinical Commissioning Group
CLCH	Central London Community Healthcare Trust
CSE	Child sexual exploitation
CSF	Children, schools and families
DoH	Department of Health
EHC	Emergency hormonal contraception
GUM	Genito-urinary medicine
GPs	General Practitioners
HIV	Human immunodeficiency virus
HPV	Human papillomavirus
ISH	Integrated sexual health
LA	Local Authority
LARC	Long acting reversible contraception
LBM	London Borough of Merton
LGBTQ+	Lesbian, gay, bisexual, transgender and questioning
LSHTP	London Sexual Health Transformation Programme
MSM	Men who have sex with men
MCCG	Merton Clinical Commissioning Group
NCSP	National Chlamydia Screening Programme
NHS	National Health Service
NHSE	National Health Service England
NICE	National Institute for Health and Care Excellence
PHE	Public Health England
PrEP	Pre-Exposure Prophylactic
PSHE	Personal and social health education
RSE	Relationships and sex education
SHNA	Sexual health needs assessment
STIs	Sexually Transmitted Infections
UNAIDS	United Nations AIDS targets
WHO	World Health Organisation

## 9. References

---

To be added

DRAFT

## 10. Resources

---

To be added

DRAFT



## **Committee: Healthier Communities and older People Overview and Scrutiny panel**

**Date: 5<sup>th</sup> November 2019**

Wards: All

Subject: Scrutiny Task Group Review of Transitions - Action Plan

Lead officer: John Morgan, Assistant Director Adult Social Care Community and Housing

Lead member: Cllr Tobin Byers, Cabinet Member of Adult Social Care, Health and the Environment. Cllr Kelly Braund, Cabinet Member for Children Services

Contact officer: Carmen Gardier, Head of Integrated Learning Disabilities Service Community and Housing & Karla Finikin. Head of SEND Integrated Services Children Schools and Families.

---

### **Recommendations:**

- A. That the panel considers the initial response and draft action plan setting out how the agreed recommendations of the Scrutiny Task Group Review of Transitions dated 15th July 2019 in Merton will be implemented.
- 

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

- 1.1 The purpose of the report is to provide an initial action plan to the panel to demonstrate how the agreed recommendation of the task and finish group will be implemented by Children Schools and Families (CSF) and Adult Social Care (ASC). The report also details the associated responsible officer's and the timescales within which the recommendations will be implemented.
- 1.2 The task group of the Overview and Scrutiny Commission reviewed the transition arrangements in Merton for young people who have Special Educational Needs and Disabilities (SEND) with an Education Health and Care plan moving from Children Services to Adult services in June 2018, and the task group delivered the findings on the 15<sup>th</sup> July 2019 to Cabinet.
- 1.3 The details of the action plan as set out in Appendix A provides an initial response.

## **2. BACKGROUND**

- 2.1 At their meeting on the 15<sup>th</sup> July 2019 the Cabinet noted the report of the scrutiny task group review and agreed that the recommendations made by the task group would be responded to through an action plan to be drawn up by officers.
- 2.2 The Children and Families Act 2014 introduced a new special educational needs and disabilities (SEND) system. At the heart of the change is a commitment to ensuring that children, young people and their families are at the centre of decision making in order that they achieve better outcomes.

- 2.3 The Care Act 2014 is the legal framework for adults needing care and support. As part of the process a Transition Assessment to identify eligible needs for adult social care should be started before the young person becomes 16yrs and 6mnths and should be completed by their 17<sup>th</sup> birthday. The Mental Capacity Act 2005 applies from age 16.
- 2.4 The report titled Transitions from Children to Adult services for young people with Special Educational Needs and Disabilities, submitted to Scrutiny panel by Cllr Rebecca Lanning, Task Group Chair on 15th July 2019, highlights a number of areas where improvements are needed. This ranges from “simplifying the transitions process, to early planning and travel training”.
- 2.5 The recommendations of the task group has resulted in a review of the systems, the pathways and the aspiration of young adults and has subsequently informed the draft action plan drawn up by lead officers from CSF and ASC.
- 2.6 A multiagency working group made up of officers from Child and Adolescent Mental Health service (CAMHS), Adult Mental Health (AMH), Clinical Commissioning Group (CCG), CSF and ASC was convened on 9<sup>th</sup> September 2019 to define how services will work together to support young people with special educational needs and disabilities to prepare for adult life. The work of this multi-agency group will be supported by the National Development Team for Inclusion.
- 2.7 The group has taken note of the recommendations of the task group and are committed to working together to improve the preparation for adulthood arrangements in Merton. The work that will be undertaken by this group is aligned to other strategies underway in Community and Housing (Strategy Improvement Delivery) and Children Schools and Families. (SEND and Autism Strategies).
- 2.8 The multiagency Transition Subgroup terms of reference amongst other things seeks to alleviate/remove the “cliff edge” experienced by young adults who are moving between childhood and adulthood. The group’s overall objectives are to design a seamless and transparent process for all young adults irrespective of whether they are eligible for commissioned services or not.
- 2.9 Engagement with all stakeholders has already started, with a series of engagement events already held and others planned for the near future.
- 2.10 The task group identified 7 areas that required improvement and a total of 12 recommendations have been made.

### **3. ALTERNATIVE OPTIONS**

The panel is requested to discuss and comment on the draft action plan

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

In delivering the action plan there will be a number of engagement exercises with young adults, families and carers as well as professionals from health and social care.

### **5. TIMETABLE.**

The timetable for delivery of the action plan is set out in appendix A.

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

## **7. Legal and statutory implications.**

7.1 The statutory and legal implication of these recommendations are aligned to the council's duties towards children and adults. The Children and Families Act 2014 strives to improve services for vulnerable children and families.

7.2 The Care Act 2014 sets out the framework for the provision of services to adults who are in need of care and support and to promote individual's well-being. Local Authorities have a duty to provide or arrange services, facilities or resources to prevent or delay the need for care and support. Authorities also have a duty under the Care Act to assess a young person who is likely to have needs for care and support after becoming 18, if it is satisfied that it would significantly benefit the child.

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

**NONE**

## **9. CRIME AND DISORDER IMPLICATIONS**

**NONE**

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

**NONE**

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

## **12. BACKGROUND PAPERS.**

Appendix A: Executive response to the recommendations of the scrutiny task group review of transitions.

<b>1. Simplifying the transitions process for young people and their families</b>			
		Action	Lead officers/ date due
<p><b>Recommendation one:</b> Continue to embed the Preparing for Adulthood recommendations within the EHCP framework, in collaboration with parents, service users and voluntary organisations</p>	Cabinet	<p>Special Educational Needs and Disabilities Integrated Service (SENDIS) has developed guidance for professionals setting out the PFA outcomes.</p> <p>A series of training will be delivered on a rolling basis to ensure staff know the PFA outcomes.</p> <p>Engagement events with parents are being booked in with first event already scheduled for November 2019.</p>	<p>Karla Finikin (Head of SEND) Carmen Gardier (Head of Learning Disabilities) <b>December 2019</b></p>
	Children, Schools and Families Department		
	Community and Housing		
	CCG		
<p><b>Recommendation two:</b> Develop a visual pathway for Merton’s process for transition to children social care to Adult social care to inform parents and young people on what they should expect from transition. This should provide clear, comprehensive and accessible information and support advice about the opportunities that are</p>	Cabinet	<p>A sub group of the Community &amp; Housing Strategy Improvement Delivery Board (SID) has been established to take forward improvement to Transitions arrangements in Merton. This is co-chaired by CSF and ASC. The primary task of this group is to develop multiagency visual pathways and</p>	<p>Karla Finikin Carmen Gardier CAMHS CCG (CHC) Adult Mental Health <b>May 2020</b></p>
	Community and Housing and Children, Schools and Families Departments		
	CCG		

<p>available.</p> <p>Ideally these would be separated into themes that young people and carers can identify with, such as the four pathways suggested by Pfa: Employment, Independent Living, Community Inclusion and Health. This could also be represented in an infographic style, as developed by the BMJ (This is based on NICE Guidance NG43: Supporting Young People in their transition to adults' services.)</p>		<p>processes. Our experience tells us that this is likely to be a large task and therefore interim arrangements are in place via a tracking and data sharing process to identify all young people aged 14 – 25 years of age.</p> <p>3 additional workers are temporarily being recruited in the transitions team to focus on engagement with young people and their families to co-develop the pathways.</p>	
<p><b>Recommendation three:</b> Clarify the role of local authority officers in relation to the London Borough of Merton's statutory functions and ensure clear staff communication on handovers, in the event of different workers working with a family</p>	<p>Cabinet</p> <p>Children, Schools and Families Departments</p> <p>Community and Housing</p>	<p>The multi-agency sub-group is defining the roles of each partner agency and writing the agreed procedures by a protocol. A panel of multi-agency partners to discuss and handover cases will ensure that all partners fulfil their statutory responsibilities.</p>	<p>CSF ASC CCG Children' continuing care and Adult CHC CAMHS and Adult Mental Health Education settings</p> <p><b>Immediate and ongoing</b></p>
<p><b>2. Clear, comprehensive and accessible information: The Local Offer</b></p>			
<p><b>Recommendation four:</b></p> <p>a) Conduct a wholesale review of the local offer, in consultation with service users, parents and groups such as Merton's Learning Disability</p>	<p>Cabinet</p> <p>Community and Housing and Children, Schools and Families Departments</p>	<p>a-b) Young Merton website provides details of services for all young people in Merton.</p> <p>A series of engagement events have been scheduled and will</p>	<p>Multi-agency as above</p> <p><b>November 2019</b></p>

<p>Forum, Kids First and Adults First. This review should improve the quality of information published on the website, and ensure the language used is appropriate, simple and sets out easy-to-navigate information on provision available for children, young people and their families</p> <p>b) Improve the visibility of services available for young people with SEND on the local offer, aligned with the visual pathway above for continuity. Include brief details on eligibility, price, whether there is a waiting list and whether services form part of a universal, targeted or specialist offer</p> <p>c) Include a contact telephone number and / or email address on the local offer website for general information and advice, to aid accessibility and navigation for families</p> <p>d) Improve the comment box on the local offer website to invite young people,</p>	<p>CCG</p>	<p>serve to engage and consult with young people and their families/carers. The first event took place on the 10<sup>th</sup> September at the Learning Disabilities Forum.</p> <p>Consultation on the SEND strategy is in process.</p> <p>The multi-agency subgroup has identified the need to review the Local Offer. The group has started collating information that will feature on the local offer. The final version will allow all young adults to easily orientate themselves with the content in accordance with accessible information standards.</p> <p>c) This information already exists on the local offer, however it is noted the search parameters do not allow this to be found as easy as it should. All agencies are starting to prepare information about their service this will include contact details and entry criteria for publication on the local offer.</p> <p>d) A recent refresh of the local offer has been</p>	
---	------------	---	--

<p>parents and carers to provide feedback on the local offer, and create a hyperlink to the homepage to facilitate ease of use. This will not only support the Code of Practice recommendations but also provides an opportunity for continual review, adaptation and improvement of the local offer for families</p> <p>e) Publish a glossary of SEND acronyms and abbreviations on the local offer website, in line with the proposal to publish an FAQs and 'myth buster' page</p> <p>f) Increase the promotion of Merton's Disability Database and M-Card via the local offer website and encourage all local partners, including voluntary groups, schools and the CCG to publish a link to the database and the local offer</p> <p>g) Review and improve signposting opportunities on the local offer, particularly for those who may not</p>		<p>actioned. We are continuing work to develop and improve the content on the local offer.</p> <p>We will connect some of the content pages to the local services. This includes cross agency collaboration and knowledge sharing. The inclusion of a comment box will require some site design, consideration of the need for moderation maintenance and resources.</p> <p>e) A parent's guide to language and terms used in the Special Educational Needs and Disability reforms, will be devised and published on the local offer. Work is underway to collate the relevant Acronyms.</p> <p>f) Multi-agency partners have agreed the need to review and improve the content of the local offer, this includes creating links that contain information about the services they provide.</p> <p>g) Parents and young people are given information about their eligibility for services well in advance of them</p>	
---	--	--	--

<p>meet the national eligibility (Care Act 2014) for adult's social care, to ensure they are able to achieve and maintain independence.</p>		<p>moving into adulthood. The national eligibility criteria will be published on the local offer and signposting to voluntary and local groups embedded into practice as part of the adult social care determination of need.</p> <p>My Life my community is already in place for anyone that does not meet the need for services this is a low level preventative service funded via Merton strategic partners grants programme.</p>	
<p><b>3. Enabling families to better navigate the transitions process</b></p>			
<p><b>Recommendation five:</b> Undertake a pilot project whereby a named social worker or 'transition worker' is appointed to the SEND Team to provide expertise and direction to young people in Year 9 and their parents who have been identified as having substantial needs but unlikely to meet the threshold for adult social care services. This would help families better navigate the planning process from the age of 14 years onwards, describe what can be expected to have happened by key stages in the transition process and plan for the future</p>	<p>Cabinet  Children, Schools and Families Department</p>	<p>The Adult social care Transions team are reviewing capacity and devising a system whereby a named social worker will be aligned to each young person from age 14, this will ensure that all young adults have a named worker to support their transition between services. The young person will be provided with the details of this person and will have had contact with them from the review at year 9. Additionally we are exploring the possibility of putting in place regular satellite information mornings in schools where information can be given to families and young people about</p>	<p><b>November - December 2019</b></p>



		what to expect.	
<b>4. Empowering young people and their families through advocacy</b>			
<b>Recommendation six:</b> Invite bids or otherwise explore opportunities to implement an advocacy service with an appropriate provider, akin to Core Assets, to support young people with SEND and their families	Cabinet  Children, Schools and Families Department	CSF has expanded the MIAS Service  Disabled children may have access to an advocate to act on their behalf. Where this need is identified it is arranged by the Social Worker within Services for Disabled Children or Adult Social Care.  Adult Social Care have commissioned advocacy services. All young adults may seek the support of an independent advocate to act on their behalf where necessary.	CSF Commissioners <b>Sep 2019/July 2020</b>  Carmen Gardier
<b>5. Encouraging early planning to assist adult social care</b>			
<b>Recommendation seven:</b> Implement a monitoring and tracking framework for children with SEND with an EHCP who do not meet the national eligibility criteria for adult social care, but are otherwise referred to adult social care between the ages of 14-25 to ensure that no young person does not receive the support they need.	Cabinet  Community and Housing and Children, Schools and Families Departments	Tracking systems are developed and the multi-agency sub group have recognised that there are young people who will require information and guidance and signposting.  Additional capacity in the Transitions service will ensure assessments and decision about eligibility take place in a timely manner.	<b>Achieved August 2019</b>
<b>6. Actively promoting employment and volunteering opportunities</b>			
<b>Recommendation eight:</b> Collaboration with Merton's Learning Disability Forum, Kids First and Adults First to	Cabinet  Community and Housing and Children,	In addition to the existing in house Employment team and Adult Education resources, work is	Carmen Gardier, Andy Ottaway Searle, Karla Finikin and

<p>co-develop marketing and promotional tools for adult education and vocational courses within available resources and link to the local offer</p>	<p>Schools and Families Departments</p>	<p>underway to review these and the offer to young people in regards to adult education, day opportunities and housing.</p>	<p>Anthony Hopkins. <b>Partly achieved</b> <b>April 2020</b></p>
<p><b>Recommendation nine:</b> Recognising the value of peer support, explore the expansion of befriending and mentoring opportunities for young people with SEND.</p>	<p>Cabinet Children, Schools and Families Department</p>	<p>The Youth Participation worker is establishing peer support opportunities. Imagine Independence charity that currently provides peer support for people with mental health needs will be approached to extend their services for the benefit of young adults with disabilities and Autism.</p>	<p>Achieved</p>
<p><b>Recommendation ten:</b> Encourage expansion of work placements, apprenticeships and voluntary opportunities available in the borough through outreach to a wide range of local employers, educational establishments and trade bodies.</p> <p>The SEND team to liaise with the Merton Partnership Economic Wellbeing sub-group to establish links with local employment and training providers. SEND team to work with the Business Rates team to make contact with key businesses in the borough</p>	<p>Cabinet Environment and Regeneration Department</p>	<p>The multi-agency subgroup is reviewing the internship and apprenticeship opportunities. ASC has an employment team to work with young people regarding employment opportunities, In view of the focus on paid employment outcomes Volunteering is not a priority however this can be reviewed as part of the Learning disabilities offer workstream.</p> <p>Youth Inclusion has appointed a SEND worker to work with specific individuals regarding pathways to employment</p>	<p>Carmen Gardier Karla Finikin <b>April 2020</b></p>

		SENDIS has increased the Project Search Offer	
<p><b>Recommendation eleven:</b> Strengthen the volunteering opportunities available at the end of all adult education courses by launching a pilot volunteering project across Merton libraries to attract more people with SEND. To ensure these opportunities are accessible for those who need more support, request collaboration with Merton Mencap's job coach to provide training to existing staff and volunteers. This then has potential to evolve into a peer support model, with appropriate safeguards in place</p>	<p>Cabinet Community and Housing Department</p>	<p>This is currently underway and is being built into the 2019/ 2020 curriculum.</p>	<p><b>Sep 2019- July 2020</b></p>
<b>7. Empowering parents through travel training</b>			
<p><b>Recommendation twelve:</b> Expand the travel training offer by equipping parents with the tools to provide the accredited training course. As part of Merton Mencap's travel training programme, introduce a termly initiative whereby travel training is provided to parents, who can become trainers and support their children to travel independently.</p>	<p>Cabinet Community and Housing and Children, Schools and Families Departments</p>	<p>CSF's Mencap's travel training contract has been extended to the age of 25 years and the criteria has been changed to state that the pupil does not require an EHCP. This contract will be reviewed to consider the recommendation to expand the travel training to parents who can themselves deliver the training.</p> <p>Adult Education has</p>	<p>Partly achieved</p>

<p>The ambition of this recommendation is to:</p> <ul style="list-style-type: none"> <li>a. Encourage a peer support network for parents;</li> <li>b. Improve resilience for parents and young people;</li> <li>c. Increase the potential for young people to access education, employment and leisure opportunities; and</li> <li>d. Reduce parental fears and anxieties and enable more independent time, for example to continue employment or further study</li> </ul>		<p>launched their travel training offer and Merton continues to make use of the TfL travel training scheme</p>	
--	--	--	--

# Healthier Communities and Older People Work Programme 2019/20



This table sets out the draft Healthier Communities and Older People Panel Work Programme for 2019/20. This Work Programme will be considered at every meeting of the Panel to enable it to respond to issues of concern and incorporate reviews or to comment upon pre-decision items ahead of their consideration by Cabinet/Council.

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

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

## Scrutiny Support

For further information on the work programme of the Healthier Communities and Older People please contact: -  
Stella Akintan (Scrutiny Officer)  
Tel: 020 8545 3390; Email: [stella.akintan@merton.gov.uk](mailto:stella.akintan@merton.gov.uk)

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

**Meeting Date 17 June 2019 – Report Deadlines**

<b>Scrutiny category</b>	<b>Item/Issue</b>	<b>How</b>	<b>Lead Member/Lead Officer</b>	<b>Intended Outcomes</b>
Scrutiny of Health Partners	Primary Care Networks	Report to the Panel	Katie Denton Director for Transforming Primary Care – Merton and Wandsworth CCGs	To gain an overview of the new system and scrutinise progress with development in Merton.
Scrutiny of adult social care	Provider Market Failure	Report to the Panel	John Morgan, Assistant Director, Adult Social Care.	To consider the department's approach to this issue.
Scrutiny review	Loneliness Task Group update.	Report to the Panel	Daniel Butler, Senior Public Health Principal	To consider the progress with implementing the recommendations from the review
Scrutiny Task Group Review	Transitions Task Group – Final report	Report to the Panel	Cllr Rebecca Lanning, Task Group Chair	To review the final report and recommendations and agree to send the report to cabinet.

Meeting date – 04 September 2019

Report Deadlines 23 August at noon

Scrutiny category	Item/Issue	How	Lead Member/ Lead Officer	Intended Outcomes
Scrutiny of Health Partners	Public Health Annual Report	Report to the Panel	Mike Robinson, Public Health Consultant	To review progress over the last twelve months and make suggestions for the future
Scrutiny Review	Homeshare Task Group Update	Report to the Panel	John Morgan, Assistant Director, Adult Social Care.	Review progress with implementing recommendations
Scrutiny of Health Partners	St George's NHS Trust – performance update	Report to the Panel	Senior NHS Staff	Review progress with improvements since last CQC inspection

Meeting Date – 05 November 2019

Report Deadlines 24 October at noon.

Scrutiny category	Item/Issue	How	Lead Member/Lead Officer	Intended Outcomes
Budget scrutiny	Draft Business Plan	Report to the Panel	Caroline Holland, Director of Corporate Services	To provide comments to the Overview and Scrutiny Commission on the current budget.
Scrutiny of Health Partners	Sexual health services for Merton residents	Report to the Panel and visit to services	Kate Milsted/ Julia Groom -Public Health Team	Review the service and ensure it meets the needs of Merton residents
Scrutiny Review	Transitions action plan	Report to the Panel	John Morgan, Assistant Director, Adult Social Care.	Department plan for implementing the recommendations

Scrutiny of health partners	South West London Clinical Commissioning Group Five year strategy	Report to the Panel	James Blythe, Managing Director, Merton and Wandsworth CCGs.	Update on the progress with developing the Strategy
Scrutiny of health partners	South West London Clinical Commissioning Group - CCG Merger	Report to the Panel	James Blythe, Managing Director, Merton and Wandsworth CCGs.	Update on the progress with the Merger.

Meeting date – 09 January 2020 – Budget

Report Deadline 30 December 12 Noon.

Scrutiny category	Item/Issue	How	Lead Member/Lead Officer	Intended Outcomes
Budget Scrutiny	Draft Business Plan	Report to the Panel	Caroline Holland, Director of Corporate Services	To provide comments to the Overview and Scrutiny Commission on the current budget.
Scrutiny of Adult Social Care	Learning from safeguarding adult reviews.	Report to the Panel	John Morgan, Assistant Director, Adult Social Care.	To consider how the council utilises the learning from safeguarding adult reviews
Scrutiny of Adult Social Care	Safeguarding Adults Annual Report	Report to the Panel	John Morgan, Assistant Director, Adult Social Care.	To review progress over the last twelve months and make suggestions for the future



Meeting date – 11 February 2020

Report Deadline 31<sup>st</sup> January at 12 noon.

Scrutiny category	Item/Issue	How	Lead Member/Lead Officer	Intended Outcomes
Scrutiny of Health Partners	Substance Misuse Services	Report to panel/ visit to services	Miguella Mark-Carew Barry Causer – Public Health Team	Review the service and ensure it meets the needs of Merton residents
	Adults immunisations schedule	Report to the Panel	NHS England	To review the uptake of adult immunisations for Merton residents.
Scrutiny of Health Partners	Improving Access to psychological therapies – update on services for Merton residents	Report to the Panel	Merton CCG	To review service provision for Merton residents.

Page 269

Meeting Date – 10 March 2020

Report Deadline 28<sup>th</sup> February at 12 noon

Scrutiny category	Item/Issue	How	Lead Member/Lead Officer	Intended Outcomes
Scrutiny of Health Partners	Health and Wellbeing Strategy Update	Report to the Panel	Dagmar Zeuner, Director of Public Health	Update on progress with implementing strategy.

Scrutiny of Health Partners	Primary Care Strategy	Merton CCG		Update on progress with implementing strategy with a focus on access to GP appointments and succession planning for retiring GPs.
Scrutiny review	Mental Health Placements Task Group report and recommendations	Report to the Panel	Task group chair	To agree the report and recommendations and send to Cabinet for agreement.
Scrutiny of Health Partners	Merton CCG progress reports: <ul style="list-style-type: none"> <li>• Merton Health and Care Together</li> <li>• Development of the Wilson</li> <li>• Progress with Implementing the NHS Plan</li> </ul>	Report to the Panel		To review progress with implementing the projects.