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Merton Council

Children and Young People

Overview and Scrutiny

Panel



Date: 6 November 2019

Time: 7.15 pm

Venue: Committee Rooms CDE, Civic Centre, London Road, Morden, SM4 5DX

AGENDA

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Children and Young People Overview and Scrutiny Panel membership

Councillors:

Sally Kenny (Chair)
Hayley Ormrod (Vice-Chair)
Agatha Mary Akyigyina OBE
Omar Bush
Brenda Fraser
Edward Foley
Jenifer Gould
Joan Henry
James Holmes
Russell Makin
Dennis Pearce
Dave Ward

Co-opted Representatives

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

Substitute Members:

Dickie Wilkinson
Thomas Barlow
Billy Christie
Andrew Howard
Hina Bokhari

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.

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Agenda Item 3

CHILDREN AND YOUNG PEOPLE OVERVIEW AND SCRUTINY PANEL 7 OCTOBER 2019

(7.15 pm - 9.30 pm)

PRESENT Councillors Councillor Sally Kenny (in the Chair),
Councillor Hayley Ormrod, Councillor Agatha Mary Akyigyina,
Councillor Omar Bush, Councillor Edward Foley,
Councillor Jenifer Gould, Councillor Joan Henry,
Councillor James Holmes, Councillor Russell Makin,
Councillor Dennis Pearce and Councillor Brenda Fraser

Jane McSherry (Assistant Director of Education), Karl Mittelstadt
(Head of Policy, Performance and Partnerships), Tom Procter
(Head of Contracts & School Organisation) and Rachael Wardell
(Director, Children, Schools & Families Department)

1 APOLOGIES FOR ABSENCE (Agenda Item 1)

There were apologies for absence from Councillor Marsie Skeete (with Councillor Brenda Fraser as substitute), Councillor Dave Ward and co-opted representatives Colin Powell and Emma Lemon.

2 DECLARATIONS OF PECUNIARY INTEREST (Agenda Item 2)

There were no declarations of interest.

3 MINUTES OF THE PREVIOUS MEETING (Agenda Item 3)

The minutes of the previous meeting were agreed as an accurate record.

4 CABINET MEMBER PRIORITIES (VERBAL UPDATE) (Agenda Item 4)

Councillor Kelly Braund, Cabinet Member for Children's Services, summarised her priorities for the year ahead, including;

- Early Help
- Think Family
- Contextual Safeguarding
- Recruiting a young scrutineer
- Promote and encourage more Councillor engagement in corporate parenting as well as the cross Council understanding of our commitment to children and young people.

In response to Panel member's questions about the fostering target, the Director of CSF clarified that last year's revamped marketing materials haven't created the same amount of success this year but there are a number of families currently being recruited.

The department is also considering the benefits of the Mockingbird Model (a core family unit that provides support to other foster families) as a way to relieve pressure and provide support.

Councillor Eleanor Stringer, Cabinet Member for Schools and Adult Education, summarised her priorities for the year ahead, including;

- School performance – First round of schools going through the new Ofsted framework
- Working with Attain Group – school development and improvement
- SEND overspends
- Building more special school places

In response to a Panel member's question, the Assistant Director of Education explained that we are notified of permanent exclusions immediately as we must find alternative provision within 5 days. We are also notified of fixed term exclusions quite quickly and there is no difference in this time frame between academies and schools.

5 SCHOOL MAINTENANCE COSTS (Agenda Item 5)

The Head of Contracts and School Organisation introduced the report and in response to Panel Member questions clarified the following;

- Original PFI contract was for 25 years of which there are 10 years left.
- We have a specialist company (CCP) monitoring the contract and they are recommending a number of strategies and tools to hold PFI to account.
- Buildings with asbestos (built before late 1980's) are annually reviewed by specialist surveyors.
- Boilers and disability adaptations do often take priority.
- 28 schools have had solar panels installed. Council is on track to see a return on this investment within 10 ½ years.

6 TROUBLED FAMILIES (Agenda Item 6)

The Head of Adolescent and Family Service introduced the report and explained that the appendices containing number of referrals, case studies and outcome plan were not included within the report.

Action: Head of Adolescent and Family Service agreed to circulate the missing appendices via the Scrutiny Officer.

In response to Panel Members questions,

The Director of CSF further explained that the reorganisation option was chosen by DMT as it allows the Local Authority to continue the work and embed it throughout services which will provide greater resilience.

Action: In response to a Panel Member request to see the final structure/review when completed, the Director of CSF agreed to circulate the final review after November.

7 CHILDREN'S MENTAL HEALTH TASK GROUP - FINAL REPORT (Agenda Item 7)

The Chair of the Task Group, Cllr Irons, gave an overview of the work of the task group, highlighted the recommendations and thanked the task group members for their hard work.

In response to a Panel Member question, Cllr Irons agreed that it would be a good idea to nominate a 'champion' from the task group, who will undertake ongoing liaison with officers to implement the recommendations going forward. Agreed to return to the Panel with an action plan in six months' time.

8 DEPARTMENTAL UPDATE REPORT (Agenda Item 8)

The Director for Children, Schools and Families asked the Panel for any questions about her Departmental update report. In response she stated;

- An expanded use of Section 60 powers has led to the increase in the stop and search figures.
- Interim staff - We are actively driving to shift from interim positions to permanent. Two staff members have moved to permanent appointments already. Frontline social work has the highest number of interim staff.
- Ofsted - We understand our areas for development and the concerns about the quality of the EHCP's, particularly the health content of these plans. We will be looking at these in detail at the Education Standards Panel.

9 PERFORMANCE MONITORING (Agenda Item 9)

The Head of Performance, Policy and Partnerships drew attention to a factual inaccuracy on line 21 - LAC with agency foster carers 67%. Action: KM to provide accurate figure.

The Director of Children, Schools and Families stated that the number of agency social workers is clearly incorrect at 50%. Head of Performance, Policy and Partnerships to check calculation.

PLEASE NOTE UPDATED FIGURE. The revised figure for Agency Social Worker rates is **15.13%** (not 50% as mentioned in the line 39 of the performance report). An incorrect calculation was applied previously.

A Panel Member suggested that a brief narrative of anomalies alongside the data would be helpful in future.

10 WORK PROGRAMME (Agenda Item 10)

Changes to the work programme were noted and agreed.

Nov agenda;

- Additions of 'SEND strategy' and 'Task group update on Digital Technology in the classroom'.
- Moved 'Support for schools to become good' to the February 2020 meeting.

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

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

1. Purpose of report and executive summary

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

Details

2. Medium Term Financial Strategy 2020-24

2.1 Background

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

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

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

2.3 Review of Assumptions

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

2.3.1 Pay

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

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

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

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

Provision for Pay Inflation:

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

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

2.3.2 **Prices**

The current assumptions regarding price inflation incorporated into the MTFS are

- 1.5% in each year of the MTFS

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

Provision for Prices Inflation:

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

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

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

Net change in Pay and Price inflation provision:

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

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

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

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

Forecasts for the UK Economy

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

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

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

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

2.3.3 Provision for Excess Inflation:

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

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

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

2.4 **Income**

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

2.5 **Pension Fund**

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

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

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

2.6.1 Background

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

2.6.2 Spending Round 2019

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

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

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

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

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

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

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

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

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

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

DRAFT MTFS 2020-24:				
	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
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
Financed by:				
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
Net financing need	15,707	17,971	11,136	15,137

* 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:-

Investment Income	2020/21 Estimate £'000	2021/22 Estimate £'000	2022/23 Estimate £'000	2023/24 Estimate £'000
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
Total	9,727	(1,297)	726	925
Cumulative	9,727	8,430	9,156	10,081

*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>	2020/21	2021/22	2022/23	2023/24
	£m	£m	£m	£m
MTFS gap (Council 6/3/19)	1.108	5.409	6.076	7.644
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)
Revised MTFS Gap	5.114	14.562	18.203	19.861

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
Total	6,930	5,420	1,510	21.8%	1,430	135

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
Total	5,637	1,470	530	10

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
Total	10,314	2,391	694	305

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
Total	19,759	9,478	10,281	52.0

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:-

SAVINGS TARGETS BY DEPARTMENT	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Total £000
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
Total	2,319	1,191	125	0	3,635
Total (cumulative)	2,319	3,510	3,635	3,635	

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:-

Deferred Savings	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Total £000
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
Revised MTFS Gap (paragraph 2.12.2 refers)	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)
Revised gap after savings proposals	2,860	11,062	14,493	16,226

- 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

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."

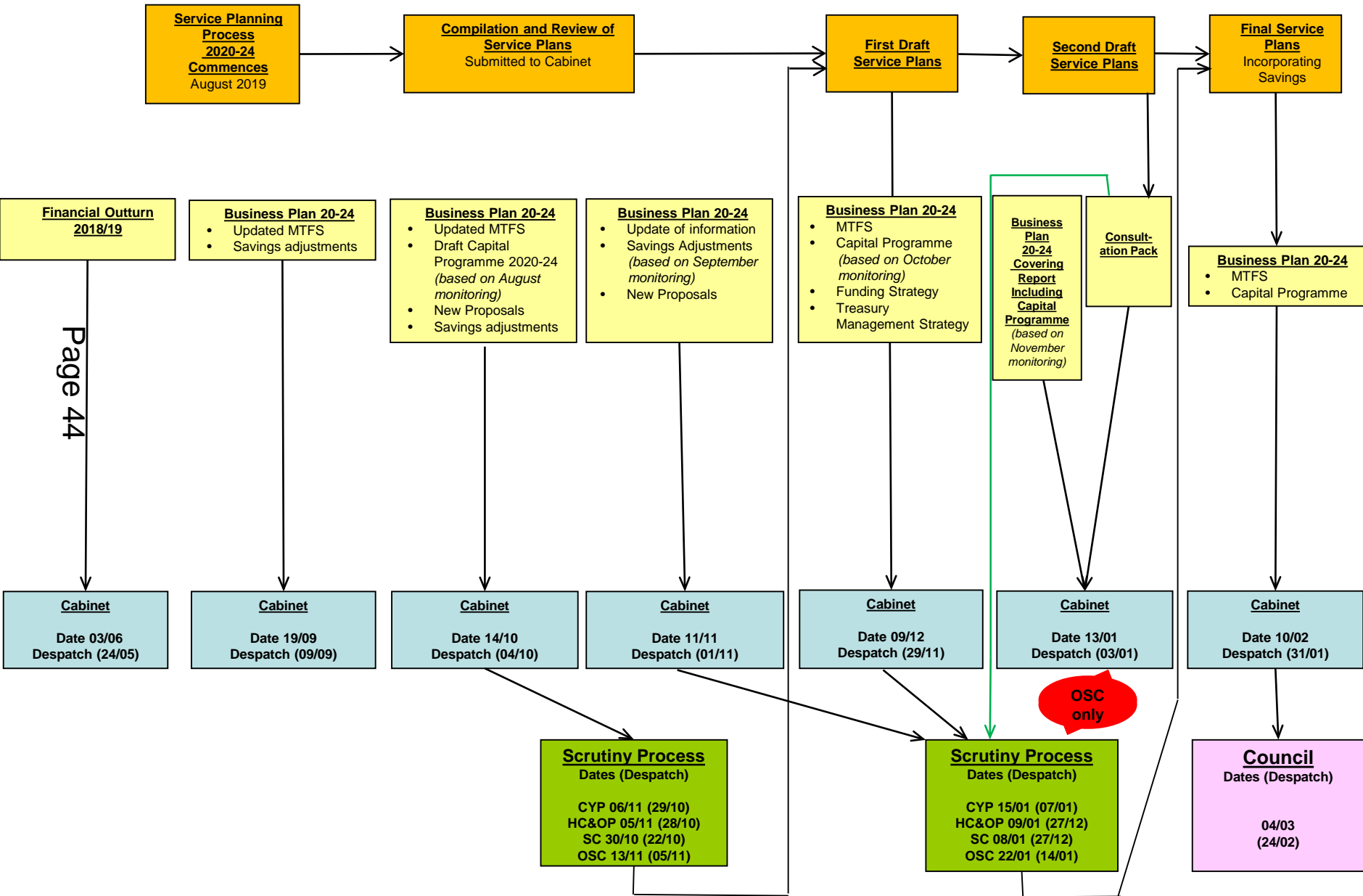
The minutes of the next meeting of the MPC will be published on 7 November 2019. The latest Inflation Report was published on the 1 August 2019.

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



REVENUE SAVINGS PROPOSALS 2020-24

SAVINGS TARGETS BY DEPARTMENT	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Total £000
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
Total	2,319	1,191	125	0	3,635
Total (cumulative)	2,319	3,510	3,635	3,635	

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	Service/Section Pension Fund Description Right sizing charge to Pension Fund for Pension Manager time Service Implication None Staffing Implications Apportion the Pension Manager work time according to the budget Business Plan implications None Impact on other departments None Equalities Implications None TOM Implications None	221	24	0	0	0	Low	Low	SI1
	2020-21 CS2	Service/Section Insurance Description Savings in Insurance Fund top up budget Service Implication possible reduction in the insurance fund reserve Staffing Implications None Business Plan implications None Impact on other departments None Equalities Implications None TOM Implications The internal fund fall short and unable to meet any unexpected major claims.	716	70	0	0	0	Low	Low	SNS2
	2020-21 CS3	Service/Section Treasury Description Increase in Investment Income Service Implication None Staffing Implications None Business Plan implications None Impact on other departments None Equalities Implications None TOM Implications 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	Service/Section	Revenues and Benefits								
		Description	Housing benefit written off debt recovery (one off)	0	120	(120)			Low	Low	SI2
		Service Implication	External debt collection of previously written off housing benefit overpayments following availability of improved data matching resource								
		Staffing Implications	None								
		Business Plan implications									
		Impact on other departments									
		Equalities Implications	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								
		TOM Implications									
	2020-21 CS5	Service/Section	Customers, Policy and Performance								
		Description	Reduction in various running costs across the division through increased efficient use of resources.	1,381	20				Low	Low	SNS1
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	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 CS6	<p>Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications</p>	<p>Customers, Policy and Performance 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>Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications</p>	<p>Customers, Policy and Performance 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	Service/Section	Infrastructure & Technology Division - Facilities Management								
		Description	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
		Service Implication	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.								
		Staffing Implications	Still to be determined								
		Business Plan implications	None								
		Impact on other departments	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.								
		Equalities Implications	None								
		TOM Implications	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	Service/Section	Infrastructure & Technology Division - Facilities Management								
		Description	Reduction in the frequency of the cleaning within the Councils corporate buildings.	286	30				Low	Low	SNS2
		Service Implication	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.								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	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.								
		Equalities Implications	None								
		TOM Implications	None								
O&S	2020-21 CS10	Service/Section	Infrastructure & Technology Division - Transactional Services								
		Description	Further restructuring of the Transactional Services team	531		100			Low	Medium	SS2
		Service Implication	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.								
		Staffing Implications	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.								
		Business Plan implications	To be determined								
		Impact on other departments	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.								
		Equalities Implications	None								
		TOM Implications	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	Service/Section	Infrastructure & Technology Division - Commercial Services								
		Description	Restructure of the Commercial Services (Procurement) team and deletion of 1 permanent FTE post.	323			50		Low	High	SS2
		Service Implication	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.								
		Staffing Implications	Restructure to reduce the permanent establishment by 1 FTE.								
		Business Plan implications	Unlikely to fully achieve agreed corporate savings of £14M due to the reduction in the level of resources.								
		Impact on other departments	Significant impact on other departments who rely on the Commercial Services team to provide specialist technical advice and support on procurement activities.								
		Equalities Implications	None								
		TOM Implications	To be determined								
O&S	2020-21 CS12	Service/Section	Infrastructure & Technology Division								
		Description	Cancel lease on two Council vans	9	5				Low	Low	SNS2
		Service Implication	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.								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	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.								
		Equalities Implications	None								
		TOM Implications	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 CS13	Service/Section	Corporate Governance								
		Description	Corp Gov AD - Running Costs	39	24				Low	Low	SNS1
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	None								
	2020-21 CS14	Service/Section	Corporate Governance								
		Description	Information governance - reduction in consultancy spend	15	10				Low	Low	SNS1
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	None								
	2020-21 CS15	Service/Section	Corporate Services								
		Description	Miscellaneous savings (eg. Subscriptions)	66	39	(29)			Low	Low	SNS1
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	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	Service/Section	Corporate Services								
		Description	Saving in Consultancy costs	70	20				Low	Low	SNS1
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	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	Service Description	Children Social Care 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
		Service Implication	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.								
		Staffing Implications	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.								
		Business Plan implications	None								
		Impact on other departments	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.								
		Equalities Implications	The Council's HR and organisational change procedures will be used for the engagement, equalities impact assessment and consultation of affected staff.								
		TOM Implications	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	Service Description	Children Social Care Full year effect of transfer of adoption service to Adopt London South	1,216	30				Medium	Medium	SP1
		Service Implication	Full year effect of the regional centralisation of adoption services delivering savings through a larger commissioning base and the benefit of economies of scale.								
		Staffing Implications	Some staff TUPE transferred into the regional arrangements, remainder of service restructured during 2019/20.								
		Business Plan implications	Certain services ceased to be provided by Merton as they were outsourced to Adopt London South.								
		Impact on other departments	None								
		Equalities Implications	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.								
		TOM Implications	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	Service Description	Children Social Care Review of safeguarding and social work training budgets	166	60				Low	Medium	SNS1
		Service Implication	Opportunity to better align staff, current training offer and partner contributions to improve training offer and deliver efficiencies.								
		Staffing Implications	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.								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	Identified risks would have greatest impact on children and vulnerable families.								
		TOM Implications	In line with TOM								
C&YP	CSF2019-07	Service Description	Children Social Care Reduction of Central recruitment cost budget	82	30				Low	Low	SP1
		Service Implication	Annual recruitment advertising contract with national Guardian now in place to reduce costs of 'spot purchasing' the same.								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	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	Service Description	Education Review of school premises and contracts staffing structure	653	45				Low	Low	SS1
		Service Implication	Present vacancies in team won't be filled and re-organised to ensure service is delivered								
		Staffing Implications	Minor due to present vacancy								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	None								
C&YP	CSF2019-09	Service Description	Education Repurposing of some posts in education inclusion service	1,773	150				Medium	Medium	SS1
		Service Implication	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								
		Staffing Implications	3 Vacant posts of targeted youth workers; historical underspend in premises cost centres								
		Business Plan implications	Work more targeted at vulnerable groups								
		Impact on other departments	1) Work more targeted at vulnerable groups and employability service pathway set up. 2) less premises funding for maintenance of buildings.								
		Equalities Implications	Work more targeted at vulnerable groups, particularly SEND.								
		TOM Implications	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	Service Description	Education Reduced contribution towards the MSCB This will bring Merton's contribution more in line with statutory partners	144	44				Low	Medium	SNS2
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	Service will be planned in lined with total available partner funding								
		Impact on other departments	None								
		Equalities Implications	None. The partnership does not deliver direct services to Merton residents.								
		TOM Implications	None								
C&YP	CSF2019-11	Service Description	Cross cutting Review of centralised commissioning budgets. 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
		Service Implication	Redundancy of the Head of CSF Commissioning Role								
		Staffing Implications	Redundancy of the Head of CSF Commissioning Role								
		Business Plan implications	Consultation and potential restructure of the Integrated Commissioning Team across PH (and potentially CCG).								
		Impact on other departments	Review and potential restructure will involve Public Health Lead for Children Services.								
		Equalities Implications	Staff will be fully consulted on any proposed changes and have the opportunity to influence any final structure, within budget								
		TOM Implications	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	Service Description	Public Health 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
		Service Implication	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).								
		Staffing Implications	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.								
		Business Plan implications	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.								
		Impact on other departments	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.								
		Equalities Implications	An equalities impact assessment of new service models will be undertaken as part of the procurement process.								
		TOM Implications	tbc								
Total						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	Service/Section	Parking Services								
		Description	<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
		Service Implication	System configuration & consultation process.								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	To be assessed								
		TOM Implications	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)
	ENV1920-04	Service/Section	Waste Services								
		Description	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
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
		TOM Implications	consistent with TOM objectives								
	ENV1920-05	Service/Section	Waste Services								
		Description	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
		Service Implication	Possible broadening of FPN offences being enforced. Also, payment rate and volume could go down								
		Staffing Implications	None								
		Business Plan implications	Improved enforcement presence across the Borough and opportunity to work across divisions to maximise potential enforcement receipts								
		Impact on other departments	Possible improvements in the type and number of enforcements.								
		Equalities Implications	To be considered as part of expansion of enforcement remit								
		TOM Implications	Refines and improves enforcement model within scope of TOM								
Total Environment and Regeneration Savings					1,240	340	0	0			

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 63	2020-21 CH1	Service/Section	Public Health								
		Description	Further reduction in contracts and grants.	10,000		500			Med	Med	SNS2
		Service Implication	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.								
		Staffing Implications	tbc								
		Business Plan implications	There may be a reduction in performance against key performance indicators								
		Impact on other departments									
		Equalities Implications	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.								
		TOM Implications									
			TOTAL		0	500	0	0			

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

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

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	Service Description	Education Radically reduce some statutory education functions	8,137	200				High	High	SS2
		Service Implication	We will agree with schools priorities for the use of the retained DSG to support delivery of a reduced statutory service function.								
		Staffing Implications	Majority of costs associated with direct services are staffing costs as part of this proposal. This will equate to approximately 7 members of staff								
		Business Plan implications	No specific Implications								
		Impact on other departments	No specific Implications expected although we could see some legal challenge.								
		Equalities Implications	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.								
		TOM Implications	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.								

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>Service Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p> <p>TOM Implications</p>	<p>Children Social Care</p> <p>Radically reduce support for LAC/CSE/respice</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&YP In Need, on a Child Protection Plan, on the edge of care, Looked After C&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
Total Children, Schools and Families Savings					700	0	0	0			

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

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

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

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

Panel	Ref	Description of Saving		Baseline Budget 19/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2019-03	Service Description	Cross Cutting 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
		Service Implication	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.								
		Staffing Implications	A staffing reorganisation is being implemented, and it is anticipated there will be a reduction of approximately 5- 7 posts								
		Business Plan implications	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								
		Impact on other departments	Not significant, however, work is taking place to identify any possible impact across wider children's								
		Equalities Implications	Contained with the EIA assessment as part of the reorganisation process.								
		TOM Implications	This delivers the early help redesign as stated in the TOM								
Total Children, Schools and Families Savings					700	0	0	0			

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	Service/Section Description	Regulatory Services Partnership 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
		Service Implication	Will need to ensure no conflict of interest in respect of service delivery.							
		Staffing Implications	Developing new areas of business will need careful consideration of deployment of existing resources.							
		Business Plan implications	Consistent with Business Plan objectives							
		Impact on other departments	None, but will need to consider potential impact on partner boroughs.							
		Equalities Implications	None.							
		TOM Implications	Consistent with objective of making service more commercially driven.							
Total Environment and Regeneration Savings				60	65	75	0			

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	Service/Section Description	Regulatory Services Partnership 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
		Service Implication	Will need to ensure no conflict of interest in respect of service delivery.							
		Staffing Implications	Developing new areas of business will need careful consideration of deployment of existing resources.							
		Business Plan implications	Consistent with Business Plan objectives							
		Impact on other departments	None, but will need to consider potential impact on partner boroughs.							
		Equalities Implications	None.							
		TOM Implications	Consistent with objective of making service more commercially driven.							
Total Environment and Regeneration Savings				60	0	65	75			

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

SAVINGS TARGETS BY DEPARTMENT	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Total £000
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
Total	9,727	(1,297)	726	925	10,081
Total (cumulative)	9,727	8,430	9,156	10,081	

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>Description - Service Implications</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p> <p>TOM Implications</p>	150				GS1 / GNS1
	2020-21 CSG2	<p>Description - Service Implications</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p> <p>TOM Implications</p>	280				GNS1
		Total : Corporate Services Growth 2020-24	430	0	0	0	

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Type of Growth Key

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

Panel

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

DEPARTMENT: Children, Schools and Families - Growth

Panel	Ref	Description of growth	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Type of Growth (see key)
C&YP	CSF2019-G01	<p>Description - New burdens funding to offset DSG deficit 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>Service Implications</p> <p>Staffing Implications 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>Business Plan implications The demand issues are covered in CSFs TOM document as well as in divisional and service plans.</p> <p>Impact on other departments This growth requirement will result in a significant increase the savings requirements for all departments.</p> <p>Equalities Implications N/a</p> <p>TOM Implications 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
Total			9,297	(1,297)	726	925	

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
Total		44,171	18,439	12,220	24,371

Department	Scrutiny	Proposed Budget 2020-21	Proposed Budget 2021-22	Proposed Budget 2022-23	Proposed Budget 2023-24
Corporate Services					
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
Total Corporate Services		26,388	3,945	2,895	18,067
Community and Housing					
Housing		768	913	742	425
Libraries		350	0	140	0
Total Community and Housing		1,118	913	882	425
Children, Schools and Families					
All Sectors		1,900	1,900	1,900	1,900
Secondary		300	0	0	0
Special		3,606	2,000	0	0
Total Children, Schools and Families		5,806	3,900	1,900	1,900
Environmental and Regeneration					
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
Total Environmental and Regeneration		10,859	9,681	6,543	3,979
Total Capital		44,171	18,439	12,220	24,371

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**

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

* 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
Corporate Services					
<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
Total Corporate Services		26,388	3,945	2,895	18,067

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
Community and Housing					
<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
Total Community and Housing		1,118	913	882	425

Department	Scrutiny	Proposed Budget 2020-21	Proposed Budget 2021-22	Proposed Budget 2022-23	Proposed Budget 2023-24
Children, Schools and Families					
<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
Total Children, Schools and Families		5,806	3,900	1,900	1,900

Please Note

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 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
Environmental and Regeneration					
<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
Total Environmental and Regeneration		10,859	9,681	6,543	3,979
Total Capital		44,171	18,439	12,220	24,371

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)
Total	2,860	2,927	(10,930)	13,518

Department	Proposed Budget 2020-21	Proposed Budget 2021-22	Proposed Budget 2022-23	Proposed Budget 2023-24
Corporate Services				
Facilities	60	0	0	725
IT Infrastructure	0	0	(100)	(151)
Corporate	0	0	(12,972)	12,972
Total Corporate Services	60	0	(13,072)	13,546
Children, Schools and Families				
Special	200	750	0	0
Total Children, Schools and Families	200	750	0	0
Environmental and Regeneration				
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)
Total Environmental and Regeneration	2,600	2,177	2,142	(28)
Total Capital	2,860	2,927	(10,930)	13,518

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
Corporate Services						
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
Total Corporate Services		3,055	4,186	2,970	3,280	3,570
Community and Housing						
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
Total Community and Housing		280	630	280	420	280
Children, Schools and Families						
Unallocated - Schools Capital maintenance	CYP	1,900	1,900	1,900	1,900	1,900
Total Children, Schools and Families		1,900	1,900	1,900	1,900	1,900
Environmental and Regeneration						
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
Total Environmental and Regeneration		4,039	7,977	4,014	3,979	3,979
Total Capital		9,274	14,693	9,164	9,579	9,729

DRAFT MTFS 2020-24:				
	2020/21	2021/22	2022/23	2023/24
	£000	£000	£000	£000
Departmental Base Budget 2019/20	152,567	152,567	152,567	152,567
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
Re-Priced Departmental Budget	162,625	164,303	169,045	174,288
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
Sub-total: Corporate provisions	(6,187)	(5,073)	(3,272)	(3,486)
Sub-total: Repriced Departmental Budget + Corporate Provisions	156,438	159,230	165,772	170,801
Savings/Income Proposals 2020/21	(2,319)	(3,510)	(3,635)	(3,635)
Sub-total	154,119	155,720	162,137	167,166
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
BUDGET REQUIREMENT	143,601	153,874	160,354	165,413
Funded by:				
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
TOTAL FUNDING	(140,741)	(142,812)	(145,862)	(149,187)
GAP including Use of Reserves (Cumulative)	2,860	11,062	14,493	16,226

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Equality Analysis

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

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

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

Stage 2: Collecting evidence/ data

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

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

- An analysis of recent years spend and income data.

Stage 3: Assessing impact and analysis

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

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

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OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Roger Kershaw, AD Resources	Signature: Roger Kershaw	Date: 7.10.19
Improvement action plan signed off by Director/ Head of Service		Signature:	Date:

Equality Analysis

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

What are the proposals being assessed?	Housing Benefit Written Off Debt Recovery – 2020-21 CS4
Which Department/ Division has the responsibility for this?	Corporate Services/Resources

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

Stage 2: Collecting evidence/ data

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

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

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

Stage 3: Assessing impact and analysis

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

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

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Review affordability to repay debts where debtors claim they cannot afford payment arrangements	Income and expenditure	Review cases with contractor	On-going	Both	DK	Project plan

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	David Keppler, Head of Revenues & Benefits	Signature: David Keppler	Date: 3.10.19
Improvement action plan signed off by Director/ Head of Service		Signature:	Date:

Equality Analysis

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

What are the proposals being assessed?	Back office savings in Customers, Policy and Improvement (2020-21 CS5, CS6) A series of Corporate Governance savings (2020-21 CS 13&14)
Which Department/ Division has the responsibility for this?	Corporate Services/Resources

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

Stage 2: Collecting evidence/ data

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

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

- An analysis of recent years spend and income data.

Stage 3: Assessing impact and analysis

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

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

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OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Roger Kershaw, AD Resources	Signature: Roger Kershaw	Date: 9.10.19
Improvement action plan signed off by Director/ Head of Service		Signature:	Date:

Equality Analysis

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

What are the proposals being assessed?	Staffing Establishment Reduction in Customer Experience & Communications (CS7)
Which Department/ Division has the responsibility for this?	Customers, Policy & Improvement

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

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Stage 2: Collecting evidence/ data

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

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

The budget available to the department and division going forward.

Lean reviews of elements of the service that indicate potential for efficiency and streamlining which are now being implemented.

Analysis of current tasks and volumes as part of the development of a business case for the reorganization of CPI in 2019.

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

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies 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
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Stage 5: Sign off by Director/ Head of Service

Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:
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Equality Analysis

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

What are the proposals being assessed?	Proposed budget savings Reference numbers 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.

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

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Equality Analysis

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

What are the proposals being assessed?	Proposed budget savings 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'.

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

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Equality Analysis

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

What are the proposals being assessed?	Proposed budget savings CSF2019-01: Review of CSF Admin Structure
Which Department/ Division has the responsibility for this?	CSF/Children’s Social Care/Youth Inclusion and Education.

Stage 1: Overview

Name and job title of lead officer	Rachael Wardell, El Mayhew, Jane McSherry.
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>With changes to the structure of the department, the implementation of MOSAIC and a focus on reduced education and social care core functions we will redesign our administrative workforce across what will be a smaller directorate while dealing with increasing demands.</p> <p>CSF has various business, finance and performance support functions across a number of numerous services. These functions are carried out either by dedicated business support staff or are integrated within other roles. The aim of the review is to understand whether the current set up is efficient, cost effective and delivers good value to the department.</p> <p>The review will cover all roles which carry out functions related to business, finance and performance support.</p> <p>The work will cover roles across both divisions (Education and Social Care & Youth Inclusion), although it is recognised that a review has recently been completed for SC&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"> • 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. • The desired outcomes of the review are: • More joined up provision of performance information and data across the department

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

Stage 2: Collecting evidence/ data

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

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

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

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

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies	
	Positive impact		Potential negative impact	
	Yes	No	Yes	No
Age				*
Disability				*
Gender Reassignment				*
Marriage and Civil Partnership				*
Pregnancy and Maternity				*
Race				*
Religion/ belief				*
Sex (Gender)				*
Sexual orientation				*
Socio-economic status				*

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1



OUTCOME 2



OUTCOME 3



OUTCOME 4



Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Rachael Wardell, Director CSF	Signature: 	Date: 8-10-2019
Improvement action plan updated and signed off by Director/ Head of Service	Rachael Wardell, Director CSF	Signature: 	Date: 8-10-2019

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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"> Care leavers who are more independent and who have access to a wider variety of housing options to meet their individual needs A reduction in the spend on supported housing for care leavers
2. How does this contribute to the council’s corporate priorities?	This addresses our corporate priorities by helping us to meet our statutory duties to care leavers and by assisting us to operate within a balanced budget.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Our ‘customers’ for this proposal are our care experienced young adults (care leavers), and the 14+ Team and others who support them. The proposals will benefit care leavers through increased independence and choice, and the council through reduced costs.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	This work will need to be conducted in collaboration with the Council’s Housing Service, with local social and private landlords.

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Stage 2: Collecting evidence/ data**5. What evidence have you considered as part of this assessment?**

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

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

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

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

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

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

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

Disability				X	
Gender Reassignment				X	
Marriage and Civil Partnership				X	
Pregnancy and Maternity				X	
Race	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.
Religion/ belief				X	
Sex (Gender)	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.
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?
The possibility of negative consequences of the reduction in use of semi-independent accommodation for some care leavers for whom this would be a better fit to their needs.	Take a needs led approach to each placement decision, based on young people's choice and developing independent.	Working with care leavers' personal advisers and in discussion with care leavers themselves.	Ongoing on a YP by YP basis	Existing	HoS Care Leavers	Yes

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

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

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Equality Impact Analysis

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

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

Stage 1: Overview

Name and job title of lead officer	Allison Jones
<p>1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc.)</p>	<p>1.1 A reshape of Merton’s Early Help offer is required in order to ensure that CSF continues to deliver an ambitious programme of transformation, meeting its priorities, objectives and savings targets, so that services meet the needs of families in accordance with the MFWBM and that there is assurance of demonstrable and quantifiable outcomes in relation to family wellbeing.</p> <p>1.2 There is acknowledgement that the current offer is fragmented, that there is scope for improvement and that there is room for significant efficiencies to be found, contributing to the overall departmental savings targets and mitigating the impact of significant loss of funding via the Troubled Families DCLG programme.</p> <p>1.3 A reshape in the way proposed will support the reduction of families requiring higher cost provision within the statutory services.</p> <p>1.4 Swift and easy access to Early Help Information, Advice and Guidance (IAG) and Family Wellbeing (FWB) services, reducing the pressures on MASH and more costly child protection services</p> <p>1.5 Improved outcomes for families and evidence of impact</p> <p>1.6 Deliver efficiencies / savings</p> <p>1.7 Mitigate the impact as a result of loss of significant grant funding</p> <p>1.8 Deliver aspirations within TOM and key strategic priorities</p> <p>1.9 Whole systems approach to Family Wellbeing underpinned by value for money and maximising resources/opportunities across the multi-agency networks/agencies</p> <p>1.10 To review and redesign Merton’s EH offer, to include the range of functions held within the following teams directly managed by LBM; 0-5 SFT, Bond Road Family Assessment</p>

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

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

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

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

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

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

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

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

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

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

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

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Stage 2: Collecting evidence/ data

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

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

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

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		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
Gender Reassignment				Not known
Marriage and Civil Partnership				Not known
Pregnancy and Maternity	/		/	<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.
Race/ethnicity			/	<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
Religion/ belief			/	<u>Service Users</u> No anticipated impact <u>Staffing</u> 52% of staff classify themselves as religious and 48% prefer not to say
Sex (Gender)	/		/	<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>
Sexual orientation				Not known
Socio-economic status	/		/	<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 124 Which of the following statements best describe the outcome of the EA (Tick one box only)

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

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

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

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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



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

- If your EA is assessed as Outcome 3 and you suggest to proceeding with your proposals although a negative impact has been identified that may not be possible to fully mitigate, explain your justification with full reasoning.

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

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Stage 7: Sign off by Director/ Head of Service

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

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Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet
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What are the proposals being assessed?	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

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>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"> - fulfils the Council’s statutory duties to care leavers - reflects the Council’s changing relationship with eligible young people as they move into adulthood - makes best use of available budget <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"> - eligible care experienced young people aged over 18 years will be supported by a Personal Advisor - only young people under 18 years will be supported by a qualified Social Worker
2. How does this contribute to the council’s corporate priorities?	This proposed review contributes to the council’s corporate priorities in ensuring we manage our resources to provide value for money, high standards of governance, financial and budget management.

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

Stage 2: Collecting evidence/ data

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What evidence have you considered as part of this assessment?

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

We know that the Social Workers in the 14+ Service will be affected by the proposed review of the need for qualified Social worker posts in a service for care leavers where the workforce can comprise Personal Advisors. 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		<p>Positive: Opportunity to consider how eligible care experienced young people might be supported by Personal Advisors from a wider professional and experiential background.</p> <p>Negative: Impact of potential changes on stability and wellbeing of young people.</p>
Disability				X	
Gender Reassignment				X	
Marriage and Civil Partnership				X	
Pregnancy and Maternity				X	
Race	X		X		<p>Positive: 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.</p> <p>Negative: 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.</p>
Religion/ belief				X	
Sex (Gender)	X		X		<p>Positive: Opportunity to consider how eligible care experienced young men might be supported by Personal Advisors from a wider professional and experiential background.</p> <p>Negative: Impact of potential changes on stability and wellbeing of young men who are over represented in Merton's care experienced group of young people.</p>
Sexual orientation				X	
Socio-economic status				X	

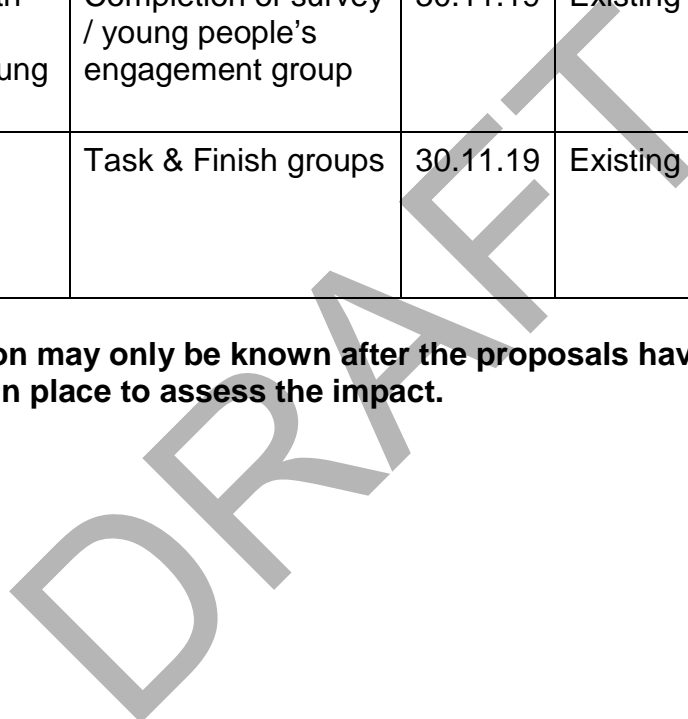
7. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Voices of eligible care experienced young people	Consultation with eligible care experienced young people	Completion of survey / young people’s engagement group	30.11.19	Existing	Head of Service, 14+ and Permanency Services	Yes
Views and opinions of 14+ and Permanency workforce	Review and workforce engagement	Task & Finish groups	30.11.19	Existing	Head of Service, 14+ and Permanency Services	Yes

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

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Stage 4: Conclusion of the Equality Analysis

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

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


OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

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

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Equality Analysis

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

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

Stage 1: Overview

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

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

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Stage 2: Collecting evidence/ data

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

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

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

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

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

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Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	X		X		<p>Positive: Opportunity to improve the timeliness of children moving to live in their adoptive family.</p> <p>Negative: 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>Positive: 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.
Gender Reassignment				X	
Marriage and Civil Partnership				X	
Pregnancy and Maternity				X	
Race	X			X	Positive: 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.
Religion/ belief				X	
Sex (Gender)				X	
Sexual orientation				X	
Socio-economic status				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?
Age: Impact of potential changes/instability of service during transitional period on family finding timeliness, quality of matching and adoption support.	Performance of Adopt London South is governed through a monthly Board with senior representatives from all involved South London Boroughs. Action and Risk logs are in place to identify, mitigate and track risks.	Performance against the national Adoption Scorecard KPIs	Monthly	Additional resource established as part of Adopt London South governance.	EI Mayhew	Yes

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

Stage 4: Conclusion of the Equality Analysis

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


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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	El Mayhew, Assistant Director, Children's Social Care & Youth Inclusion	Signature: 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

Stage 1: Overview	
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"> - Improved alignment of workforce development resources - Recommissioning and / or reduction of training provided.
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)?

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

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

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

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

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

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Stage 4: Conclusion of the Equality Analysis

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

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


OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

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

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Equality Analysis

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

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

Stage 1: Overview	
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)	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

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

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

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Stage 4: Conclusion of the Equality Analysis

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

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


OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

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

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Equality Analysis

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

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

Stage 1: Overview	
Name and job title of lead officer	Tom Procter, Head of Contracts and School Organisation
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Reorganisation of service with deletion of a management position that is presently vacant
2. How does this contribute to the Council's corporate priorities?	Meeting the council's financial requirements while protecting frontline services
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The proposal is to make the service more efficient so should not impact on customers, communities etc. although with fewer staff the service will be less resilient
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

Stage 2: Collecting evidence/ data

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

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

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

Stage 3: Assessing impact and analysis

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

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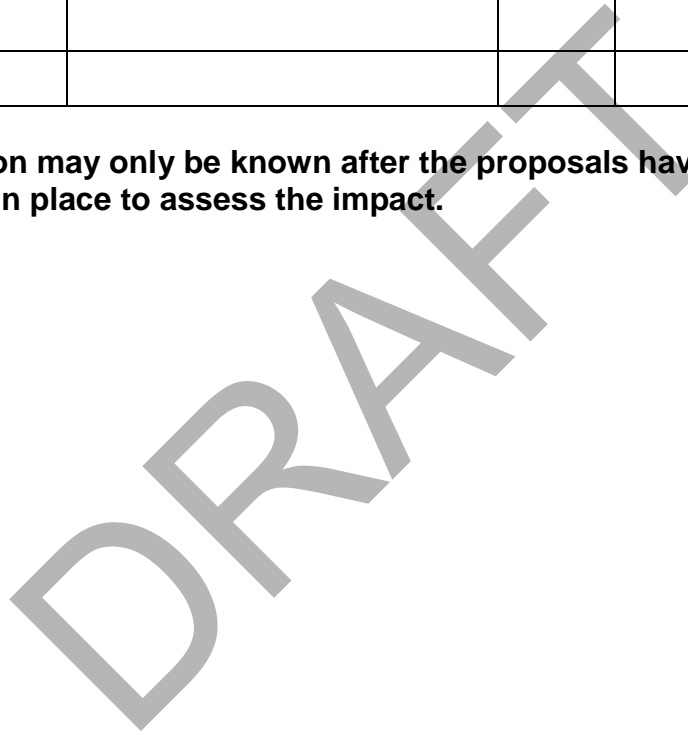
Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		✓		✓	
Disability		✓		✓	
Gender Reassignment		✓		✓	
Marriage and Civil Partnership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

7. 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)?

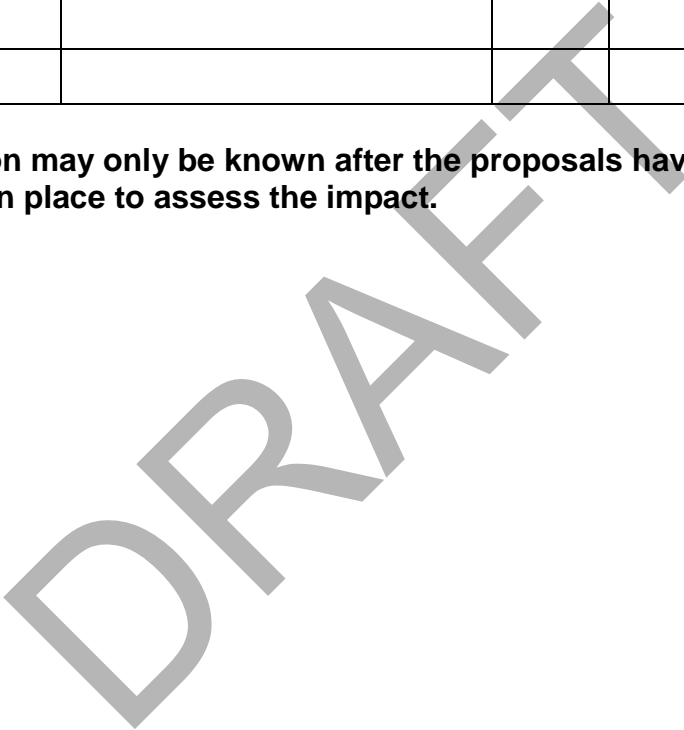
Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
	Age	*			
Disability	*			*	Specialist targeted NEET worker post created in restructure
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

Stage 5: Sign off by Director/ Head of Service

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

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Equality Analysis

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

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

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

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<p>organisation? If so, who are the partners and who has overall responsibility?</p>	<p>voluntary sector involved in the delivery of this function.</p> <p>The council together with the police and CCG have a statutory responsibility to co-ordinate and ensure the effectiveness of actions taken to protect children from harm and to ensure their well-being.</p>
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Stage 2: Collecting evidence/ data

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

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

<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>
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Stage 3: Assessing impact and analysis

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

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

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

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

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Equality Analysis

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

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

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

Stage 2: Collecting evidence/ data

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

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

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

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

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

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

Stage 3: Assessing impact and analysis

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					

Disability					
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
Religion/ belief					
Sex (Gender)					
Sexual orientation					
Socio-economic status	√				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).

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?
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: Leanne Walder	Date: 09-10-2019
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell, Director CSF	Signature: 	Date: 09-10-2019

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Equality Analysis

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

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

Stage 1: Overview

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

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<p>organisation? If so, who are the partners and who has overall responsibility?</p>	<p>financial reductions. A new service model will be developed, this may impact on other department services, such as CSF Early Help and Early Years Services including Children’s Centres. of</p>
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Stage 2: Collecting evidence/ data

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

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

The information that will be used to inform the full Equality Analysis includes:

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

Stage 3: Assessing impact and analysis

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

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

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					negative impacts and identify innovative models of service delivery that improve pathways and outcomes for children and young people.
Disability	✓		✓		<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>
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity	✓		✓		<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>
Race	✓		✓		<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>
Religion/ belief					
Sex (Gender)	✓		✓		Changes to service design could disproportionately affect women, both in relation to users of service users and to staff who are predominantly female.
Sexual orientation					

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

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

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: J Groom	Date: 10/10/2019
Improvement action plan signed off by Director/ Head of Service	Rachael Wardell, Director CSF	Signature: 	Date: 10/10/2019

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Equality Analysis

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

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

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

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<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 171</p>	<p>Parking and Traffic Management</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"> 1. Reduce congestion 2. Improve road safety 3. Improve air quality and meet EU quality standards 4. To meet the actions set out in the Merton Health and Wellbeing Strategy 2019 5. Adopt a healthy street approach 6. Promote healthier life styles and encourage more active travel 7. To ensure good parking management 8. To support the local economy 9. Providing funding for parking and wider transport scheme improvements
<p>3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the</p>	<p>The proposal will affect all residents, businesses, workers and visitors to the borough, across all socio-economic groups.</p>

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

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Stage 2: Collecting evidence/ data

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

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

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

A number of key factors will be considered included:

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

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

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	X			X	<p>Positive Impact</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><u>Potential Negative Impact</u></p> <p>None identified</p>
Disability	X			X	<p><u>Positive Impact</u></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><u>Potential Negative Impact</u></p> <p>None identified</p>
Gender Reassignment	X			X	<p><u>Positive Impact</u></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><u>Potential Negative Impact</u></p> <p>None identified</p>
Marriage and Civil Partnership	X			X	<p><u>Positive Impact</u></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><u>Potential Negative Impact</u></p> <p>None identified</p>
Pregnancy and Maternity	X			X	<p><u>Positive Impact</u></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><u>Potential Negative Impact</u></p> <p>None identified</p>
Race	X			X	<p><u>Positive Impact</u></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><u>Potential Negative Impact</u></p> <p>None identified</p>
Religion/ belief	X			X	<p><u>Positive Impact</u></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><u>Potential Negative Impact</u></p> <p>None identified</p>
Sex (Gender)	X			X	<p><u>Positive Impact</u></p> <p>The proposals support the principle of effective traffic management</p>

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

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

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

Negative impact/gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Socio-economic status	Consultation	An increase in the cost of a PCN may have a negative effect on the ability of individuals on low income to pay. Any changes to the current banding charges will involve further consultation with those groups affected	2020	A full set of mitigations will be brought forward as part of the final report for Members consideration	Ben Stephens	A full set of mitigations will be brought forward as part of the final report for Members consideration

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

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

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Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet
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<p>What are the proposals being assessed?</p> <p>ENV1920-02</p>	<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>
<p>Which Department/ Division has the responsibility for this?</p>	<p>Parking Services, Environment and Regeneration</p>

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

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<p>2. How does this contribute to the council's corporate priorities?</p>	<p>Parking and Traffic Management 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"> 1. Reduce congestion 2. Improve road safety 3. Improve air quality and meet EU quality standards 4. To meet the actions set out in the Merton Health and Wellbeing Strategy 2019 5. Adopt a healthy street approach 6. Promote healthier life styles and encourage more active travel 7. To ensure good parking management 8. To support the local economy 9. Providing funding for parking and wider transport scheme improvements
<p>3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.</p>	<p>The proposal will affect all residents, businesses, workers and visitors to the borough, across all socio-economic groups.</p>
<p>4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who</p>	<p>Yes. Responsibility is shared with the following departments, organisations and partners. Future Merton, Highways and Transportation, Planning, Mayor of London, TfL, transport operators, Parking Services.</p>

has overall
responsibility?

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Stage 2: Collecting evidence/ data

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

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

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

A number of key factors will be considered included:

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

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Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	X			X	<p><u>Positive Impact</u></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><u>Potential Negative Impact</u></p> <p>None identified</p>
Disability	X			X	<p><u>Positive Impact</u></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><u>Potential Negative Impact</u></p> <p>None identified</p>
Gender Reassignment	X			X	<p><u>Positive Impact</u></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><u>Potential Negative Impact</u></p> <p>None identified</p>
Marriage and Civil Partnership	X			X	<p><u>Positive Impact</u></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><u>Potential Negative Impact</u></p> <p>None identified</p>
Pregnancy and Maternity	X			X	<p><u>Positive Impact</u></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><u>Potential Negative Impact</u></p> <p>None identified</p>
Race	X			X	<p><u>Positive Impact</u></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><u>Potential Negative Impact</u></p> <p>None identified</p>
Religion/ belief	X			X	<p><u>Positive Impact</u></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><u>Potential Negative Impact</u></p> <p>None identified</p>

Sex (Gender)	X			X	<p><u>Positive Impact</u></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><u>Potential Negative Impact</u></p> <p>None identified</p>
Sexual orientation	X			X	<p><u>Positive Impact</u></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><u>Potential Negative Impact</u></p>
Socio-economic status	X			X	<p><u>Positive Impact</u></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><u>Potential Negative Impact</u></p> <p>None identified</p>

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Ben Stephens – Head of Parking Services	Signature:	Date: 8 th October 2019
Improvement action plan signed off by Director/ Head of Service	Chris Lee – Director of Environment and Regeneration	Signature:	Date: 8 th 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		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age					There is no available data and the tenants have not engaged to provide the monitoring data.
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.

Sexual orientation					There is no available data and the tenants have not engaged to provide the monitoring data.
Socio-economic status			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.

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

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

DRAFT

Equality Analysis

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

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

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

Stage 2: Collecting evidence/ data

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

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

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

Stage 3: Assessing impact and analysis

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

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

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

1.
N/A

Stage 4: Conclusion of the Equality Analysis

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

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

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

Stage 5: Improvement Action Pan

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

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

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

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

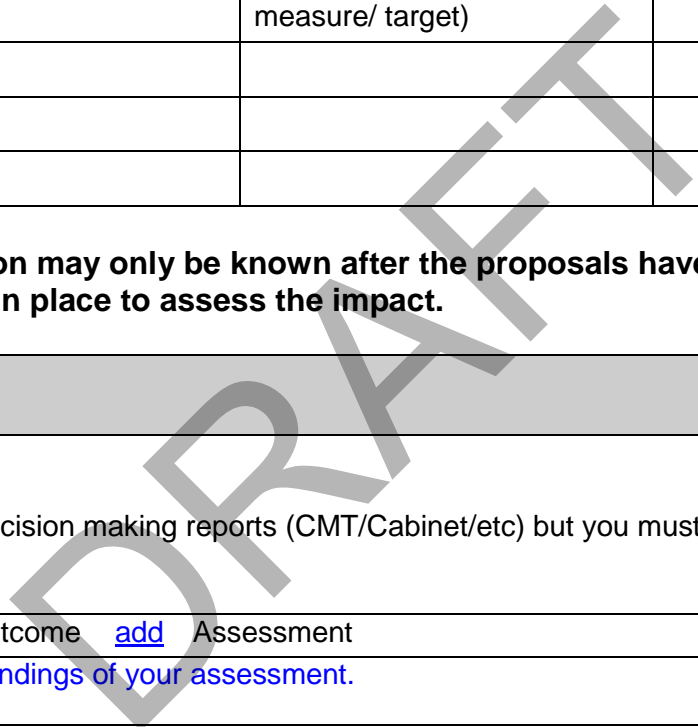
Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome add Assessment
Please include here a summary of the key findings of your assessment.
None identified.

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Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Charles Baker	Signature:	Date:8 10 2019
Improvement action plan signed off by Director/ Head of Service	John Bosley	Signature:	Date:

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)	What are you proposing and what are they designed to deliver? 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

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		✓		✓	
Gender Reassignment		✓		✓	
Marriage and Civil Partnership		✓		✓	
Pregnancy and Maternity		✓		✓	
Race					
Religion/ belief		✓		✓	
Sex (Gender)		✓		✓	
Sexual orientation		✓		✓	
Socio-economic status		✓	✓		The ability to pay the fee issued through the Fix penalty notice.

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

1.

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

Stage 4: Conclusion of the Equality Analysis

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

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

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

Stage 5: Improvement Action Pan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Socio-economic status	All cases of non payment will be assed on an individual bases and escalated through the single justice system for processing. For transparency the court has the ability to amend the level of the fine due to the alleged offenders personal circumstances .	Level of reduced fines award by the court	On going	None	C Baker	

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

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

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

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	
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 2 of 4

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	Barry Causer, Head of Strategic Commissioning	Signature: BC	Date: 22/10/19
Improvement action plan signed off by Director/ Head of Service	Dr Dagmar Zeuner, Director of Public Health	Signature:	Date:

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Committee: Children and Young People Overview and Scrutiny Panel

Date: 6th November 2019

Wards: All wards

Subject: Merton's Strategy for meeting the needs of children and young people with SEN and/ or disabilities age 0-25 (2020-23) (The Merton SEND Strategy)

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

Lead member: Kelly Braund, Cabinet Member for Children Services; Eleanor Stringer, Cabinet Member for Schools and Adult Education.

Contact officer: Lisa Deer, CSF Policy Officer: 3867

Recommendations:

- A. Note the development of the strategy including consultation process and the 'Consultation Overview' (**Appendix 1**)
- B. Note the content of the 'Merton SEND Strategy version 2' (**Appendix 2**)
- C. Note the timetable for the development of the final version of the strategy, and for the sign off and adoption process.

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 The report provides members of the panel with information on the development of the Merton SEND Strategy 2020-23 including the consultation process and an overview of feedback from stakeholders – 'Consultation overview' (**appendix 1**).
- 1.2 It requests CYPOS members to note the content of the 'Merton SEND Strategy version 2' (**appendix 2**).
- 1.3 It also gives details of the timetable for next steps in the development of the strategy, sign off and adoption by Cabinet on 9 December (**section 5**).

2 DETAILS

- 2.1 Merton's Children's Trust is developing the Merton SEND Strategy 2020-23, to set out partners' shared responsibility to deliver effective services for children, young people and families with SEN and/or disabilities – in Merton SEND is 'everyone's business. The work has been led by the local authority, the Merton Clinical Commissioning Group, and the parent carer forum Kids First, working in collaboration to drive our improvement agenda, and in partnership with partners across Merton's Children's Trust. The strategy development is being

coordinated by the multi-agency SEND Strategic Implementation Board (SSIB) and the Children and Young People's Integrated Commissioning Group, and will be reported to Merton's Children's Trust Board. The development and monitoring of the strategy's annual implementation plan will be similarly overseen.

- 2.2 The strategy is driven by statutory requirements as set out in the Children and Families Act 2014 (reform for children with special educational needs and/or disabilities), the SEND code of practice 0-25 years, the Equality Act 2010 and learning from the recent joint 'local area SEND inspection' conducted by Ofsted and the Care Quality Commission. It is aligned with the current Merton Autism Strategy 2018-24, and feeds into the Children and Young People's Plan 2019-23.
- 2.3 A draft version of the **strategy (version 1)** was sent out for consultation during September and October 2019 to further develop and test the vision and strategic objectives. The draft version was based on our 2019 'self-evaluation' of SEND services which was informed by a needs analysis of prevalence, outcome and 'user voice' data. The latter was taken from formal consultations with parents (High Needs review 2018), with children and young people (Children and Young People's Plan consultation 2019 and the Young Residents' survey 2019), and with children's professionals in the local authority, health and education (High Needs Review). We also gather a wealth of regular feedback that comes from close working with children and young people, parents and partners, the themes of which are fed into the draft version of the strategy.
- 2.4 The purpose of the consultation was to discuss and draw out stakeholders' key issues and concerns, and to make sure that these are addressed in the strategy 'vision', and by the strategic objectives ('we wills') set out in the strategy. Consultation on the draft version involved:
- Over 100 **parents of children with SEN and/or disabilities and professionals/ parents who work with** them, responded to the Merton SEND Strategy consultation September/ October 2019.
 - Around 70 children and young people aged from 9-18 were involved in discussion groups across six Merton primary, secondary and special schools. The children and young people involved represented those supported at SEN support, and those with an EHC plan.
 - Discussions with **parents and professionals/ staff** via a number of our regular meetings and SEND governance focus groups.
- 2.5 **Appendix one (Consultation Overview)** gives an overview of the consultation. It highlights the strategic objectives ('we wills') which the consultation process has identified as key areas of focus for children and young people, parents and professionals. It also illustrates examples of feedback themes from across the three consultations.

- 2.6 In the light of the consultation process a second version of the strategy has been produced – **see appendix 2 (Merton SEND Strategy version 2)** – which reflects key feedback themes. This is presented to CYPOS for information.
- 2.7 In summary the stakeholders who took part in the consultation have highlighted the importance of putting children, young people and families’ participation and engagement at the heart of identification, assessment and support for SEN and/or disabilities and in our overall strategic planning; continuing to promote an inclusive culture across services and the community, with access to clear information about local provision; clear information, advice and guidance for support for parents in their caring role, with a focus on early support; access to effective therapies and other support services in education settings, and a review of the impact of these; clear guidance on all points of ‘transition’ for children and young people, and effective support for those who are eligible for adult services post 18 and those who are not, to support their move into employment, independent living, community inclusion, and health.
- 2.8 A further **Merton SEND Strategy version 3** which includes: forewords from the Director of Children’s Services, the Clinical Commissioning Group and Kids First; an overarching ‘we know’ page with data and infographics; images for each section; and an updated governance chart, will be developed for sign off at the Children’s Trust Board meeting on 15 November, and its onward journey to Cabinet.

3. ALTERNATIVE OPTIONS

3.1 N/A

4. CONSULTATION UNDERTAKEN

3.1 See section 2.4-2.7 and see appendix 1

5. TIMETABLE

3.1

SEND Strategy version 3 for sign off at Children’s Trust	15 th November meeting.
Cabinet report and Merton SEND Strategy final version onto Cabinet system	5pm 20 th November.
Merton SEND Strategy final version to LSG.	25 th November
Merton SEND Strategy final version to Cabinet.	9 th December

6. FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

6.1 No specific implications from this report.

7. LEGAL AND STATUTORY IMPLICATIONS

7.1 No specific implications from this report.

8. HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

8.1 No specific implications from this report

9. CRIME AND DISORDER IMPLICATIONS

9.1 No specific implications from this report.

10. RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

10.1 No specific implications from this report.

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

APPENDIX 1 - CONSULTATION OVERVIEW

APPENDIX 2 - MERTON SEND STRATEGY VERSION 2

12. BACKGROUND PAPERS

12.1 None



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Developing Merton's strategy for meeting the needs of children and young people who have Special Education Needs and/or disabilities (SEND) age 0-25 years (2020-23).

Consultation overview



Developing Merton's strategy for children and young people with Special Education Needs and/or disabilities (SEND) 2020-23:

What is the purpose of the strategy?

- Merton's Children's Trust is developing the **Merton SEND Strategy 2020-23**, to set out partners' shared responsibility to deliver effective services for children, young people and families with SEN and/or disabilities – in Merton SEND is everyone's business'.
- Partners in the **Children's Trust** include children, young people and families, health, the voluntary and community sector, Police, early years settings, schools and colleges, and the local authority.

Governance:

- The Merton SEND Strategy is coordinated and monitored by the multi-agency SEND Strategic Implementation Board and the Children and Young People's Integrated Commissioning Group. It is overseen by Merton's Children's Trust.

Developing the draft Merton SEND Strategy

Developed a draft Merton SEND Strategy for consultation September-October 2019

Feedback from parents and professionals.

Input from senior managers in CSF, adult social care and CCG.

Formal consultation with:

- Parents - High Needs review 2018.
- Children and young people (Children and Young People's Plan consultation 2019 and the Young Residents' survey 2019)

Statutory requirements:

- Children and Families Act 2014.
- SEND code of practice 0-25 years
- Equality Act 2010.

Data on prevalence and outcomes.

Learning from the recent local area SEND inspection

Consulting on the draft Merton SEND Strategy in September-October 2019.

We conducted three consultations with key stakeholders:

1. **Online consultation** - Over 100 **parents of children with SEN and/or disabilities and professionals/ staff who work with** them, responded to the Merton SEND Strategy online consultation September-October 2019.
2. **Children and young people's (CYP) discussion groups** - Around 70 children and young people aged from 9-18 were involved in discussion groups across six Merton primary, secondary and special schools. The children and young people involved represented those supported at SEN support, and those with an Education, Health and Care (EHC) plan.
3. **Meetings and governance groups** - Discussions with **parents and professionals/ staff** via a number of our regular meetings and SEND governance focus groups:

- ✓ Portage drop in – 12 September;
- ✓ Primary head teachers' meeting – 25 Sept;
- ✓ Clinical Commissioning Group Patient engagement group (PEG) – 25 Sept;
- ✓ Kids First forum – 25th Sept;
- ✓ Kids First steering group – 26th Sept;

- ✓ Local offer focus group – 27 Sept;
- ✓ Private, Voluntary and Independent (PVI) early years settings managers' meeting – 2 October;
- ✓ Preparing for adulthood (PFA) board – 7 Oct;
- ✓ SEN Coordinator (SENCo) working group – 15 Oct.
- ✓ Extended Education Senior Leadership Team (SLT) 16th Oct.

Consultation overview

- The purpose of the three consultations (as listed above) was to discuss and draw out stakeholders' key issues and concerns, and to make sure that these are addressed in the strategy 'vision', and by the strategic objectives ('we wills') set out in the strategy.
- The following overview identifies the strategic objectives ('we wills') which the consultation process has identified as key areas of focus for children and young people, parents and professionals. It also illustrates examples of feedback themes from across the three consultations.
- As a response to the consultation the introductory narratives, 'vision' and strategic objectives (we wills) in the Merton SEND Strategy have been amended to reflect key feedback themes.
- In summary stakeholders have highlighted the importance of putting children, young people and families' participation and engagement at the heart of identification, assessment and support for SEN and/or disabilities and in our overall strategic planning; continuing to promote an inclusive culture across services and the community, with access to clear information about local provision; clear information, advice and guidance for support for parents in their caring role, with a focus on early support; access to effective therapies and other support services in education settings, and a review of the impact of these; clear guidance on all points of 'transition' for children and young people, and effective support for those who are eligible for adult services post 18 and those who are not, to support their move into employment, independent living, community inclusion, and health.

Being healthy

Some schools have OTs and some don't; they should share OTs across schools (CYP discussion groups).

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There should be a review of the impact of all therapies across mainstream schools (Kids First/ Patient Engagement Group/online consultation).

We will:

- ❖ Improve and offer a range of co-ordinated specialist child health services provided by community-based clinicians (doctors, nurses and therapists) that can be easily accessed in the most appropriate and child focused setting which is closer to home.
- ❖ Review and improve the nursing and health therapies offer across all Merton schools to enable it to better meet current and future needs.
- ❖ Make sure young people have easy and timely access to local health services including mental health, sexual health and substance misuse (including information, advice and guidance).
- ❖ Work with partners including schools and settings to support healthy eating in children and young people.
- ❖ Deliver improved and consistent services for children with autism, including delivering the children and young people's aspects of the Merton Autism Strategy 2018-23.

More support for children with mental health problems/ SEMH including trained staff in school (online/CYP).

Children need more support for healthy eating and access to healthy food (Portage drop-in/CYP).

Staying safe

Young people need access to 'life skills' training to help them build independence and prevent future escalation of need (CYP discussion groups).

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There should be a clear 'contact point' for families to get help; and they should be able to see a positive impact from the help that is given (Preparing for Adulthood board).

One of the 'strategic objectives' should be 'to support parent carers to maintain their well-being and enable their caring role' (Patient Engagement Group; Local offer focus group).

It's clear how to get help with bullying in school, but not if the bullying is online, or outside of school (CYP).

We will:

- ❖ Work together across education, health and social care to support young people to prepare for a safe and happy adulthood including employment, independent living, community inclusion and social life, and health.
- ❖ Create new referral pathways for swift and easy access to Merton's multi-agency 'early help' offer for families and professionals.
- ❖ Provide information, advice and guidance to parent carers to support their well-being and enable their caring role, with a focus on early support.
- ❖ Support children, young people and families to appropriately deal with bullying and staying safe online.

Enjoying and achieving

We need commitment to effective support for children in mainstream schools, and not necessarily with an EHC plan (Kids First).

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It's important that an inclusive culture is developed by school leaders, SEN audit processes are integrated into whole school self-evaluation, and schools work together to improve outcomes (SENCo working group).

Pupils with SEND in mainstream schools and ARPs should be supported to feel part of the setting, and not be made to feel uncomfortable – 'awkward and vulnerable from others' (CYP discussion groups/ online consultation).

We will:

- ❖ Increase access to local, inclusive education provision for children with special educational needs and/ or disabilities.
- ❖ Encourage and support mainstream school leaders to develop an inclusive culture, improve staff knowledge, understanding and skills and to maximise opportunities for schools to work together.
- ❖ Improve the quality, including monitoring, of Education, Health and Care Plans to make sure they set clear targets to support the child or young person's development. (Local area SEND inspection 2019).
- ❖ Improve access to places where children and young people can enjoy themselves, socialise and access physical activities including after school clubs, youth clubs, parks and leisure, and including effective promotion.
- ❖ Secure strong progress and achievement and raise attainment of children with special educational needs and/ or disabilities in schools and nurseries, and close gaps in education outcomes.

Improve timeliness of EHCP referral and assessment, and support schools in the meantime (Patient Engagement Group/ online).

We need access to inclusive clubs and activities after school and at the weekend (CYP/ online).

We want to do well at school and need more support (CYP).

Getting involved, having a say

We will:

- ❖ Provide opportunities for children and young people (in mainstream, special schools and colleges), and families, to directly talk to all types of service providers about decisions which affect them.
- ❖ Improve how we support children and families to make sure that their voices are central to identification, assessment, support and monitoring processes for children identified at SEN Support and those with an EHC Plan.

We need to work with partners including schools and the voluntary sector to build links with *all* families including those who can be under-represented in consultation and engagement activities (Education SLT).

Children and families voices need to be central to identification, assessment and support planning and monitoring (SENco working group).

Its good when we have input into our EHCPs (CYP discussion groups).

Parents with children on SEN support feel they are less well consulted than those with an EHC Plan (Kids First; Portage drop-in).

We like to be able tell people what we think, and like as many opportunities to take part as possible (CYP).

Becoming independent

We need clear visual representations/ process maps of 'transitions' for young people, families and professionals (PfA Board).

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We need information about jobs and careers, as well as work experience and volunteering opportunities (CYP discussion groups).

[the strategy] must address the 'cliff edge' when a high number of services stop at 18, including transitions from 'short breaks' (Kids First).

Roll out of the 'Thinking Ahead Guides' will help children, young people and families to drive 'preparation for adulthood' planning (Kids First/Patient Engagement Group/PfA board).

We will:

- ❖ Implement the borough's multi-agency transitions project across education, health and social care, to develop a 'pathways to adulthood' model which includes - Employment; Independent Living; Community Inclusion; and Health – is person centred and timely, and meets the needs of those who are eligible for adult services and those who are not.
- ❖ Simplify the process of transition from children's to adults' services in education, health and social care, to enable an integrated, seamless pathway which supports young people through significant changes. (Local area SEND inspection 2019).
- ❖ Further develop the post 16 offer (Education, Training and Employment) including creating more supported internships, volunteering and employment opportunities.
- ❖ Promote good communication and coordination between the young person's family and service providers to promote choice and control for the young person.

My Merton – community connections

**We would like clearer
information about events and
activities that are going on
(CYP discussion groups).**

**Non-SEND young people and
the local community should
be better educated on how to
understand and accept SEND
young people (CYP).**

**We need more community based activities
for young people with SEND to prevent
isolation (online consultation/CYP).**

**Raise awareness of online information and
support amongst senior leaders, and
amongst library staff so that they can
support young people and families to use it
(online).**

We will:

- ❖ Undertake a review of the local offer of services for children and young people with special educational needs and/or disabilities and their families to identify whether these are sufficient to meet needs.
- ❖ Improve promotion and accessibility of the 'Local Offer for children with SEN and/or disabilities' and 'Young Merton' to broaden awareness of the availability of local opportunities, support and advice and guidance for children and their families.
- ❖ Support children and young people with special educational needs and/or disabilities and their families to feel part of their community by promoting positive attitudes and understanding, and making Merton a friendly place for those with disabilities.
- ❖ Support service providers from all sectors to make reasonable adjustments (in line with the Equality Act 2010) so that children and young people with SEN and/ or disabilities can enjoy the full range of opportunities alongside their peers.

Next steps:

- 1. Merton SEND Strategy currently being finalised after the consultation period, will be signed off by the Children's Trust (15 November) and adopted by Merton Council Cabinet (9 December).**
- 2. SSIB to continue to develop the annual action plan, and develop a process for the ongoing monitoring and evaluation of progress which involves key stakeholders - sign off at the SSIB meeting in November.**
- 3. For further information please contact: Lisa.deer@merton.gov.uk**



Version 2 (informed by consultations)

Merton's strategy for meeting the needs of children and young people who have special educational needs and/or disabilities (SEND) aged 0-25 years. (2020-23).

A place where children and young people with special educational needs and/or disabilities are valued, included, enjoy equality of opportunity, feel safe and supported, and are happy and fulfilled in all areas of their lives – at home, in the community, at school and beyond.

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Our 'vision' for Merton's children and young people with special educational needs and/ or disabilities aged 0-25.

Merton's Children's Trust is responsible for bringing together services across the borough to work together and in partnership with children, young people and their families to facilitate improved outcomes for all children, including those with special educational needs and/or disabilities – in Merton having high aspirations for children and young people with special educational needs and/or disabilities aged 0-25, and providing effective services to support their health and well-being, education and beyond to independence is 'everyone's business'.

Merton's 'Strategy for meeting the needs of children and young people with special educational needs and/or disabilities aged 0-25 (Merton's SEND Strategy)' is for all children and young people with SEND. This is defined in the SEND Code of Practice 2014 as those who 'have a significantly greater difficulty in learning than the majority of others of the same age which calls for special educational provision to be made for them, and/ or a disability which prevents them from making use of facilities generally provided for others of the same age in mainstream schools'. **In Merton this includes all those who are helped through SEN support in school, those who have an Education, Health and Care Plan and those who are eligible for 'short breaks'**. In addition, in this strategy the use of the term 'young person' means 'over the compulsory school age and under 25', as defined by the Code of Practice 2014.

Our '**vision**' is that Merton is a place where children and young people with special educational needs and/or disabilities are valued, included, enjoy equality of opportunity, feel safe and supported and are happy and fulfilled in all areas of their lives – at home, in the community, at school and beyond.

Implementing Merton's SEND Strategy 0-25 and the actions from the recent SEND area inspection are all part of our journey to deliver the best services we can for our children, young people and their families. In consultation with families and professionals we have agreed to work together to make sure that:

- Services are planned and delivered **in collaboration and in partnership** with children, young people and their families.
- We work closely with partners including schools and the voluntary sector to build links with all families including those who are under-represented in consultation and engagement activities (for example those whose **children are on SEN support and those with English as an additional language**).
- Children and young people can **build relationships and friendships** with their peers in their local community.
- Children and young people can **attend provision close to where they live**.
- There is a sufficient **range and choice of provision locally, where leaders are committed to developing an inclusive culture with well trained staff**, so that children and young people's **education and health outcomes are not disadvantaged**.
- Children and young people are given the appropriate level of support to **achieve well** in their local early years, schools and college settings.
- There is **seamless transition** though all the stages from local education into independent living for those who are eligible for adult social care as well as those who are not.

Our SEND Journey

Drawing on evidence, good practice, continuous self-evaluation and working in partnership with children, parents and professionals we have achieved the following:

2013 – Publication of Merton’s SEND strategy for 2013-2015, including implementation of SEND reforms

2016 – SEND included as an integrated part of Merton’s Children and Young People’s Plan 2016-2019.

- multi-agency governance via the Children’s Trust
- SEND is ‘everyone’s business’
- focus on parent representation within the governance arrangements.

2018– Publication of Merton’s Autism Strategy 2018-23 following extensive consultation and **high needs review undertaken.**

-Both of the above documents act as the basis for the revised Merton SEND strategy

2019– New strategies: Merton Children and Young People’s Plan 2019-23 and Merton’s Strategy for meeting the needs of children and young people who have special educational needs and/or disabilities (2020f-23).

How was the strategy developed?

Overview

The strategy has been developed by the local authority, the Merton Clinical Commissioning Group, and the parent carer forum Kids First, working in collaboration to drive our improvement agenda, and in partnership with Merton's children's trust partners. It is coordinated and monitored by the multi-agency SEND Strategic Implementation Board (SSIB) and the Children and Young People's Integrated Commissioning Group and will be reported to Merton's Children's Trust Board. The development and monitoring of the strategy's annual implementation plan will be similarly overseen.

Partners in the Children's Trust include children, young people and families, health, social care the voluntary and community sector, Police, early years settings, schools and colleges, and the local authority.

Merton's SEND Strategy is driven by statutory requirements as set out in the Children and Families Act 2014 (reform for children with special educational needs and/or disabilities), the SEND code of practice 0-25 years, the Equality Act 2010 and learning from the recent joint 'local area SEND inspection' conducted by Ofsted and the Care Quality Commission.

It is aligned with the current [Merton Autism Strategy 2018-24](#), and feeds into the Children and Young People's Plan 2019-23.

Consulting on the draft strategy

A draft version of the strategy was sent out for consultation during September and October 2019 to further develop and test the 'vision' and strategic objectives ('we wills'). The draft version was based on our 2019 'self-evaluation' of SEND services which was informed by a needs analysis of prevalence, outcome and 'user voice' data. The latter was taken from formal consultations with parents (High Needs review 2018), with children and young people (Children and Young People's Plan consultation 2019 and the Young Residents' survey 2019), and with children's professionals in the local authority, health and education (High Needs Review). We also gather a wealth of regular feedback that comes from close working with children and young people, parents and partners, the themes of which fed into the draft version of the strategy.

Consultation on the draft version included:

1. Over **100 parents of children with SEN and/or disabilities and professionals/ parents who work with them**, made a full response to the Merton SEND Strategy consultation September/ October 2019
2. Around **70 children and young people aged from 9-18** were involved in discussion groups across six Merton primary, secondary and special schools. The children and young people involved represented those supported at SEN support, and those with an EHC plan.
3. Discussions with **parents and professionals/ staff** via a number of our regular meetings and SEND governance focus groups

Using the consultations to inform the final Merton SEND Strategy

The purpose of the consultation was to discuss and draw out stakeholders' key issues and concerns, and to make sure that these are addressed in the strategy 'vision', and by the strategic objectives ('we wills') set out in the strategy.

The final strategy consists of the following sections:

Six outcome areas for children and young people:

Merton's SEND Strategy is based on the 'six outcomes' featured in the Merton Children and Young People's Plan 2019-23. These are the areas of children and young people's lives Merton's Children's Trust partners are committed to improving. The six outcomes were endorsed by children and young people themselves, including those with special educational needs and/or disabilities, through an extensive online survey and a range of focus groups. We have used the same outcomes as we have the same ambitions for children with special educational needs and/or disabilities as we do for all Merton's children and young people. The six outcomes are:

1. Being healthy;
2. Staying safe;
3. Enjoying and achieving;
4. Getting involved, having a say;
5. Becoming independent;
6. My Merton – connection with family, friends and the community.

What do our children, young people and families say?

Each section of the strategy includes key pieces of 'user voice' feedback data that has been collated from surveys and focus groups, and which have been used to inform the development of the strategy.

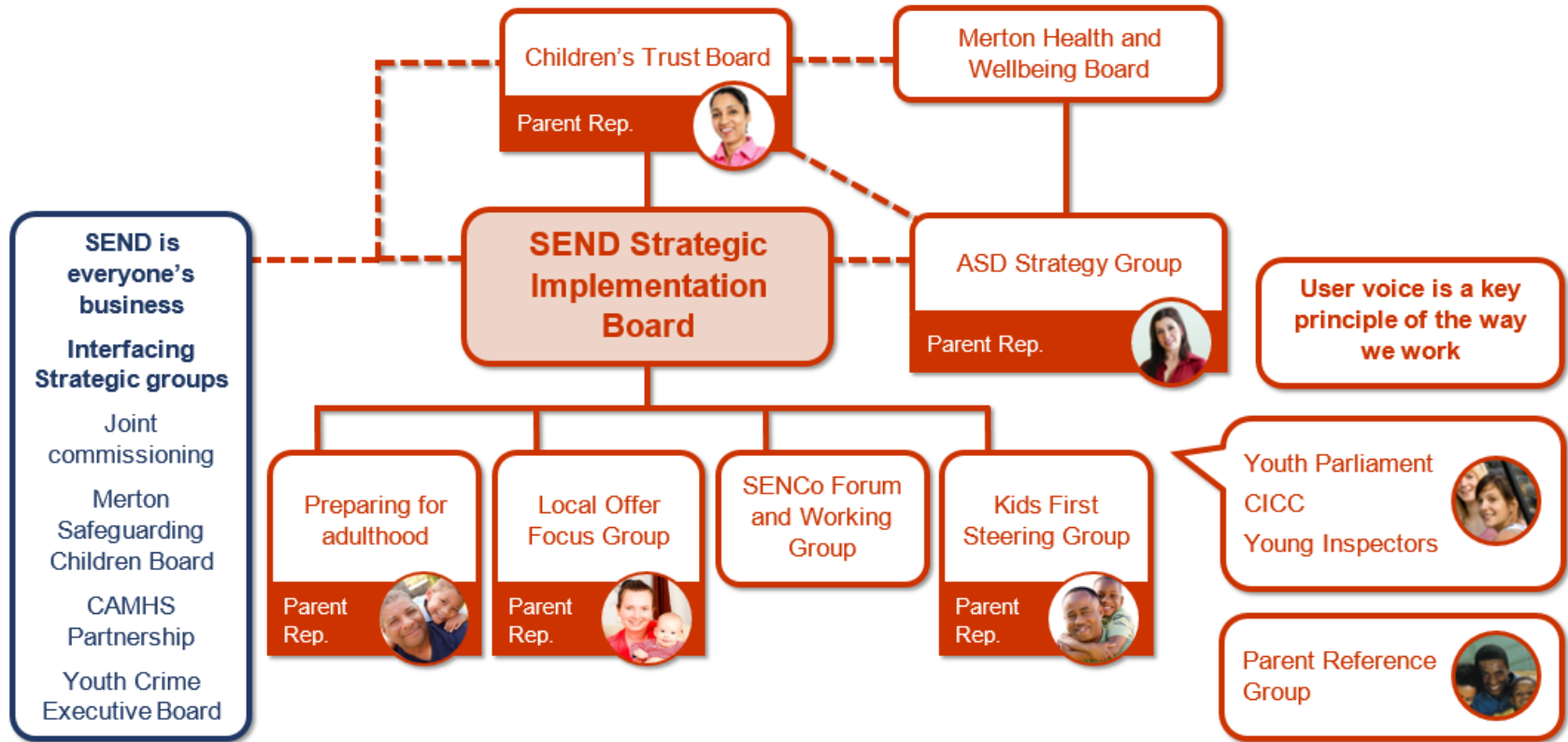
We will:

Under each outcome area there is a list of 'strategic objectives' that partners are committed to delivering and which have been informed by statutory requirements, good practice and the expressed needs of children and young people with special educational needs and/or disabilities and their families.

How will we do this?

Merton's SEND Strategy is a three-year document delivered by Merton's Children's Trust. Partners are also developing an annual action plan with specific and measurable activities under each of the 'strategic objectives'. Progress against the action plan will be overseen by Merton's Children's Trust and by children, young people and families via a range of stakeholder forums.

Leadership and Governance of SEND in Merton



1. Being healthy

We are committed to providing effective oversight and planning to improve health services for children with special educational needs and/ or disabilities aged 0-25, as set out in statutory reforms, with the aim of ensuring equal access to services and delivering a choice of health provision locally, which meets the range of needs and closes gaps in health outcomes.

What do our children, young people and families say?

- The current referral and assessment process for children with autism “*takes too long and there is no support available to those who are awaiting assessment*”. (Autism Strategy consultation 2018).
- “*Experience of having therapists on site or all in the same centre really helps, for example at Cricket Green School which has a Speech and Language Therapy department in school*”. (Parent at a Kids First Forum).

Comparing feedback from young people with a disability to those without, recent surveys show:

- Fewer think that ‘*school supports healthy choices*’.
- Fewer know where to go for information, advice and guidance on mental health, sexual health and substance misuse.

We know:

- There is robust identification of health needs in the early years - 83.5% uptake of ‘Ages and Stages’ questionnaire at 12 months, and 80% at 2.5 years.
- Children and young people have good support from health visitors and school nurses including through open access drop in clinics (Local area SEND inspection 2019).
- Timely coordination of Care, Education and Treatment Reviews (CETR) ensuring that the child’s needs are central to the professional network.
- 60% of children with special educational needs and/or disabilities are on the autistic spectrum.

We will:

- ❖ Improve and offer a range of co-ordinated specialist child health services provided by community-based clinicians (doctors, nurses and therapists) that can be easily accessed in the most appropriate and child focused setting which is closer to home.
- ❖ Review and improve the nursing and health therapies offer across all Merton schools to enable it to better meet current and future needs.
- ❖ Make sure young people have easy and timely access to local health services including mental health, sexual health and substance misuse (including information, advice and guidance).
- ❖ Work with partners including schools and settings to support healthy eating in children and young people.
- ❖ Deliver improved and consistent services for children with autism, including delivering the children and young people’s aspects of the Merton Autism Strategy 2018-23.

We will (continued):

- ❖ Improve the quality and sufficiency of health advice included in Education, Health and Care Plans (Local area SEND inspection 2019).
- ❖ Review 'children's continuing care' service provision (care packages for children with needs arising from disability, accident or illness that cannot be met by universal services alone) to improve the assessment and decision-making process and to inform the Education Health and Care Planning process where appropriate.
- ❖ Review the school nursing service's school entry 'health questionnaire' process to make sure that the information is sufficient to plan appropriate support services in schools.

2. Staying safe

We aim to deliver a range of services and pathways to support children with special educational needs and/or disabilities aged 0-25 and their families, to build skills and resilience to feel safe and stay safe from the early years up to adulthood and independence. This work to align with the work of Merton's Safeguarding Partnership.

What have our children, young people and families said?

- *"This is a brilliant course. It helped me to understand my child's behavioural needs. I am more confident to support/manage my child's needs"* (Parent commenting on Incredible Years parenting course).
- *"This programme will change your outlook on parenting a child with special needs"*. (Parent commenting on Incredible Years parenting for autism and language delay).

Comparing feedback from young people with a disability to those without, recent surveys show:

- More feel worried about bullying.
- Fewer feel safe in their local area.

We know:

- 100% of our Children's Centre are rated by Ofsted as 'good' or 'outstanding'
- 100% of families report improved outcomes from attending an evidence based children's centre parenting course.
- 100% of families said that they were satisfied with the service they received from Merton's Supporting Families Team.
- There is consistent participation of social care professionals in the identification and assessment of children and young people with special educational needs and/ or disabilities (Local area SEND inspection 2019).

We will:

- ❖ Work together across education, health and social care to support young people to prepare for a safe and happy adulthood including employment, independent living, community inclusion and social life, and health.
- ❖ Create new referral pathways for swift and easy access to Merton's multi-agency 'early help' offer for families and professionals.
- ❖ Provide information, advice and guidance to parent carers to support their well-being and enable their caring role, with a focus on early support.
- ❖ Support children, young people and families to appropriately deal with bullying and staying safe online.
- ❖ Help build skills and resilience for children, young people and their families to feel safe and stay safe.

3. Enjoying and achieving

We are committed to supporting all children and young people with SEN and/ or disabilities (as defined by the SEND code of practice) to achieve well, enjoy themselves and be fully included in their local early years, schools and college settings, attending provision close to where they live.

What do our children, young people and families say?

- 77% of parents said Merton needs to develop additional in-borough provision, the majority stating that this should be 'new specialist bases in mainstream schools'; 64% stated they have an educational placement 'a reasonable distance from home which meets needs'.
- 87% of head teachers say their staff would benefit from additional training to meet the needs of children with an Education, Health and Care Plan.
- Feedback from parents/carers as well as front line practitioners identifies that inconsistency across different settings in interpreting and reporting on needs is a cause for concern.
- *"Make local parks more exciting with more equipment"* (special school focus group)

Comparing feedback from young people with a disability to those without, recent surveys show:

- Fewer agree that *'I am able to enjoy and do well in my education'*.
- More feel that there is a *'lack of opportunities to be physically active which makes it harder for young people to lead healthy lives in my area'*.

We know:

- 64% increase in EHC Plans issued in the four years from 2015.
- 91% referrals for EHC Plan assessments reviewed at panel within 2 weeks; 58% EHC Plans completed within deadline.
- All Merton special schools, 93% of all schools, and 97.5% of EYFS settings rated 'good' or 'outstanding'.
- As a result of attending good or better education provision children and young people 'typically achieve well academically by the end of each key stage of education'. (Local area SEND inspection 2019)
- ASD and SLCN are the most common 'identified need' for children with EHC Plans, and SLCN and SEMH for those on 'SEN Support'.
- Increased capacity of specialist places in mainstream and special schools.
- More children in the early years with an EHC Plan and those on SEN Support achieved a 'Good Level of Development'.
- All key stage results improved for pupils at SEN Support, including strong Progress 8 score - higher than national.
- Above national for maths at Key Stage 1 for children with an EHC Plan, but reading and writing below.
- Lower than national fixed term exclusions for children with an EHC Plan and those on SEN Support.
- Above national attendance rates in Merton special schools with reducing persistent absence.
- All of our three special schools run the Duke of Edinburgh programme and have achieved notable success.

We will:

- ❖ Increase access to local, inclusive education provision for children with special educational needs and/ or disabilities.
- ❖ Encourage and support mainstream school leaders to develop an inclusive culture and improve staff knowledge, understanding and skills through training, school to school support and maximising opportunities for schools to work together.
- ❖ Improve the quality including monitoring of Education, Health and Care Plans to make sure they set clear targets to support the child or young person's development. (Local area SEND inspection 2019).
- ❖ Improve access to places where children and young people can enjoy themselves, socialise and access physical activities including after school clubs, youth clubs, parks and leisure, including effective promotion.
- ❖ Secure strong progress and achievement and raise attainment of children with special educational needs and/ or disabilities in schools and nurseries, and close gaps in education outcomes.
- ❖ Review current support services for children and young people with SEN and/or disabilities in education settings and identify recommendations for future delivery.
- ❖ Continue work to improve Special Educational Needs Coordinator practice across Merton's mainstream schools and settings, including consistency of identification and support, with a particular focus on children at 'SEN Support' level.
- ❖ Further develop school leaders' ability to evaluate and improve their support for children with special educational needs and/or disabilities, including integrating the SEN audit and whole school evaluation processes.

4. Getting involved, having a say

We will support children, young people and their families to be at the centre of decisions made about their education, health and care, and to have a voice as regards the strategic direction of services for special educational needs and/ or disabilities and other services in the borough. We will continue to work with partners including schools and the voluntary sector to improve links with all families including those who are under-represented in consultation and engagement activities (including those with children on SEN support, and with English as an additional language).

What have our children, young people and families said?

- *“We receive information about what is on offer locally in terms of services, support, and advice and guidance; this is particularly useful to those who are new to the area, or to the issues”. (Parent attending a Kids First parents’ forum information session delivered by the local authority).*

Comparing feedback from young people with a disability to those without, recent surveys show:

- *More think that Merton ‘does not listen to the concerns of young people’.*
- *More think that Merton ‘does not involve young people in decision making’.*

We know:

- Children and young people with SEN and disabilities from mainstream and special schools take part in the participation and engagement opportunities delivered across Merton including Youth Parliament, School Council Action Days, young inspectors, young advisers, and the Children and Young People’s Plan consultation.
- Young people with autism were involved in the development of the borough’s autism strategy.
- Disabled young people responded to key surveys in 2019, which were used to inform the strategic direction of the local authority’s work to support all young people.
- 70 children and young people from mainstream and special schools were involved in discussion groups to inform the new Merton SEND Strategy.
- Over 100 parents and professionals/staff responded to the online survey to inform the new Merton SEND Strategy.
- There is a whole hearted and effective commitment to ensuring children and young people have a voice in decision making. (Local area SEND inspection 2019)
- Merton’s parent carer forum, Kids First, understands the main concerns and positive views of parents in the area, providing a strong voice and challenge to leaders in the borough; it is trusted by parents who use the service. (Local area SEND inspection 2019).

We will:

- ❖ Provide opportunities for children and young people (in mainstream, special schools and colleges), and families, to directly talk to all types of service providers about decisions which affect them.
- ❖ Improve how we support children, young people and families to make sure that their voices are central to identification, assessment, support and monitoring processes for children identified at SEN Support and those with an EHC Plan.

We will (continued):

- ❖ Continue to improve how we involve children, young people (in mainstream, special schools and colleges), and families in service and strategic planning for special educational needs and/or disabilities services.
- ❖ Continue to provide information, advice and support on education, health and social care, for all children, young people and families on matters relating to special educational needs and disabilities.

5. Becoming independent

We will work across education, health and social care and in partnership with young people and their families to embed the delivery of a multi-agency 'pathways to adulthood' model which is integrated across services and supports young people with Employment; Independent Living; Community Inclusion and social life; and Health – taking an approach which is person centred, timely and enables independent choices.

What have our children, young people and families said?

- 69% of parents were satisfied or better with the qualifications on offer to their child by the school/college. (High Needs Review)
- *“My son learning how to travel independently was the turning point for him and our whole family”* (parent whose child attended travel training).
- *“We need more services to help young people get jobs”* (special school focus group)
- 11% fewer young people with a disability than those without agree that *‘I feel supported to make decisions about my future’*.

We know:

- Lower than London average rate of young people with special educational needs and/or disabilities 'Not in employment education or training' (NEET) or 'not known'.
- 11% of young people with an Education, Health and Care Plan, and 28% with additional needs (SEN Support) support are 'not in education, employment or training' (February 2019).
- 'The children's community nursing team ensures that young people approaching transition to adulthood are appropriately prepared for the next step'. (Local area SEND inspection 2019)
- The timeliness of support for transition to adulthood in social care (and for those not eligible for social care – including ASD and specific learning difficulties) is an 'identified area for improvement'. (Local area SEND inspection 2019).
- Merton's Information and Advice Service for special education needs and/or disabilities supported over 300 families in 2018/19.

We will:

- ❖ Implement the borough's multi-agency transitions project across education, health and social care, to develop a 'pathways to adulthood' model which includes - Employment; Independent Living; Community Inclusion; and Health – is person centred and timely, and meets the needs of those who are eligible for adult services and those who are not.
- ❖ Simplify the process of transition from children's to adults' services in education, health and social care, to enable an integrated, seamless pathway which supports young people through significant changes. (Local area SEND inspection 2019).
- ❖ Further develop the post 16 offer (Education, Training and Employment) including creating more supported internships, volunteering and employment opportunities.

We will (continued):

- ❖ Promote good communication and coordination between the young person's family and service providers to promote choice and control for the young person.
- ❖ Provide early support and accessible information, advice and guidance for young people and their families, who may not be eligible for adult social care, to be able to navigate 'preparing for adulthood', and to prevent escalation of need (Local area SEND inspection 2019).
- ❖ Provide a 'pathways to adulthood' model which incorporates a robust support process for looked after children and care leavers who have SEN and/or disabilities.
- ❖ Develop improved access to advocacy, information, advice and guidance to support young people who do not have families to have an independent say in planning their future.
- ❖ Support community inclusion through improved access to leisure activities in the evenings and weekends for 18-25 year olds
- ❖ Work in partnership across agencies and teams to enable adult social care is able to plan and prepare for young people who may transition into the service.

6. My Merton – connection with family, friends and the community

We are committed to working in collaboration with partner agencies including schools and the voluntary sector, to create an environment where children and young people with special educational needs and/or disabilities and their families can feel part of their community and build relationships and friendships with their peers, through sufficiency of service provision and access to information, advice and guidance. This work to include ensuring accessibility by under-represented groups including those with English as an additional language

What have our children, young people and families said?

- “*Get young people involved in local events*” (special school focus group).
- A third of children and young people with a disability who were surveyed agreed that they are ‘treated differently’ because of having a disability.
- Fewer young people with a disability than those without feel ‘part of their community’.

We know:

- There are a range of leisure and community activities on offer for children and young people with SEN and/ or disabilities provided by the statutory, and voluntary and community sector, available at all levels of support - Universal, targeted and specialist.
- Merton’s local offer directory gives information about the range of opportunities that are available for children and families to enjoy themselves and build their family and community relationships.
- Increasing social capital is a key priority in Merton’s sustainable communities plan to strengthen community connections.
- Merton’s Health and Well-being strategy supports focus on creating a healthy social and physical environment in the borough.

We will:

- ❖ Undertake a review of the local offer of services for children and young people with special educational needs and/or disabilities and their families to identify whether these are sufficient to meet needs.
- ❖ Improve promotion and accessibility of the ‘Local Offer for children with SEN and/or disabilities’ and ‘Young Merton’ to broaden awareness of the availability of local opportunities, support and advice and guidance for children, young people and their families.
- ❖ Support children and young people with special educational needs and/or disabilities and their families to feel part of their community by promoting positive attitudes and understanding, and making Merton a friendly place for those with disabilities.
- ❖ Support service providers from all sectors to make reasonable adjustments (in line with the Equality Act 2010) so that children and young people with SEN and/ or disabilities can enjoy the full range of opportunities alongside their peers.

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Committee:

Date: 6th November 2019

Wards: All

Subject: Departmental Update

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

Lead member: Cllr Kelly Braund, Cllr Eleanor Stringer

Contact officer: Karl Mittelstadt, Head of Performance, Policy and Partnerships

Recommendations:

A. Members of the panel to discuss and comment on the contents of the report

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. The report usually provides members of the panel with information on key developments not covered elsewhere on the agenda and affecting the Children, Schools and Families Department, since the panel's last meeting. However, as this meeting of CYP Scrutiny takes place just one month on from the previous meeting, there is very little fresh information to report. With this in mind, the current report departs from convention and instead is a description of the purpose and main objectives of each service area that it covers. The intention is to provide the most helpful background information about the Children, Schools and Families Directorate to assist scrutiny members in their understanding of the Directorate and therefore on where to most purposefully focus future scrutiny.
- 1.2. Items specifically requested by scrutiny members will be covered under the service area to which they relate and are highlighted in the text as (*Scrutiny Request*). This report is once again accompanied by a current structure chart for the Directorate. A glossary of terms has been added to the report for background information.

2 DETAILS

2.1. CHILDREN, SCHOOLS & FAMILIES

- 2.2. The Children, Schools and Families Directorate is responsible for all statutory and some discretionary services directed at children and their families from pre-birth to at least 18 years of age. In some cases the statutory duties extend to young adults up to the age of 25. In addition, the directorate provides services to and with schools in order to support children and young people's educational outcomes.
- 2.3. Statutory Guidance on the roles and responsibilities of the Director of Children's Services and the Lead Member for Children's Services is published by the government.
(<https://assets.publishing.service.gov.uk/government/uploads/system/upload>

[s/attachment_data/file/271429/directors_of_child_services_-_stat_guidance.pdf](https://www.merton.gov.uk/attachment_data/file/271429/directors_of_child_services_-_stat_guidance.pdf)). In alignment with this guidance, over 200 statutory provisions apply to this field of work, most originating with the Department for Education, but also from DHSC, MoJ and other government departments.

- 2.4. The directorate is broadly separated into two divisions: Social Care & Youth Inclusion, and Education. In addition, there is a team of commissioners of services for children, young people and families, which sits within Public Health, but where there is matrix oversight from the Director of Children Schools and Families. The structure of these divisions and this team can be seen in the Structure Chart attached at Appendix 1.
- 2.5. Children's Social Care and Youth Inclusion Division
- 2.6. Children's Social Care and Youth Inclusion is divided into five service areas, each led by a Head of Service and further subdivided into separate teams, each under the leadership of a team manager. The service areas broadly correspond with the 'journey' of child, young person or family that have been the subject of a referral to the Council because someone is worried about their wellbeing. These services are: MASH & First Response, Safeguarding & Care Planning, Permanency, Looked After Children & Access to Resources, Quality Assurance & Practice Development, and Adolescent & Family Service.
- 2.7. MASH & First Response
- 2.8. The Multi Agency Safeguarding Hub, usually referred to as the 'MASH', receives the incoming contacts and referrals to the Council's Children's Social Care function. The First Response Teams carry out an assessment on the child and family to determine what the needs, risks and issues are, whether the family needs some kind of support or intervention, and if so, what the next steps should be. First Response may carry out some preliminary support work with a family while the assessment is being undertaken, but if families need longer term support or intervention their 'case' will be transferred to the Safeguarding and Care Planning Team. More detail about the MASH can be found here on the council website: <https://www.merton.gov.uk/social-care/children-young-people-and-families/safeguarding-children/mash>
- 2.9. Outside usual office hours an Emergency Duty Team, which is a shared service, hosted by LB Sutton, receives and handles any contacts or referrals on our behalf. These are then picked up by Merton's social care service at the start of the next working day.
- 2.10. Typically, 400-600 hundred contacts are made to the MASH every month. Contacts are incoming information about a child, young person or family. This may include information about a child who is missing from home, or school or from a placement; a family where there has been a domestic abuse call-out for the police; a family with no recourse to public funds presenting to the council for assistance. As the name suggests, the MASH is made up of multi-agency partners, which include police and health representatives, as well as colleagues from Early Help, Education and other functions. These partners work together to obtain and share information about a family so that there can be a shared understanding of the needs and

risks affecting them and what the most appropriate service involvement may be.

- 2.11. Of these contacts, 150-200 every month become formal 'referrals' – where the service will undertake additional work in order to understand whether detailed further action is required. When an assessment is undertaken, there is a balance between completing the assessment speedily, so the service can respond quickly to any presenting needs, and thoroughly, so the service can have a full, holistic understanding of the child and family. The majority of assessments are completed within 45 working days. **Performance against this standard is monitored.**
- 2.12. The majority of referrals end with no further social care involvement. These may be passed to an Early Help service, or may be judged to require no further action (NFA) at all. However, roughly a quarter to a third of referrals lead to further action from children's social care.
- 2.13. Where we have reason to believe that a child may be at risk of significant harm a multi-agency 'Strategy Meeting' is held, and this is likely to be followed by a S47 enquiry, which is a form of assessment which focuses explicitly on the risk of harm to a child (rather than evaluating need). Where the S47 enquiry provides evidence that a child is at risk of significant harm, this may progress to an 'Initial Child Protection Conference' (ICPC). As risk of harm is an urgent matter, this should take place within 15 days. **Performance against this standard is monitored.**
- 2.14. Safeguarding and Care Planning
- 2.15. The Safeguarding and Care Planning Service holds the majority of open Children's Social Care cases, undertaking active work with families with children in need (CIN) or children on a child protection plan (CP). The service also works with some of the children in our care. This work is usually undertaken in partnership with colleagues from other partner organisations also working with the family, such as schools and health services. Professionals from a range of disciplines meet regularly (both with and without the family in attendance) to monitor the progress of any Child in Need or Child Protection plans that are in place.
- 2.16. At any one time there are approximately 350 children identified as a 'Child in Need' and a further 100-150 children with a Child Protection Plan.
- 2.17. Where this team identifies increasing risk of harm to a child or young person and where the strategies and plans in place are not leading to the desired progress, it may be necessary to enter into court proceedings to make sure children are safeguarded, including children coming into local authority care where necessary. However, this is a last resort and wherever possible, this service tries to ensure collaborative working with families to improve the safety and wellbeing of their children. Where we do enter into proceedings to ensure children are protected, it is expected that we will complete this work within 26 weeks, in order to provide prompt protection for the child and to meet their timescales. This is a nationally set expectation. We can make it more likely that we will meet this timescale target if we make best use of our 'pre-proceedings' process. However, there are still challenges in progressing

court work promptly, often due to lack of court time. **Performance against this standard is monitored.**

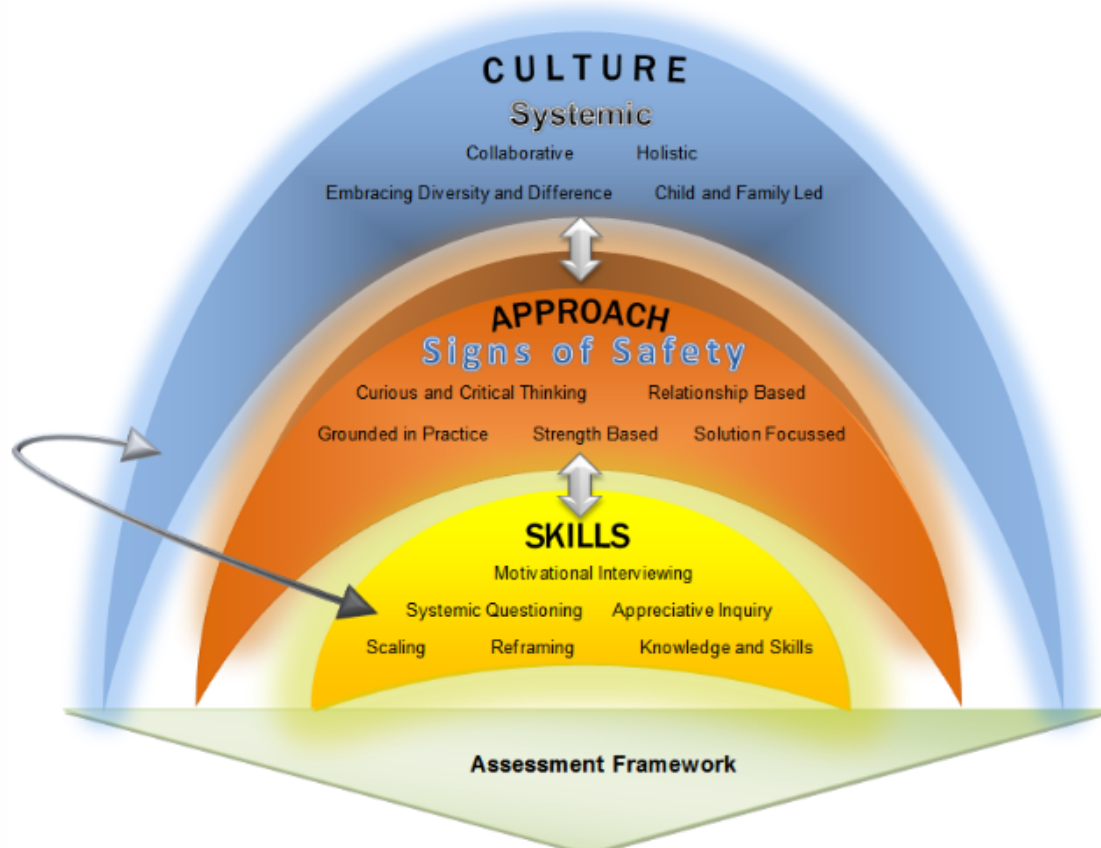
- 2.18. Children in Merton on a Child Protection Plan are most likely to be on a plan because of emotional abuse or neglect. This may often include exposure to domestic abuse, or the risks presented by parents who have unmanaged mental health issues or who are engaged in alcohol and substance misuse. Only a small proportion of children are on a child protection plan because of concern about physical or sexual abuse, although these are often the first issues people think of when they hear the words 'child protection'.
- 2.19. Work undertaken to support Children in Need may be protracted, because vulnerable families experience a series of obstacles to achieving the best environment and care for their children. For children on a Child Protection Plan, timescales are more pressing because the children are at risk of significant harm (and in many cases will already have experienced harm). We therefore monitor the length of time children remain on a child protection plan. There are currently no child protection plans that have been in place for longer than two years, and we will strive to reduce this further. At the same time, we have to ensure that children are not removed from a child protection plan prematurely, when they have not yet been effectively safeguarded. For this reason, we monitor if children return to a child protection plan for a second or subsequent time. Usually between 12% and 20% of children will appropriately need to return to a child protection plan when they have been on a plan previously.
- 2.20. Children in Need and children on a Child Protection plan must be regularly visited by their social worker to assess whether their needs have changed and to ensure that they are safe. Social workers are expected to make time to see children alone as part of these visits. Children in Need should be seen every four weeks by their social worker and children on a Child Protection plan should be seen every fortnight (as a minimum). Child protection plans must also be regularly reviewed within agreed timescales. **Performance against these standards is monitored.**
- 2.21. *Permanence, Looked After Children and Access to Resources Team*
- 2.22. This service has overarching responsibility for ensuring that the children in the care of this local authority, and those who have recently left Merton's care are properly looked after and supported into adult life. Although some of our looked after children are supported by the Safeguarding and Care Planning service, children in long term care with Merton Council have a social worker within this service. Care experienced young adults (Care Leavers) have a Personal Assistant within the 14+ and Care Leavers Team which is part of the Adolescent and Family Service (see below). The service also includes the teams with responsibility for recruiting and supporting foster carers and the team which commissions those care placements that are not with Merton in-house foster carers.
- 2.23. The service used to cover adoption too, but the full function of the Adoption Team has now transferred to Adopt London South (1 September 2019). The number of children adopted from care is very low. This is in part because the number of children in care overall is low, and the majority of them are from older age groups for whom adoption is less likely to be an appropriate

decision. Low numbers of adoptions also reflect Merton's practice of seeking to return children home wherever it is safe to do so, or to place them with members of their extended family where possible. Merton has had no adoptions yet this financial year.

- 2.24. There are around 160 children looked after by Merton Council at any time, of which 30+ are unaccompanied asylum-seeking children. Some children are looked after by this local authority with the consent of their parents under Section 20 of the Children Act 1989. These placements may be referred to as S20 placements. Other children are in our care on a care order, following care proceedings.
- 2.25. Although the service works hard to maximise the number of children who are in in-house foster care, it is still the case that fewer than half of our looked after children are in in-house foster placements. Work continues in this service to try to increase the number of foster carers recruited and to improve retention rates by providing foster carers with high quality supervision, support and training. Generally, the children in our care are stable in their homes, having fewer moves and staying longer in any placement than the national benchmark. **Performance against this indicator is monitored, including at Corporate Parenting Board.** The number of children placed in residential care, rather than a family-based placement is very low; usually fewer than 10 at any one time.
- 2.26. Looked after children should be visited by their social worker regularly, every six weeks. They should also have their care plan, their Personal Education Plan (or 'PEP') and their Health Care Plan reviewed and updated regularly too. **Performance against these standards is monitored, including at Corporate Parenting Board.**
- 2.27. Quality Assurance & Practice Development
- 2.28. This service incorporates several functions which help to ensure the quality of our social work practice. These are Independent Reviewing Officers (IRO) / Child Protection (CP) Conference Chairs; the professional development and practice team, leading social work training for the directorate; the QA Manager, with responsibility for our audit programme and the Local Authority Designated Officer (LADO). The service also temporarily holds line management responsibility for the division's Business Support Teams.
- 2.29. In Merton the same staff act as CP Conference Chairs and IROs. CP Conference Chairs hold professional responsibility for drawing together all the multi-agency partners participating in a child's child protection plan, for ensuring that the plan is reviewed and updated and making progress to secure the child's safety and wellbeing, and for escalating into care proceedings or stepping down to 'child in need' status (or off a plan altogether) as appropriate. Child Protection Plans have to be reviewed regularly.
- 2.30. IRO's have to be outside the immediate line management of the social worker working with a child in care. They have oversight of the child's care plan and are empowered to act on the child's behalf in challenging the local authority if they consider there is 'drift' in the plan. Both Child Protection

Plans and Care Plans have to be reviewed regularly. **Performance against these standards is monitored.**

The Quality Assurance Manager leads Merton’s audit programme, with a focus on identifying good practice and areas for development in the quality of our social work. A recent ‘Practice Week’ that extended across all areas of the directorate further strengthens and supports this approach which is underpinned by Merton’s Practice Model for Social Work (Fig 1).



(Fig 1)

- 2.31. The LADO is a specialist role responsible for managing allegations against those working with children. If an allegation is made against anyone working with children and young people in Merton, their employer – if they establish there is some potential foundation to the allegation – has a duty to report the allegation to the LADO. Details about the LADO process can be found here: <https://www.merton.gov.uk/social-care/children-young-people-and-families/safeguarding-children/the-lado-process> The LADO provides independent advice, guidance and help to employers and ensures that allegations are appropriately referred to police and social workers.
- 2.32. Adolescent and Family Services
- 2.33. This service comprises the Youth Justice Team, Transforming Families, the Tackling Exploitation Team, 14+ and Care Leavers Team. It’s also the location within Children, Schools and Families for the leadership of our Multi Agency Risk Vulnerability and Exploitation Panel (MARVE), Youth Justice,

Contextual Safeguarding and Care Leaver strategies and the key point of contact between the Children, Schools and Families directorate with MOPAC, MHCLG and the Home Office.

- 2.34. The Youth Justice Team is a multi-agency service with case practitioners and specialist practitioners, many of whom are from partner agencies. The team has a statutory requirement for a multi-agency partnership board, chaired by the Director of Children, Schools and Families and known in Merton as the Youth Crime and Prevention Executive Board (YCPEB). This meets quarterly and takes responsibility for the management, oversight and strategic direction of Youth Justice and Prevention services, including the staffing arrangements, resourcing and delivery of services.
- 2.35. The team has two dedicated police officers, qualified social workers, a seconded officer from the national probation service, an education officer, a CAMHS psychologist, a nurse, a speech and language therapist and benefits from a parenting officer, full-time reparation officer, seconded Substance Misuse worker and extended provision through the Liaison and Diversion service (CAMHS, SaLT and counselling).
- 2.36. First Time Entrants to the Youth Justice System have reduced over recent years, and this team's objective is to continue to keep these numbers low. Another objective is to reduce the rate of proven re-offending among those young people open to the service. **Performance against these standards is monitored, including at YCPEB.**
- 2.37. Merton's Transforming Families team is the local response to the national Troubled Families programme. The team comprises family practitioners and a gangs worker, prevention parenting worker and mentoring service. The funding for this service is scheduled to end in March 2020, and although MHCLG has indicated that there will be a further year of funding of some kind, no confirmation has been received of the sums or duration of such funding. Meanwhile, the funding deadline, Maturity Self-Assessment and subsequent Action Plan have fed into the decision to consult on a move toward an integrated Early Help structure and referral process for those aged 0-25 across the Department, which seeks to maintain a sustainable level of appropriate early help support for adolescents and their families even if the grant is not renewed. (The Transforming Families Team was the subject of a full paper to last month's CYP Scrutiny).
- 2.38. There are more than 250 care leavers open to the Care Leavers' Service. We are in touch with over 200 of them.
- 2.39. Where we are in touch with Care Leavers, we continue to provide support to them up to the age of 25 to help them transition to adulthood. Our 'Local Offer for Care Leavers' covers education, training and employment, health and wellbeing, housing, money and finances, relationships and taking part in society:
<https://directories.merton.gov.uk/kb5/merton/directory/youth.page?youthchannel=6> For individual care leavers, this is all managed through the development, review and updating of a 'Pathway Plan'. Care Leavers should be in suitable accommodation and in education, employment or training. **Performance against these standards is monitored, including at Corporate Parenting Board.**

- 2.40. *Knife Crime (Scrutiny Request)*
- 2.41. No update since last month.
- 2.42. Education Division
- 2.43. Many local authorities no longer provide significant support for schools, because central government policy has progressively loosened ties between schools and the local authority through the development of the academies and free schools programme. Nevertheless, there continue to be a range of statutory duties which still apply to the local authority in the domain of education, and in Merton we have continued to provide support in discretionary areas, often on a traded basis.
- 2.44. The Education Division is divided into six service areas, each led by a Head of Service and further subdivided into separate teams, each under the leadership of a team manager. The service areas are: School Improvement, Education Inclusion, Early Years & Children's Centres, Special Educational Needs & Children with Disabilities, Contracts & School Organisation, and Performance, Policy & Partnerships.
- 2.45. School Improvement
- 2.46. The Merton School Improvement Service supports all Merton maintained schools, through the Council's School Improvement Strategy, and supports those academies in the borough that buy in the service. The success of the school improvement service is reflected in the high quality of Merton schools, of which 94+% are good or outstanding and in the levels of attainment and progress of Merton's pupils at every key stage. A challenge for the service and for Merton's schools generally is closing the gap in outcomes between disadvantaged children and their more advantaged peers.
- 2.47. The effectiveness of Merton's service and strategy is monitored through the School Standards Panel and the production of an annual report, Celebrating Success:
<https://democracy.merton.gov.uk/documents/s27174/Standards%20Report%202018.pdf> This report, which is reviewed by CYP Scrutiny, summarises pupils' academic performance at every key stage and also documents levels of attendance, absences, exclusions (both permanent and fixed term), elective home education and children missing education.
- 2.48. School Improvement work is increasingly school-led and provided on a school-to-school basis. To that end, Merton has established a local School Improvement Partnership, Attain: <https://merton-attain.net/>
- 2.49. Through the Governor Services Team, the service provides advice and guidance to school governors, head teachers and clerks to governors of schools and academies to support them in their professional role and to ensure governors operate within the regulations and in line with best practice. The service provides the information governors need, in a variety of ways, including through regular training and the provision of 'model' paperwork, and good practice guides.
- 2.50. The 'Virtual School' is also part of this service. This is not a physical school which children and young people attend, but rather a service that has formal

oversight of the educational support for looked after children and care leavers. The Virtual Head Teacher leads the service, which is provided by advisory teachers and other staff, drawing on the wider specialisms of the directorate as a whole.

- 2.51. The virtual school seeks to develop an in depth understanding of each looked after child's educational needs and challenges, and then works to secure the best possible educational provision to meet those needs. The Virtual School is responsible for coordinating, chairing and processing Personal Education Planning (PEP) meetings, and working with partners to develop their understanding of the many ways looked after children may be prevented from achieving their full potential, including training schools about attachment issues or the impact of trauma and adverse childhood experiences. The Virtual School also tracks and monitors the use of the Pupil Premium + for looked after children.
- 2.52. **Performance of the Virtual School is monitored, including at Corporate Parenting Board.**
- 2.53. This service also incorporates Schools' ICT, which assists school to manage their management information systems, including SIMS and the London Grid for Learning. The team is highly expert and provides advice and training on everything from online safety to data protection and can support schools in their inspection preparation.
- 2.54. Education Inclusion
- 2.55. The Education Inclusion Service comprises the Education Welfare Service, the Virtual Behaviour Service, My Futures, Youth Services, Youth Participation, Merton Information Advice and Support Services and the Language and Learning Team. The service also holds the Education lead for CAMHS, Safer Schools, children missing education and 'Raising the Participation Age' (keeping young people in education, employment or training. This is a diverse service incorporating both statutory and non-statutory functions. It undertakes targeted work, in particular supporting young people who may struggle to thrive in mainstream school.
- 2.56. The Education Welfare Service monitors school attendance and takes action where children and young people's absences exceed 'persistent absence' levels (if 10% or more sessions are missed). The service also monitors rates of exclusion, both permanent and fixed term, and (in collaboration with the Virtual Behaviour Service – see below) works with children, young people, families and schools to ensure that absences and exclusions are reduced as far as possible. **Performance against these standards is monitored.** The service follows up on referrals from all partners about children who may be missing from education or failing to attend regularly. It also makes checks on children in employment, particularly those who may be involved in the entertainment industry, ensuring both that they are participating in education and that they are not being exploited by their employers. The service provides advice and support to families who choose to educate their children outside the school system (known as Education Other Than At School (EOTAS) or 'home education) and makes checks to ensure that education is to acceptable standard.

- 2.57. Although the initial response to attendance issues is likely to be the provision of advice and support to families, where necessary, the service will issue a School Attendance Order where children are not receiving an appropriate education.
- 2.58. The Virtual Behaviour Service works to promote inclusion of young people who may be struggling in mainstream school and particularly where that manifests itself in challenging behaviour. Solutions may involve 1:1 work, or work at a whole class or whole school level, including supporting the development of Nurture Groups. The service provides training, develops policy and shares good practice. It supports Merton's anti-bullying strategies.
- 2.59. The My Futures Team helps young people to find suitable employment with training, to ensure that they are not 'NEET' (not in education, employment or training). Over the summer the team focuses provision on young people at risk of being 'NEET', through a range of targeted activities which are planned and run by older young people who themselves are or have been 'NEET'.
- 2.60. In common with many local authorities, Merton has seen the funding available for Youth Services diminish over the years and work in this area has had to become increasingly targeted to more vulnerable young people. We have retained two Merton-run youth centres, funded by local housing associations as a partnership arrangement. These are in Pollards Hill and Phipps Bridge and offer a range of activities including cooking, arts, crafts, music and sport. In addition, the service runs the Acacia Adventure Playground in Mitcham. It also runs the Duke of Edinburgh Award Scheme on behalf of the majority of the borough's schools. Much of this work is delivered in partnership with other local private and voluntary sector providers, including e.g. local football clubs.



Acacia Adventure Playground

- 2.61. Merton's Children, Schools and Families directorate strongly prioritises hearing directly from children and young people to help us design, commission and deliver children's services. We also promote the idea that our children and young people are entitled to be heard as young residents in their own right and therefore seek to improve their involvement in service design across the council and with our partner organisations. This work is led by our Youth Participation Service, known as 'My Voice'. The work of this service includes Merton's Youth Parliament, an annually elected body of young people which has its own priorities for action each year, and which is part of the broader 'My Voice' arrangements for young people's participation. These broader arrangements include Area Youth Forums and employed Young Advisors, Young Inspectors and Young Commissioners. Young Advisors may help to "youth proof" a service to make it more young person friendly or may help services to understand the issues important to young people and deliver training to professionals about this.
- 2.62. The MIAS Service is for the families of children and young people in Merton who have a special educational need or disability and includes advisers for under-16s and post-16s. It provides impartial advice and guidance to parents and carers and directly to young people about the identification of special educational needs and how to secure additional support through Education Health and Care Plans. Ordinarily a family's first point of contact would be their child's school, specifically the child's class teacher or the school's 'Senco', but where additional support or specialist advice is required, this service can provide it, and it is line managed independently from our SEN and Disability services.
- 2.63. The Language and Learning / Speech and Language Service is a team of speech and language therapists, working directly with children and families and in collaboration with schools and with the Youth Justice Team to identify and help to meet children's educational speech and language needs. Language and learning difficulties have a knock on impact on many areas of children and young people's lives and specialist support is often required to help them to meet their full potential.

Early Years & Children Centres

- 2.64. The Early Years and Children's Centres Service incorporates a range of services, largely focused on families who have children in the age range 0-5. Much of this work is delivered on a multi-agency basis in partnership with health services, in particular Midwifery, Health Visiting and the Family Nurse Partnership. Teams include: Supporting Families (the 0-5 Enhanced Service), SEN Inclusion and Portage, Children's Centres and the Family Information Service and the SEND Local Offer. The service also runs a Day Nursery (Lavender Day Nursery) and Brightwell short breaks facility. It leads on the sufficiency of funded nursery places and the take up of those places by low income families. The service also leads on the Early Years Foundation Stage (EYFS) quality standards and workforce and practice development. More recently the service has taken over the running of the Bond Road Family Centre and the Supervised Contact Service, both of which extend the remit of this service beyond 0-5 years and into all ages.

- 2.65. Based at Steers Mead Children's Centre, the 0-5 Supporting Families Team is part of Merton's Early Help offer. The team delivers support and services for children under 5 years old and their families in the area where they live. The service operates on a referral basis, with referrals directed to them via the MASH. Following a referral, a lead professional will meet and work together with a family, brokering or providing them with a package of support that may include help with a variety of different needs including housing, benefits, access to free childcare, training, health services, etc.
- 2.66. The service makes use of tools such as the Home Inventory and the Family Activity and Family Daily Hassles scoring sheets to determine what the most appropriate work is to undertake with the family. For 'multi-stressed' families who have children with severe conduct problems, the 'Helping Families Programme' is in use within the service to help tackle these issues. Other evidence-based parenting programmes in use within the service include: Incredible Years (baby, toddler, pre-school and ASD/Language Delay).
- 2.67. Portage is a service for Merton children with additional needs aged from birth to three and their parents. Parents can refer their child(ren) directly to the service, and referrals are also made by midwifery and health visiting services or by children's centre staff. There is both a 1:1 service, designed around a child's individual needs and put in place to support cognitive, physical, communication, social and self-help skills development and also Portage Support Groups which bring these children and their parents/carers together to help them develop their socialisation and prepare the child(ren) for nursery.
- 2.68. Merton Children's Centres offer a range of services to families from pregnancy through to the end of a child's first year in school. There are currently nine children's centres located across the borough. These are: Abbey, Acacia, The Avenue, The Bridge, Church Road, Ivy Gardens, Steers Mead, Lower Morden and Newminster.
- 2.69. The Centres have a range of opening hours and scheduled activities, from just one or two days per week, at The Bridge and Lower Morden respectively, through to a full five day programme at many other centres, which also offer personal appointments for antenatal, midwifery and child health services and advice with weaning.
- 2.70. There are 'Drop Ins' for the Family Information Service Hubs and the Portage, Young Parents and Early Learning Together groups (the last, by invitation) and bookable Early Learning Together and Incredibly Years programmes. Detailed information is available on the Merton website: <https://www.merton.gov.uk/communities-and-neighbourhoods/childrens-centres>
- 2.71. Merton Family Information Service runs the Family Services Directory (<https://directories.merton.gov.uk/kb5/merton/directory/family.page?familychannel=0>) and the SEND Local Offer (<https://directories.merton.gov.uk/kb5/merton/directory/localoffer.page?localofferchannel=0>) sites.
- 2.72. Brightwell is a Specialist Out of School Provision. It is purpose-built, with specialist facilities and offers respite and short breaks for children aged 1-18

with complex needs who have a learning disability and / or physical disability.

2.73. Lavender Nursery is a fully equipped, purpose-built childcare facility in Mitcham for 2,3 and 4 year olds, with step-free access to a sensory room, garden and outdoor play space. Although Lavender Day Nursery is the only council run nursery provision in the borough, the service also has responsibility for ensuring there are sufficient private, independent and voluntary sector nursery places to meet the childcare needs of families in the borough and for promoting funded childcare places for disadvantaged 2 year olds and all 3 and 4 year olds.

2.74. *Early Years Provision – Funded Places Scheme (Scrutiny Request)*

2.75. No update since last month.

2.76. Bond Road Family Centre offers family and parenting support to families with children aged 5-16. The team works with families who may have issues ranging from mental illness, domestic violence, drug and alcohol misuse, challenges managing children's behaviour or implementing routines and boundaries, issues with housing and homelessness. Both 1:1 work and group work is offered. This is part of Merton's Early Help offer and the service is one of the services which currently forms part of the Early Help redesign consultation. The Supervised Contact Service also operates out of Bond Road. Where it is safe for children in Merton's care to have ongoing contact with their parents or other family members, contact supervisors in this service will oversee that contact, either at the Bond Road Centre itself, or at other appropriate locations in the borough.

2.77. *Special Educational Needs Service*

2.78. This service includes the Special Educational Needs Team, the Education Health and Care Health Team and the Assessment Resource and Planning Team; a Short Breaks service, the Educational Psychology Service and the Sensory Service. More recently the specialist social work team for children with disabilities has been incorporated into this service.

2.79. The SEN Team coordinates the assessment of education, health and care needs in situations where a child's needs exceed the level that can be met through School Support and the child therefore needs an Education Health and Care Plan to ensure the commissioning of appropriate specialist provision. There are now almost 2,000 Merton children with an Education Health and Care Plan.

2.80. Assessments are usually undertaken after prior work has been done to seek to support the child and families appropriately within universal provision such as an early years setting or mainstream school. The Children and Families Act 2014, which led to the introduction of EHCPs envisaged a more holistic assessment of children, involving education, health and social care partners. The Health and Care Health Team ensures that there is direct professional health expertise within the service, in addition to the work that it carries out in partnership with health commissioners and providers outside the service.

- 2.81. When the assessment is complete, the local authority is responsible for commissioning the education and social care provision required in the plan, and the CCG has responsibility for commissioning the healthcare provision. In fact, because Merton has a Joint Commissioning Team which brings together Children, Schools and Families, Public Health and CCG commissioners of services for children, it is often possible to commission provision in an integrated way.
- 2.82. Once an EHCP is in place it must be reviewed every year. The SEN Team can delegate the running of the review to the early years setting, school or college that is supporting the child (or to any other appropriate provider) but remains responsible to ensuring that the review takes place and meets the requirements of the SEN code of practice. The recent Ofsted inspection of the local area's effectiveness in identifying and meeting the needs of children and young people who have special educational needs and / or disabilities identified many strengths in Merton, especially in relation to the identification of special educational needs and also children's outcomes. However, an area that was found to be weak was the quality of Education Health and Care Plans, and in particular the health input to those plans. As a result, a Written Statement of Action has been required from the council and the CCG, and the collaborative strategic oversight of this area of work is being strengthened.
- 2.83. *EHCPs (scrutiny request)*
- 2.84. Update since last month: As at end September 2019 there are now 1941 young people with an Education, Health and Care Plan (EHCP). There are over 150 more assessments currently in progress. We are currently at 56% of EHCPs being completed within 20 weeks.
- 2.85. As at the end of September 2019, we forecast an in-year deficit in the DSG, largely attributable to overspends in the 'High Needs Block' of £9.584m. We expect that this will continue to rise.
- 2.86. The Merton Educational Psychology Service provides Educational Psychology input to Education Health and Care Plans to identify children and young people's educational needs and to plan appropriate provision that meets those needs. The service works with Merton schools, liaising through the school's Special Educational Needs Coordinator (SENCo) and directly with families. The service identifies and addresses issues around child development and attachment, attention and concentration problems, emotional wellbeing and mental health issues, speech, language and communication development, autistic spectrum conditions, physical and sensory development, and other domains. Among the team's specialist skills is working with Video Interaction Guidance, which uses micro-analysis of video clips of parent-child interactions to help improve parents' relationships with their children.
- 2.87. The Merton Sensory Team is a team of specialist teachers that works with children and young people who have a hearing or visual impairment or a multi-sensory impairment and who have been referred to the team (usually by a medical professional) following their diagnosis. The team collaborates with schools and other settings that are accessed by the children and young

people to try to remove barriers to their independence and to achieving their full potential.

- 2.88. The Children with Disabilities (Social Work) Team is a team of specialist social workers that works with the children and young people in Merton with the most complex disabilities, including learning disabilities, physical or sensory impairments and mental health conditions, and their families. The team carries out social care assessments and carers' assessments. It can provide direct support in the family home, personal care and behaviour support and commissions short breaks, including overnight care where appropriate. The Team can also arrange a personal budget for eligible families so that they can make their own support arrangements. The team works closely with the adult social care team to support young people's transition to adulthood and – where eligible – to adult social services.
- 2.89. *Contracts and School Organisation*
- 2.90. This service is responsible for managing the Council's PFI contract, for four of the borough's secondary schools. It also commissions and manages the contracts for school meals, school cleaning and other outsourced services. The service commissions home to school transport for children with special educational needs, which includes bus routes as well as taxi services for small groups or individual children.
- 2.91. The service operates the council's School Admissions function, which includes an annual requirement to operate the admissions for primary and secondary schools across the borough at the start of each school year, as well as responding to in-year requests for a school place. The annual admissions round operates to a statutory cycle, with all primary and secondary places across the country offered on the same date to ensure fair process. This involves considerable coordination of information to parents and a high volume application processing activity, covering thousands of applications for places in both primary and secondary phases.
- 2.92. In order to be able to admit Merton children and young people to our schools, we need sufficient school places to accommodate Merton applicants. This service undertakes the school places planning function. This involves monitoring population growth and movement, as well as the way parental preferences are expressed for different schools (including in neighbouring boroughs and the independent sector) and determining whether additional school places are required, or even a new school. The service has been responsible in recent years for a significant expansion of places in our primary schools, and also for working with DfE and ESFA's free schools and academies programme to secure the opening of a new secondary academy in the borough.
- 2.93. Following the primary expansion, numbers in this age group are tailing off. The increase is working its way through to the secondary phase and is accommodated in existing secondary schools and the new academy. Now the pressure is largely on numbers in need of special education places. Currently too many children with special educational needs are having to be educated outside the borough and in the independent sector.

2.94. The school place planning function works collaboratively with the council's capital strategy and programme to deliver new school places through new build and expansion projects. The capital strategy also includes the building maintenance of the schools' estate.

2.95. *Review of PFI Contracts (Scrutiny Request)*

2.96. No update since last month.

2.97. *Performance, Policy and Partnerships*

2.98. The Performance, Policy and Partnerships Team is located within the Education division, but carries out work on behalf of the whole Children, Schools and Families directorate. This service leads on service planning, ensuring that each division and every service submits an annual business plan for its priority work that is consistent with the directorate's overarching 'Target Operating Model' (TOM). This service also produces the majority of the management information and performance reporting to enable the directorate to understand its business. This includes monthly reporting to the Directorate Management Team across both Children's Social Care and Education divisions, quarterly reporting to CMT and the regular performance updates to this Scrutiny Panel. The service is also responsible for a series of statutory returns to central government, again, across both divisions in the directorate.

2.99. The PPP service is responsible for administering the Safeguarding Children's Partnership and Merton's Children's Trust and leads on Strategy and Policy Development, such as the Children and Young People's Plan and the SEND Strategy.

2.100. *Joint Commissioning and Partnerships*

2.101. This is an integrated service, bringing together CCG, Public Health and Children, Schools and Families commissioning functions. A high priority for this service is the recommissioning of our community health provision which is timetabled for April 2021.

3 ALTERNATIVE OPTIONS

3.1. No specific implications for this report.

4 CONSULTATION UNDERTAKEN OR PROPOSED

4.1. None for this report.

5 TIMETABLE

5.1. N/a for this report.

6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

6.1. None

7 LEGAL AND STATUTORY IMPLICATIONS

7.1. None

8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

8.1. None

9 CRIME AND DISORDER IMPLICATIONS

9.1. None

10 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

10.1. None

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

- Children, Schools and Families Structure Chart

12 BACKGROUND PAPERS

12.1. Statutory Guidance on the roles and responsibilities of the Director of Children’s Services and the Lead Member for Children’s Services:
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/271429/directors_of_child_services_-_stat_guidance.pdf

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Committee: Children and Young People Overview and Scrutiny Panel

Date: 06 November 2019

Wards: ALL

Subject: Update on the Digital Technology in Merton Schools Task Group Review

Lead member: Councillor Russell Makin, Chair of the 'Digital technology in the classroom task group review.

Contact officer: Stella Akintan, Scrutiny Officer stella.akintan@merton.gov.uk; 020 8545 3390

Recommendations:

- A. That the Panel comment on the update report from the 'Digital technology in the classroom Task Group.
-

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. In June 2019 this Panel commissioned a task group to consider 'Digital technology in Merton schools. The review will consider the benefits of the rise in technology in the classroom, how it's being used in other Local Authorities and whether Merton can grow in this area.
- 1.2. This report provides an update on the membership of the task group and an overview of the work undertaken thus far.
- 1.3. **Membership**
Councillor Russell Makin (Chair)
Councillor Edward Foley
Councillor Agatha Akyigyina
Councillor Marsie Skeete
Councillor Joan Henry
Councillor James Holmes
Councillor Jenifer Gould
- 1.4. **Work undertaken by the task group**

The task group has met with senior officers from the Children, Schools and Families Department who provided an overview of the issues

Task Group Members have visited three schools:
Richard Challoner, Secondary School, Kingston
Sherwood Primary School, Mitcham
Ricards Lodge, Secondary School, Wimbledon.

1.5. **Emerging themes**

The task group are considering focusing the review around three main areas:

Consider how to develop a consistent ICT offer across all Merton schools

Identify and recommend to schools technologies that are known to be successful.

Look at potential funding or sponsorship sources for technology in schools

2 ALTERNATIVE OPTIONS

The Children and Young People Overview and Scrutiny Panel can select topics for scrutiny review and for other scrutiny work as it sees fit, taking into account views and suggestions from officers, partner organisations and the public.

Cabinet is constitutionally required to receive, consider and respond to scrutiny recommendations within two months of receiving them at a meeting.

- 2.1. Cabinet is not, however, required to agree and implement recommendations from Overview and Scrutiny. Cabinet could agree to implement some, or none, of the recommendations made in the scrutiny review final report.

3 CONSULTATION UNDERTAKEN OR PROPOSED

- 3.1. The Panel will be consulted at the meeting

4 TIMETABLE

- 4.1. The Panel will consider important items as they arise as part of their work programme for 2019/20

5 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 5.1. None relating to this covering report

6 LEGAL AND STATUTORY IMPLICATIONS

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

7 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

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

8 CRIME AND DISORDER IMPLICATIONS

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

9 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

- 9.1. None relating to this covering report

- 10 APPENDICES – THE FOLLOWING DOCUMENTS ARE TO BE PUBLISHED WITH THIS REPORT AND FORM PART OF THE REPORT**
- 11 BACKGROUND PAPERS**
- 11.1. None.

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Committee: Children, Schools and Families

Date: 6th November 2019

Wards: All

Subject: Performance Report

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

Lead member: Cllr Kelly Braund, Cllr Eleanor Stringer

Contact officer: Karl Mittelstadt, Head of Performance, Policy and Partnerships

Recommendations:

A. Members of the panel to discuss and comment on the contents of the report

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

1.1. The report summarises performance information up to quarter 2 (19/20). It is accompanied by the performance index providing the most recent performance data against agreed indicators.

2 DETAILS

Corrections

2.1. The report contains two corrections from the last performance report (6th November):

- Indicator 1: Number of common and shared assessments (CASA) undertaken
Last quarter's figure amended to read 23.
- Indicator 3: % of Education, Health and Care Plans issued within statutory 20 week timescale
We are now able to provide monthly figures. Last quarter's figure to be replaced by monthly figure of 47%
- Indicator 16: Average number of weeks taken to complete care proceedings against a national target of 26 weeks.
We have amended Q1 figure to 28 weeks. This figure is a validated figure provided by Cafcass. The previous figure (31) was calculated internally. We will only report validated data from hereon in.
- Indicator 20: Stability of placements of looked after children – length of placement (in care 2.5 years, placement 2 years)
Previous data (23%) inadvertently reported the proportion of children whose length of placement did not exceed 2 years. The correct figure for Q1 and Q2 is 73%.

- Indicator 21: % of looked-after children who are placed with agency foster carers.
This figure has been corrected for Q1 and now reads 34%.
- Indicator 39: % of agency social workers
This figure has been corrected for Q1 and now reads 15.1%

Performance Overview

2.2. The table below summarises changes to ratings since the last meeting.

Table 1: Summary of rating changes

Indicator Number		Description	Rating change	Narrative / Action
2		% Single assessments authorised within the statutory 45 days.	G to R	This figure has been adjusted to ensure we are consistently counting from point of contact with the service. This is now a more accurate reflection of practice but means that this has brought performance down. The AD and Head of Service have agreed actions to improve timeliness.
11		Number of children subject to previous child protection plan (ever)	A to G	Amber rating has been removed for this indicator as performance is measured within acceptable range (12-20%). Performance is at 20% and therefore within acceptable range.
16		Average number of weeks taken to complete Care proceedings against a national target of 26 weeks	n/a to R	This indicator has now been rated Red (previously un-rated). During Q2, the service worked with one family (two children) for which care proceedings went on for 52 and 59 weeks respectively. Given the relatively small number of care proceedings in Merton, this impacts on the figures.
27/28		Number of permanent exclusions (primary/secondary)	Not a target measure	There has been a significant drop in numbers. This is due to the fact that the figures are collected by academic year (September – August).

Indicator review

- 2.3 The following indicators were added in June 2018 and have been reported on since October 2018:

7	Average Caseload of workers for children subject to a Child Protection Plan
15	Average Caseload of workers for looked-after children.

- 2.4 The way in which services are configured means that social workers have mixed case loads. This makes reporting against this measure challenging.
- 2.5 Committee members are therefore invited to consider replacing the above indicators with a generic indicator about average caseloads per social workers.
- 2.6 These figures will be presented alongside benchmarking data. This will make it possible for members to understand Merton's relative performance.

COMMITTEE DECISION: To replace indicator 7 and 15 with a combined indicator outlining average case loads.

- 2.7 As a result of changes to the way in which reports are developed to report on performance, it is currently not possible to report against indicator 8 ' % of quorate attendance at child protection conferences '.
- 2.8 Information for indicator 16 'average number of weeks taken to complete care proceedings against a national target of 26 weeks' is supplied by Cafcass. The figure has not yet been made available.
- 2.9 We are proposing to split indicator 23 ('number of looked after children who have been adopted and agency special guardianship orders granted') to report on these two issues separately. With the agreement of the committee, this will be instated at the next scrutiny committee.

COMMITTEE DECISION: To separate indicator 23 into its constituent parts.

- 2.10 Information for indicators 33 (% of CYP (16/17 year olds) not in education, employment or training) and 34 (% of CYP education, employment and training status 'not known') is supplied externally. The data for September was not available in time for this meeting.
- 2.11 Information for indicator 37 (TF: number of families engaged in the expanded programme) was not available in time for this meeting.

3 ALTERNATIVE OPTIONS

- 3.1. No specific implications for this report.

4 CONSULTATION UNDERTAKEN OR PROPOSED

- 4.1. None for this report.

5 TIMETABLE

- 5.1. N/a for this report.

6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 6.1. None

- 7 LEGAL AND STATUTORY IMPLICATIONS**
- 7.1. None
- 8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS**
- 8.1. None
- 9 CRIME AND DISORDER IMPLICATIONS**
- 9.1. None
- 10 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS**
- 10.1. None
- 11 APPENDICES – THE FOLLOWING DOCUMENTS ARE TO BE PUBLISHED WITH THIS REPORT AND FORM PART OF THE REPORT**
- Children, Schools and Families Structure Chart
- 12 BACKGROUND PAPERS**
- 12.1. None

Children and Young People Overview and Scrutiny Panel - Performance Index 2019/20



No.	Performance Indicators	Frequency	Target 2019/20	Benchmarking and trend				BRAG rating	Merton 2018/19 performance												Notes
				Merton 2018/19	Merton 2017/18	England	London		Apr-19	May-19	Jun-19 / Q1	Jul-19	Aug-19	Sep-19 / Q2	Oct-19	Nov-19	Dec-19 / Q3	Jan-20	Feb-20	Mar-20 / Q4	
Assessments																					
1	Number of Common and Shared Assessments undertaken (CASAs)	Quarterly	Not a target measure			No benchmarking available	No benchmarking available	Not a target measure			23					41				YTD/cumulative	
2	% of Single Assessments authorised within the statutory 45 days	Monthly	93%	78%	89%	82% (2017/18)	83% (2017/18)	Red	89%	91%	92%	93%	94%	88%						Year to Date (Of started YTD, no. in 45 days)	
3	% of Education, Health and Care plans issued within statutory 20 week timescale (new, including exceptions)	Monthly	55%	58%	34% (Jan 2018)	61.3% (Jan 2018)	52.4% (Jan 2018)	Green	35%	40%	47%	53%	55%	56%						Monthly	
Child protection																					
4	Child Protection Plans rate per 10,000	Monthly	Not a target measure	39.4	41.7	46.3 (2017/18)	39.6 (2017/18)	Not a target measure	37.0	34.7	29.4	23.8	23.8	22.6						Monthly - as at the end of the month	
5	Number of children subject of a Child Protection Plan	Monthly	Not a target measure	185	196	No relevant benchmarking available	No relevant benchmarking available	Not a target measure	174	163	138	112	112	106						Monthly - as at the end of the month	
6	Number of family groups subject of Child protection plans	Monthly	Not a target measure		n/a	No relevant benchmarking available	No relevant benchmarking available	Not a target measure	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Monthly - as at the end of the month	
7	Average caseload of workers for Children subject of a Child Protection Plan (New)	Monthly	New	15	New	No relevant benchmarking available	No relevant benchmarking available		14	13	15	13	14	13						Monthly - as at the end of the month	
8	% of quorate attendance at child protection conferences	Quarterly	95%		n/a	No relevant benchmarking available	No relevant benchmarking available	Green			93%			n/a						Quarterly	
9	% of reviews completed within timescale for Children with Child Protection Plans	Monthly	96%	94	82% (2017/18)	91% (2017/18)	94% (2017/18)	Green	100%	100%	100%	100%	100%	100%						Monthly - as at the end of the month	
10	% of Children subject of a CP Plan who had a CP visit within timescales in the month	Monthly	Not a target measure	77%	n/a	No relevant benchmarking available	No relevant benchmarking available	Not a target measure	97%	90%	78%	79%	77%	87%						Monthly - as at the end of the month	
11	% of Children that became the subject of a Child Protection Plan for the second or subsequent time	Monthly	range 12-20%	16%	13%	20% (2017/18)	15% (2017/18)	Green	17%	18%	18%	19%	19%	20%						Year To Date (NI 65)	
Looked After Children																					
12	Looked After Children rate per 10,000	Monthly	Not a target measure	34	33	64 (2017-18)	49 (2017-18)	Not a target measure	33.8	31.5	33.6	34.7	35.5	34.9						End of the month snapshot	
13	Number of Looked After Children	Monthly	Not a target measure	159	154	75420 (2017-18)	9890 (2017-18)	Not a target measure	159	148	158	163	167	164						End of the month snapshot	
14	Number of UASC children and young people	Monthly	Not a target measure	33	24	4480 (2017-18)	1500 (2017-18)	Not a target measure	33	29	29	32	33	36						Monthly - as at the end of the month	
15	Average caseload of workers for Looked After Children	Monthly	New	15	New	No relevant benchmarking available	No relevant benchmarking available		15	15	16	14	15	15						Monthly - as at the end of the month	
16	Average number of weeks taken to complete Care proceedings against a national target of 26 weeks	Quarterly	26 weeks		31 weeks	31	No relevant benchmarking available	Red			28			n/a						Quarterly	
17	% of Looked After Children cases which were reviewed within required timescales	Monthly	96%	88%	88%	Not published	Not published		90%	92%	72%	93%	80%	100%						Monthly - as at the end of the month	
18	% of Looked After Children participating in their reviews in month	Monthly	Not a target measure	95%	99%	No relevant benchmarking available	No relevant benchmarking available	Not a target measure	11%	36%	67%	75%	77%	78%						Year to Date	
19	Stability of placements of Looked After Children - number of moves (3 moves or more in the year)	Quarterly	11%	2%	17%	10% (2016/17)	12% (2016/17)	Green			0%			1%						Year To Date (NI 62)	
20	Stability of placements of Looked After Children - length of placement (in care 2.5years, placement 2 years)	Quarterly	65%	73%	69%	70% (2016/17)	69% (2016/17)	Red			73%			73%						End of the month snapshot (NI 63)	
21	% of Looked After Children placed with agency foster carers	Quarterly	40%	46%	n/a	No relevant benchmarking available	No relevant benchmarking available	Green			34%			38%						Quarterly	
22	Number of in-house foster carers recruited	Quarterly	15	13	11	No relevant benchmarking available	No relevant benchmarking available	Amber			3			5						Year to Date/cumulative	
23	Number of Looked After Children who were adopted	Monthly	Not a target measure	8	12	No relevant benchmarking available	No relevant benchmarking available	Not a target measure	0	0	0	0	0	0						Year to Date/cumulative	

No.	Performance Indicators	Frequency	Target 2019/20	Benchmarking and trend				BRAG rating	Merton 2018/19 performance												Notes
				Merton 2018/19	Merton 2017/18	England	London		Apr-19	May-19	Jun-19 / Q1	Jul-19	Aug-19	Sep-19 / Q2	Oct-19	Nov-19	Dec-19 / Q3	Jan-20	Feb-20	Mar-20 / Q4	
Childrens Centres and Schools																					
24	% outcome of all Children Centre Ofsted inspections good or outstanding (overall effectiveness)	Quarterly	100%	100%	100%	96% (31 August 2019)	96% (31 August 2019)	Green			100%			100%						Year to Date. National and London Comparitors as at 31/08/2015.	
25	% of total 0-5 year estimated Census 2011 population from areas of deprivation (IDACI 30%) whose families have accessed children's centre services	Quarterly	Not a target measure	56%	58%	89% (31 March 2017)	93% (31 March 2017)	Not a target measure			25%			37%						Year to Date Cumulates	
26	% outcome of School Ofsted inspections good or outstanding (overall effectiveness)	Quarterly	91%	94%	93%	89% (31 August 2017)	94% (31 August 2017)	Green			93%			95%						Year to Date. National and London Comparitors as at 31/08/2017.	
27	Number of Primary permanent exclusions (Number YTD Academic year)	Monthly	Not a target measure	1	1 (AY 2018/19)	1145 (AY 2015/16)	105(AY 2015/16)	Not a target measure	0	1	1	1	1	0						August End of Acad. Yr. YTD (August data interim until November). September start of the new Acad. Yr.	
28	Number of Secondary permanent exclusions (Number YTD Academic year)	Monthly	Not a target measure	12	19 (AY 2017/18)	5445 (AY 2015/16)	805(AY 2015/16)	Not a target measure	12	14	15	15	15	4						August End of Acad. Yr. YTD. September start of the new Acad. Yr.	
29	Secondary persistent absenteeism (10% or more sessions missed)	Annual	Not a target measure		8.4% (AY 2017/18)	13.1% (AY 2015/16)	11.7% (AY 2015/16)	Not a target measure												Annual Measure 6 half-terms DfE Published SFR maintained and academies	
30	% of Reception year surplus places	Annual	Range	13%	7.7% (AY 2017/18)	No relevant benchmarking available	No relevant benchmarking available													Annual measure	
31	% of Secondary school (Year 7) surplus places	Annual	Range	12%	9.6% (AY 2017/18)	No relevant benchmarking available	No relevant benchmarking available													Annual measure	
Young People and Services																					
32	Youth service participation rate	Annual	1800		1,967	No relevant benchmarking available	No relevant benchmarking available													Annual Measure	
33	% of CYP (16 - 17 year olds) not in education, employment or training (NEET)	Monthly	Not a target measure	1.6%	1.6% (Q4)	2.6%	No relevant benchmarking available	Green	2.0%	1.9%	1.9%	1.8%	1.7%							Monthly (totals are adjusted) - reported a month in arrears	
34	% of CYP (16 - 17 year olds) education, employment or training status 'not known'	Monthly	Not a target measure	0.6%	0.9% (Q4)	2.9%	No relevant benchmarking available		1.1%	1.2%	1.0%	1.3%	1.0%							Monthly (totals are adjusted) - reported a month in arrears	
35	Number of First Time Entrants (FTEs) to the Youth Justice System aged 10-17	Monthly	50		54	326.90 rate per 100,000 (2016)	405.50 rate per 100,000 (2016)	Green			12			21						Year to Date/cumulative	
36	Rate of proven re-offending by young people in the youth justice system	Quarterly	Not a target measure	0.68	0.7	1.04(2013)	1.10(2013)	Not a target measure			1.22			1.45						Quarterly (NI 19)	
37	TF: Number of Families engaged for Expanded Programme	Quarterly	Not a target measure	320	320	No relevant benchmarking available	No relevant benchmarking available	Not a target measure			56									Quarterly	
38	% of commissioned services for which quarterly monitoring was completed	Quarterly	100%	100%	100%	No relevant benchmarking available	No relevant benchmarking available	Red			100%			0%						Quarterly (Time lag in collating from partner agencies)	
39	% agency social workers (New)	Quarterly	New		23.1%	15.8% (2017)	26.5% (2017)	Green			15%			15%						Quarterly (Aligned with HR reporting)	

Children and Young People Work Programme 2019/20



This table sets out the Children and Young People Overview and Scrutiny Panel work programme for 2019/20; the items listed were agreed by the Panel at its meeting on 26 June 2019. 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 on 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.

Chair: Cllr Sally Kenny

Vice-chair: Cllr Hayley Ormrod

Scrutiny Support

For further information on the work programme of the Children and Young People Scrutiny Panel please contact: -

Rosie McKeever, Scrutiny Officer

Tel: 020 8545 4035; Email: rosie.mckeever@merton.gov.uk

For more information about overview and scrutiny at LB Merton, please visit www.merton.gov.uk/scrutiny

Meeting date: 26 June 2019 (**Deadline for papers:** 12pm, 17 June 2019)

Scrutiny category	Item/issue	How	Lead member and/or lead officer	Intended outcomes
Holding the executive to account	Cabinet Member priorities	Verbal update	Cabinet Member for Schools and Adult Education; Cabinet Member for Children's Services	To understand current priorities and consider these in relation to Panel work programme.
Holding the executive to account	Health and Wellbeing Strategy	Written report	Dagmar Zeuner, Director of Public Health; Clarissa Larsen	
Scrutiny reviews	Children's mental health task group	Written report	Stella Akintan , Scrutiny Officer	Final report (Moved to Oct)
Holding the executive to account	Departmental update report	Written report	Director of Children, Schools and Families	Update report
Performance management	Performance monitoring	Basket of indicators	Head of Policy, Planning and Performance	To highlight items of concern
Setting the work programme	Work programme 2019/20	Written report	Rosie Mckeever, Scrutiny Officer	To agree the work programme and select a subject for task group review.

Meeting date: 7 October 2019 (~~**Deadline for papers:** 12pm, 27 September 2019~~)

Scrutiny category	Item/issue	How	Lead member and/or lead officer	Intended outcomes
Standing items	Cabinet Member priorities	Verbal update	Cabinet Member for Schools and Adult Education; Cabinet Member for Children's Services	To understand current priorities, policy development and performance indicators.
Holding the executive to account	School maintenance costs	Written report	Tom Procter, Head of Contracts and School Organisation; Rachael Wardell, Director of CSF	Information report itemising the council's spending on school maintenance and how this is prioritised.
Holding the executive to account	Troubled families	Written report	Roberta Evans, YOT Team Manager;	Scrutinise performance and comment on options for the future.
Scrutiny reviews	Children's mental health task group	Written report	Stella Akintan, Scrutiny Officer	Final Report
Holding the executive to account	Departmental update report	Written report	Rachael Wardell, Director of Children, Schools and Families	Update report
Performance management	Performance monitoring	Basket of indicators	Head of Policy, Planning and Performance	To highlight items of concern
Setting the work programme	Work programme 2019/20	Written report	Rosie Mckeever, Scrutiny Officer	To review the work programme and agree any changes

Meeting date: 6 November 2018 (*Deadline for papers: 12pm, 25 October 2019*)

Scrutiny category	Item/issue	How	Lead member and/or lead officer	Intended outcomes
Holding the executive to account	Departmental update report	Written report	Rachael Wardell, Director of Children, Schools and Families	Update report
Standing items	Cabinet Member priorities	Verbal update	Cabinet Member for Schools and Adult Education; Cabinet Member for Children's Services	To understand current priorities, policy development and performance indicators.
Budget scrutiny	Budget/business plan scrutiny (Round 1)	Written report	Caroline Holland, Director of Corporate Services	To discuss and refer any comments to the O&S Commission
Pre Decision scrutiny	Special Educational Needs and Disabilities Strategy 2019-23	Written report	Lisa Deer; Jane McSherry	Draft strategy and consultation results
Scrutiny reviews	Digital Technology in the classroom task group	Written report	Stella Akintan, Scrutiny Officer	Update report
Performance management	Performance monitoring	Basket of indicators	Head of Policy, Planning and Performance	To highlight items of concern
Setting the work programme	Work programme 2019/20	Written report	Rosie Mckeever, Scrutiny Officer	To review the work programme and agree any changes

Meeting date: 15 January 2020 (**Deadline for papers: 12pm 6 January 2020**)

Scrutiny category	Item/issue	How	Lead member and/or lead officer	Intended outcomes
Holding the executive to account	Departmental update report	Written report	Rachael Wardell, Director of Children, Schools and Families	Update report
Standing items	Cabinet Member priorities	Verbal update	Cabinet Member for Schools and Adult Education; Cabinet Member for Children's Services	To understand current priorities, policy development and performance indicators
Budget scrutiny	Budget/business plan scrutiny (Round 2)	Written report	Caroline Holland, Director of Corporate Services	To discuss and make recommendations to forward to Cabinet
Performance management	Performance monitoring	Basket of indicators	Head of Policy, Planning and Performance	To highlight items of concern
Setting the work programme	Work programme 2019/20	Written report	Rosie Mckeever, Scrutiny Officer	To review the work programme and agree any changes

Meeting date: 12 February 2020 (**Deadline for papers: 12pm 3 February 2020**)

Scrutiny category	Item/issue	How	Lead member and/or lead officer	Intended outcomes
Holding the executive to account	Departmental update report	Written report	Rachael Wardell, Director of Children, Schools and Families	Update report
Standing items	Cabinet Member priorities	Verbal update	Cabinet Member for Schools and Adult Education; Cabinet Member for Children's Services	To understand current priorities
Health scrutiny	Merton Safeguarding Children Board	Written report		Annual report
Holding the executive to account	Harris Wimbledon	Written report		
Performance management	Performance monitoring	Basket of indicators	Head of Policy, Planning and Performance	To highlight items of concern
Holding the executive to account	Support for schools to become good or outstanding'	Written report	Elizabeth Fitzpatrick, Head of Service for School Improvement; Jane McSherry	Receive info on the work of the school improvement service
Setting the work programme	Work programme 2019/20	Written report	Rosie Mckeever, Scrutiny Officer	To review the work programme and agree any changes

Meeting date: 11 March 2020 (*Deadline for papers: 12pm 2 March 2020*)

Scrutiny category	Item/issue	How	Lead member and/or lead officer	Intended outcomes
Holding the executive to account	Departmental update report	Annual report	Rachael Wardell, Director of Children, Schools and Families	Update report
Standing items	Cabinet Member priorities	Verbal update	Cabinet Member for Schools and Adult Education; Cabinet Member for Children's Services	To understand current priorities
Holding the executive to account	Corporate Parenting	Annual report	Assistant Director Children's' Social Care and Youth Inclusion	To provide comments on annual report
Holding the executive to account	Health & Wellbeing Strategy Annual Review	Written report	Dagmar Zeuner, Director of Public Health; Clarissa Larsen	Annual update
Holding the executive to account	Schools Standards Annual Report	Written report	Rachael Wardell, Director of Children, Schools and Families	To scrutinise attainment information
Performance management	Performance monitoring	Basket of indicators	Head of Policy, Planning and Performance	To highlight items of concern
Setting the work programme	Topic suggestions for 2020/21	Written report	Rosie Mckeever, Scrutiny Officer	

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