

# Cabinet

**Date: 19 October 2015**

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

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

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

**Contact Officer:** Paul Dale

## **Urgent report:**

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

## **Recommendations:**

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

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

## Details

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

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

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

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

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

### 3. Proposed Amendments to Previously Agreed Savings

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

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

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

3.2.1 Corporate Services

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

3.2.2 Children, Schools and Families

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

3.2.3 Environment and Regeneration

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

3.2.4 Community and Housing

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

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

3.3 Summary

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

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

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

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

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

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

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

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

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

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

## 5. Capital Programme for 2016-20

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

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

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

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

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

## 6. Update to MTFS 2016-20

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

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

6.2 A more detailed MTFS is included as Appendix 2.

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

## 7. Alternative Options

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

## 8. Consultation Undertaken or Proposed

8.1 All relevant bodies have been consulted.

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

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

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

8.4 The pack will include:

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

## 9. Timetable

9.1 In accordance with current financial reporting timetables.

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

## 10. Financial, resource and property implications

10.1 As contained in the body of the report.

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

**11. Legal and statutory implications**

11.1 As outlined in the report.

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

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

**13. Crime and Disorder Implications**

13.1 Not applicable.

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

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

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

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

**16. Background Papers**

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

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

**17. REPORT AUTHOR**

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## CURRENT SAVINGS IN MTFs 2016-20 TO BE RE-PROFILED

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

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

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

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

			<b>TOTAL</b>	(138)	(31)	0			
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## PROPOSED RE-PROFILED SAVINGS

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

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

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

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

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

## CURRENT SAVINGS IN MTF5 2016-20 TO BE REPLACED

## DEPARTMENT: CORPORATE SERVICES OPTIONS: 2012-2015

Panel	Ref	Description of Saving		Baseline Budget 11/12 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis - Deliverability	Risk Analysis - Reputational Impact	Type of Saving (see key)
O&SC	CS12	Service Description	<u>Customer Services - Support Service</u> Delete 1 x FTE manager post.	379	50			Low	Low	SS2
		Service Implication	Deleting this post will impact on our ability to implement initiatives and projects, it will also impact on our policy monitoring, ability to maintain and improve e-forms and e-initiatives. Deleting this post will result in increasing the management span of control for remaining managers							
		Staffing Implications	1 FTE compulsory redundancy							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	This will affect our ability to enhance and improve e-services to clients. Any improvements to services will take longer to be developed and implemented.							
O&SC	CS13	Service Description	<u>Customer Services - Recovery/Bailiffs</u> Reduce 10.6 FTE Debt Recovery Officers/Bailiff Admin to 9.6 FTE -	1,684	31			Low	Low	SS2
		Service Implication	Introduce sharing of resources across the two teams to enable better use of resources and working arrangements - will impact on debt recovery targets							
		Staffing Implications	1 FTE compulsory redundancy							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							

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## REPLACEMENT SAVING

Panel	Ref	Description of Saving		Baseline Budget 11/12 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis - Deliverability	Risk Analysis - Reputational Impact	Type of Saving (see key)
O&SC	CS1	Service Description	<u>Customer Services</u> Reduction in discretionary relief (replacement of CS12 and CS13 which had both been deferred until 2016/17)	95	(81)			Low	Low	SS2
		Service Implication	None							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							

			Net Change: Customer Services		0	0	0			
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**DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2013/14  
PREVIOUSLY AGREED SAVINGS**

Panel	Ref	Description of Saving		Baseline Budget 12/13 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
O&S	CS48	<b>Service</b>	<b>Further rationalisation of HR Services</b>	543	(130)			High	High	SS1
		<b>Description</b>	Reduction of HR business partner (HRBP's) posts							
		<b>Service Implication</b>	High risk to HR BP support to departments at time of change							
		<b>Staffing Implications</b>	Approximately two/three HR BP's at risk							
		<b>Business Plan implications</b>	Risk of supporting departments through change from PVR and other programmes							
		<b>Impact on other departments</b>	Will diminish HR support to customers on change management, employee relations,							
		<b>Equalities Implications</b>	Will impact women in the division as a high number of HR employees are female							
O&S	CS51	<b>Service</b>	<b>HR Transactions - including COT</b>	265	(90)			Medium	High	SS1
		<b>Description</b>	HR Support - centralisation							
		<b>Service Implication</b>	More self service							
		<b>Staffing Implications</b>	Reduction in staff numbers							
		<b>Business Plan implications</b>	HR transactions review part of long-term HR business plans							
		<b>Impact on other departments</b>	resistance to change							
		<b>Equalities Implications</b>	Will impact women in the division as a high number of HR employees are female							

## DEPARTMENT: CORPORATE SERVICES OPTIONS: 2012-2015

## PREVIOUSLY AGREED SAVINGS

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

**DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16**  
**PREVIOUSLY AGREED SAVINGS**

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

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

Panel	Ref	Description of Saving		Baseline Budget 12/13 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
O&S	CS48	<b>Service Description</b>	<b>Further rationalisation of HR Services</b> Reduction of HR business partner (HRBP's) posts	543	130		(130)	High	High	SS1
		<b>Service Implication</b>	High risk to HR BP support to departments at time of change							
		<b>Staffing Implications</b>	Approximately two/three HR BP's at risk							
		<b>Business Plan implications</b>	Risk of supporting departments through change from PVR and other programmes							
		<b>Impact on other departments</b>	Will diminish HR support to customers on change management, employee relations,							
		<b>Equalities Implications</b>	Will impact women in the division as a high number of HR employees are female							
O&S	CS51	<b>Service Description</b>	HR Transactions - including COT	265	90		(90)	Medium	High	SS1
		<b>Service Implication</b>	HR Support - centralisation							
		<b>Staffing Implications</b>	More self service							
		<b>Business Plan implications</b>	Reduction in staff numbers							
		<b>Impact on other departments</b>	HR transactions review part of long-term HR business plans							
		<b>Equalities Implications</b>	resistance to change							
			Will impact women in the division as a high number of HR employees are female							

**DEPARTMENT: CORPORATE SERVICES OPTIONS: 2016-2020**  
**DEFERRED SAVING**

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



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

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

## Draft

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

Panel	Ref	Description of Saving		Baseline Budget £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact
C&YP	CSF2014-05	<b>Service Description</b>	<b>Commissioning, Strategy and Performance</b> Reduction in commissioning of early intervention and prevention services.	700	400				Medium	High
		<b>Service Implication</b>	The council would not re-commission a number of early help and other Family Support services historically provided by local VCS providers. Residual commissioning will be increasingly targeted to most vulnerable children & young people and their families. Reduced investment in early help services could result in increased pressure on children's social care services.							
		<b>Staffing Implications</b>	Reductions in staffing, both in-house and voluntary organisations. Potential risk to sustainability of some local VCS organisations. Potential for increased workloads in children's social care services.							
		<b>Business Plan implications</b>	Reduced service offer for children and families in Merton.							
		<b>Impact on other departments</b>	None.							
		<b>Equalities Implications</b>	These services are focussed on disadvantaged groups within the community.							
		<b>TOM Implications</b>	Commissioning approach being delivered within reduced budgets available							
<b>Total Children, Schools and Families Savings</b>					<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>		

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

Panel	Ref	Description of Saving		Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact
C&YP	CSF2014-05	<b>Service Description</b>	<b>Commissioning, Strategy and Performance</b> Reduction in commissioning of early intervention and prevention services.	700	300				Medium	High
		<b>Service Implication</b>								
		<b>Staffing Implications</b>								
		<b>Business Plan implications</b>								
		<b>Impact on other departments</b>								
		<b>Equalities Implications</b>								
		<b>TOM Implications</b>								
			AS PER THE ABOVE BUT SAVING REDUCED BY £100k.							

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

Panel	Ref	Description of Saving	Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact
C&YP	CSF2015-01	<p><u>Service</u> <b>Description</b> <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b> <b>TOM Implications</b></p> <p><u>Children Social Care</u> <b>Remove Serious Case Review.</b> Any future reviews will be funding from MSCB/CSC learning and development underspends and Health commissioners. N/a N/A Request for ad hoc funding for SCR. Possible risk if other agencies will not contribute. N/A None</p>	77	77				Low	Medium
C&YP	CSF2015-02	<p><u>Service</u> <b>Description</b> <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b> <b>TOM Implications</b></p> <p><u>Cross Cutting</u> <b>Service management review across CSF Department</b> The refocusing of our EY Service, minimal Youth offer and reduced commissioning budgets alongside our introduction of a department wide case work system provide the imperatives to restructure the CSF department. A phased approach across three years is proposed to enable a managed transition to a significantly downsized department. Estimated 0.4 FTE ( part year effect of 1 from 13 service manager posts) We will prioritise our core statutory education and social care functions however there will likely be reductions in volume and outcomes. A smaller management team will reduce our ability to work on cross cutting issues and new developments. Management support for partnership working will be impacted We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs. The TOM refresh will include an increased focus on delivering the restructure. The continued focus on LEAN processes and disciplined performance management will be critical.</p>	1,171	23				Medium	Medium
<b>Total Children, Schools and Families Savings</b>				<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>		

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

Budget Process	Ref	Description of Saving		2015/16 £000	2016/17 £000	2017/18 £000
2012/15	ER10	Service/Section Description	<b>Regulatory Services</b> Merton, Sutton, Kingston, Richmond and Croydon are in the process of exploring the possibility of sharing regulatory services or of one authority becoming the lead provider of services for other council(s). Merton is relatively well placed to act as lead provider in a number of service areas as a result of the high level of professional expertise and knowledge that is not reflected in the other boroughs involved. This approach would maintain a level of resilience.	230		
<b>Total Environment and Regeneration Savings</b>				<b>230</b>	<b>0</b>	<b>0</b>

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

Budget Process	Ref	Description of Saving		2015/16 £000	2016/17 £000	2017/18 £000
2012/15	ER10	Service/Section Description	<b>Regulatory Services</b> The Regulatory Services Partnership (RSP) between Merton and Richmond is in the process of implementing Phase 2 of their restructure, which is expected to achieve a saving of £196k.  Therefore, in order to meet the savings shortfall of £34k, whilst at the same time removing an unachievable salary capitalisation budget of £24k, it is proposed to increase both the street trading licensing income budget by £30k (to align it more accurately with actuals), and the skip licenses income budget within Parking Services (to align it more accurately with actuals).  N.B. Neither of these proposals will result in an increase to actual fees being charged.	230		
<b>Total Environment and Regeneration Savings</b>				<b>230</b>	<b>0</b>	<b>0</b>

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

Budget Process	Ref	Description of Saving		2016/17 £000	2017/18 £000	2018/19 £000
2015/18	E&R14	<b>Service/Section</b>	<b>Regulatory Services</b>			
		<b>Description</b>	Further expansion of the shared service.	100		
		<b>Service Implication</b>	This is new business development associated with potential new partners joining the existing shared			
		<b>Staffing Implications</b>	None			
		<b>Business Plan implications</b>	In line with Reg.Services TOM			
		<b>Impact on other departments</b>	None			
		<b>Equalities Implications</b>	None			
<b>Total Environment and Regeneration Savings</b>				<b>100</b>	<b>0</b>	<b>0</b>

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

Budget Process	Ref	Description of Saving		2016/17 £000	2017/18 £000	2018/19 £000
2014/17	E&R14	<b>Service/Section</b>	<b>Regulatory Services</b>			
		<b>Description</b>	Further expansion of the shared service.	-100	100	
		<b>Service Implication</b>	This is new business development associated with potential new partners joining the existing shared regulatory services partnership. The estimate is based on two new boroughs joining the partnership.			
		<b>Staffing Implications</b>	None			
		<b>Business Plan implications</b>	In line with Reg.Services TOM			
		<b>Impact on other departments</b>	None			
		<b>Equalities Implications</b>	None			
<b>Total Environment and Regeneration Savings</b>				<b>-100</b>	<b>100</b>	<b>0</b>

## DEPARTMENT: COMMUNITY AND HOUSING

## PROPOSED SAVINGS FOR DELETION: 2016/17 ELEMENT ONLY

## DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2013/14

Panel	Ref	Description of Saving	Baseline Budget 12/13 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH01	<p><u>Service</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications</p>	<p><u>Adult Social Care</u> <b>Below inflation uplift to third party suppliers</b> The proposal aims to continue the below inflation uplift. This will be a total of 7 years at 0% or below inflation uplift to 16/17. There will be resistance and challenge from providers who may require that clients are removed from their care and support, or refuse to take newly referred clients. To date Merton has been acting consistently with neighbouring authorities. None Contributes to efficiency savings None See overall EA</p>	38,465	500	High	High		SP1
HC&OP	CH03	<p><u>Service</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications</p>	<p><b>Brokerage Efficiency savings, by finding the best value option and setting personal budgets on this basis</b> Care and support packages will be negotiated and brokered to deliver the best value solution based on assessed need. There is likely to be complaints from some customers who would prefer a different package. None In line with the aim of delivering cost effective, person centred services. None See overall EA</p>	5,357	150	High	High		SP1
HC&OP	CH10	<p><u>Service</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications</p>	<p><b>Procurement Opportunities</b> Delivering further efficiencies through contract negotiations. None In line with the aim of delivering cost effective, person centred services. None See overall EA</p>	5,357	250	High	Medium		SP1

## DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2014/15

Panel	Ref	Description of Saving	Baseline Budget 2014/15 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CH1	<p><b>Service</b></p> <p><b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><b>Commissioning</b></p> <p><b>Placement budget:</b> Further reduction of the ASC placement budget, increasing the targets on 3 already agreed and ambitious proposals as follows: Brokerage efficiency savings, by finding the best value option and setting personal budgets on this basis</p> <p>These savings add to the targets of existing programmes: procurement, brokerage and contracting for home care. The ASC transformation plan will continue with its existing principles of promoting greater independence. This approach would be driven through all ASC access channels (Brokerage, MAAT, OT and MILES), and through reviews.</p> <p>None identified.</p> <p>None identified.</p> <p>None identified.</p> <p>ASC customers are more likely to be older and have disabilities compared with the general population.</p>	36,658	242	High	High		SNS2
	CH2	<p><b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><b>Placements</b></p> <p>Remodelling and re-procuring the domiciliary care service, following the end of the 3 year contract starting in 2012</p> <p>These savings add to the targets of existing programmes: procurement, brokerage and contracting for home care. The ASC transformation plan will continue with its existing principles of promoting greater independence. This approach would be driven through all ASC access channels (Brokerage, MAAT, OT and MILES), and through reviews</p> <p>None identified.</p> <p>None identified.</p> <p>None identified.</p> <p>ASC customers are more likely to be older and have disabilities compared with the general population.</p>	36,658	242	High	High		SNS2
	CH3	<p><b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><b>Placements</b></p> <p>Procurement Opportunities (Placement budget)</p> <p>These savings add to the targets of existing programmes: procurement, brokerage and contracting for home care. The ASC transformation plan will continue with its existing principles of promoting greater independence. This approach would be driven through all ASC access channels (Brokerage, MAAT, OT and MILES), and through reviews</p> <p>None identified.</p> <p>None identified.</p> <p>None identified.</p> <p>ASC customers are more likely to be older and have disabilities compared with the general population.</p>	36,658	244	High	High		SNS2

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HIC&OP	CH38	<p><b>Service Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><b>Assessment and Commissioning</b></p> <p>Placements budget reductions - An overall reduction in the placements budget of about 2% (NB: other savings from specific elements of the placements budget are listed above)</p> <p>We anticipate this being a further reduction of 2% across all support packages although this will be targeted. The exact areas of reduction would be based on the previous work looking at specific areas to be delivered in advance of 2016/17.</p> <p>Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.</p> <p>We would continue to follow the appropriate model of promoting independence for the client group.</p> <p>None</p> <p>There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	34,392	17	H	H		SNS2
<b>TOTAL: Deleted Savings</b>				1,645					



**COMMUNITY AND HOUSING DEPARTMENT  
REPLACEMENT FOR PREVIOUSLY AGREED SAVINGS**

Original Savings		Revised Savings				Risk Analysis Deliverability	Risk Analysis Reputational Impact	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	New Ref
Ref	Description of Saving	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000						
CH20  2015/16	<b>Description</b>	<b>Adult Social Care</b> Staff reductions in Assessment and Commissioning teams. (Bring forward staff savings proposals from 2017/18 & 2018/19)	(700)	500	200	0	H	M		SS2	CH58
	Service Implications	There is a risk that customers will get a reduced and/or delayed service eg longer waiting times. This will be mitigated as part of service transformation plan ss part of the Service Transformation plans within the TOM. The intention is to deliver efficient processes and build on and establish the promoting independence approach.									
	Staffing Implications	Reduction of 18-23 FTE posts is the replacement saving (Note additional 12 FTE's in Access and Assessment team £511K were previously agreed for 2016/17 savings - Ref CH20 & 4 FTE's £156k in Commissioning team Ref CH22) . FTE's affected will be 34-39 out of total 190 FTE's .									
	Business Plan Implications	In line with the TOM									
	Impact on other departments	Redundancy costs and HR, Equalities and project management support									
	Equalities Implications	See overall EA									
CH3  2014/15	<b>Description</b>	Staffing reductions in Direct Provisions	(100)	100	0	0	H	M		SS2	CH59
	Service Implications	Bringing forward management changes planned for 2017/18. Reduction of 2 management posts. This will enable service to retain as many front line carer posts as possible within a reduced service offer. (Note additional 11 FTE's in Direct Provision £274k were previously agreed for 2016/17 savings - Ref CH21) . Therefore FTE's affected will be 13 out of total 144.37 FTE's .									
	Staffing Implications	Reduction of 2 management posts									
	Business Plan Implications	In line with TOM									
	Impact on other departments	Redundancy costs									
	Equalities Implications	See overall EA									

**COMMUNITY AND HOUSING DEPARTMENT  
REPLACEMENT FOR PREVIOUSLY AGREED SAVINGS**

Original Savings		Revised Savings				Risk Analysis Deliverability	Risk Analysis Reputational Impact	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	New Ref
Ref	Description of Saving	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000						
CH38 2015/16	<p><b>Description</b> CONTRACTS - South Thames Crossroads Caring for Carers</p> <p>Service Implications Decommission the crossroads service for carers. Replace with domiciliary care service/ Direct Payment offer and commissioned holistic carers support service from voluntary sector.</p> <p>Staffing Implications None</p> <p>Business Plan Implications In line with TOM and ASC commissioning and procurement plan</p> <p>Impact on other departments None</p> <p>Equalities Implications See EA</p>	(294)	0	0	0	M	H			SP1	CH60
CH1 2015/16	<p><b>Description</b> CONTRACTS - Meals on Wheels (Sodexo )</p> <p>Service Implications Decommissioning service and embed support within community, neighbourhood and voluntary support infrastructure</p> <p>Staffing Implications None</p> <p>Business Plan Implications In line with TOM and ASC commissioning and procurement plan</p> <p>Impact on other departments None</p> <p>Equalities Implications See EA</p>	(153)	0	0	0	M	H			SP1	CH61
CH01 2013/14	<p><b>Description</b> CONTRACTS - Supported accommodation mental health -Family Mosaic (Waldemar Road)</p> <p>Service Implications Decommission service as a result of Provider notice to cease service in Merton</p> <p>Staffing Implications None</p> <p>Business Plan Implications In line with TOM and ASC commissioning and procurement plan</p> <p>Impact on other departments None</p> <p>Equalities Implications See EA</p>	(106)	0	0	0	L	M			SP1	CH62

**COMMUNITY AND HOUSING DEPARTMENT  
REPLACEMENT FOR PREVIOUSLY AGREED SAVINGS**

Original Savings			Revised Savings				Risk Analysis Deliverability	Risk Analysis Reputational Impact	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	New Ref
Ref	Description	Description of Saving	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000						
CH02 2013/14	<b>Description</b> Service Implications Staffing Implications Business Plan Implications Impact on other departments Equalities Implications	CONTRACTS - day support Imagine Independence Decommission service and recommission cost effective peer led day opportunities for people with mental health None In line with TOM None See EA	(84)	0	0	0	M	H			SP1	CH63
	<b>Description</b> Service Implications Staffing Implications Business Plan Implications Impact on other departments Equalities Implications	Staffing savings- Directorate. This position is now funded from Public Health budget and no longer required. None None None None See EA	(30)	0	0	0	L	L			SS2	CH64
<b>Total: Community and Housing Replacement Savings</b>			(1,467)	600	200	0						
<b>Total: Community and Housing Deleted Savings</b>			1,645	0	0	0						
<b>Net Shortfall: Community and Housing Savings</b>			178	600	200	0						

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

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

Appendix 3a

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

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

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

## Appendix 3a

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

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

**Appendix 3b**

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

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



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

**Appendix 3b**

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

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

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

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

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

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

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

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

**Appendix 3d**

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

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

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



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

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

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

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

### 1. Targets set

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

### 2 Proposals identified to date - October 2015

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

### 3. Balance remaining against target

	Balance 2016/17 £'000	Balance 2017/18 £'000	Balance 2018/19 £'000	Additional Target £'000	Balance Total £'000
Corporate Services	0	(104)	(1,530)	(266)	(1,900)
Children, Schools & Families	0	(300)	(1,538)	(187)	(2,025)
Environment & Regeneration	0	578	(4,240)	(369)	(4,031)
Community & Housing	200	167	(1,316)	(431)	(1,380)
<b>Total Surplus/(Shortfall)</b>	<b>200</b>	<b>341</b>	<b>(8,624)</b>	<b>(1,253)</b>	<b>(9,336)</b>

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

Panel	Ref	Description of Saving		Baseline Budget £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CS2015-01	<u>Service</u> Description Service Implication Staffing Implications	<u>Business Improvement</u> Reduction in IT support/maintenance contracts Rationalisation of IT systems, removal of support for some None	616		0	3	L	L	SP1
		Business Plan implications	In line with IT Strategy							
		Impact on other departments	Requires procurement support/advice. May affect support arrangements and require more controlled investment through TDA.							
		Equalities Implications	None							
		TOM Implications	None							
	CS2015-02	<u>Service</u> Description Service Implication Staffing Implications	<u>Business Improvement</u> Expiration of salary protection None None	1124			16	L	L	??
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							
		TOM Implications	None							
<b>Total</b>						0	0	19		
Total BI (Corporate Services) Target Savings						0	13	169		
(Shortfall)/Surplus						0	(13)	(150)		

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

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

Panel	Ref	Description of Saving		Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
O&S	CS2015-03	<b>Service</b>	<b>Transactional Services</b>	475			100	L	M	SS2
		<b>Description</b>	Restructure of Transactional Services team							
		<b>Service Implication</b>	Will increase the time taken to process payments and requests for new vendors to be set up on the financial system.							
		<b>Staffing Implications</b>	Up to 3 FTE posts deleted through voluntary/compulsory redundancy from an establishment of 13.3.							
		<b>Business Plan implications</b>	Existing BP targets will need to be revised to align with reduced resources							
		<b>Impact on other departments</b>	Will increase the time taken to process payments and requests for new vendors to be set up on the financial system.							
<b>Equalities Implications</b>	TBA									
<b>TOM Implications</b>	To be determined as the potential benefits of both the new financial and Social Care Information systems are currently unknown.									
<b>Total</b>					0	0	100			
<b>Total I&amp;T (Corporate Services) Target Savings</b>					0	18	853			
<b>(Shortfall)/Surplus</b>					0	(18)	(753)			

## DEPARTMENT: CORPORATE SERVICES

## SECTION: Customer Services

Panel	Ref	Description of Saving		Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
O&S	CS2015-04	<u>Service Description</u>	<u>Programme Management</u>	-102		25		L	L	SI2
		<b>Service Implication</b>	Increase in Registrars income Achieveable through increase in service provision within existing resource.							
		<b>Staffing Implications</b>	None							
		<b>Business Plan implications</b>	None							
		<b>Impact on other departments</b>	None							
		<b>Equalities Implications</b>	None							
		<b>TOM Implications</b>	None							
Total						0	25	0		
Total Customer Service Target Savings						0	25	309		
(Shortfall)/Surplus						0	0	(309)		

**DEPARTMENT:Corporate Services**

**SECTION: Resources - Policy**

Panel	Ref	Description of Saving	Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
<b>Total</b>				0	0	0			
<b>Total Resources - Policy (Corporate Services) Target Savings</b>						19			
<b>(Shortfall)/Surplus</b>				0	0	(19)			



DEPARTMENT: Corporate Services

SECTION: Resources

Panel	Ref	Description of Saving	Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 57	CS2015-05	<p><b>Service Description</b></p> <p><b>Staffing Costs and income budgets</b></p> <p>There will be a further review of staffing budgets. This will extend across the entire division, Business planning, Accountancy and the remaining business partners. The proposed staffing savings would reduce the net establishment from from 48.9 FTE to 38.7. (NB the major corporate services restructuring had already reduced the establishment by c.14 posts).A contribution from any income budgets not used above will be sought to mitigate the impact</p>	2985			216			
		<p><b>Service Implication</b></p> <p>This will require a substantial increase in the move to self help by departmental managers and will focus the remaining function on the core statutory duties of the s.151 officer</p>							
		<p><b>Staffing Implications</b></p> <p>3 to 4 posts will need to be deleted</p>							
		<p><b>Business Plan implications</b></p> <p>It is consistent with the streamlining proposed in the business plan</p>							
		<p><b>Impact on other departments</b></p> <p>This will require a substantial increase in the move to self help by departmental managers</p>							
		<p><b>Equalities Implications</b></p> <p>The down sizing will be managed in line with the corporate managing of change policies</p>							
<p><b>TOM Implications</b></p> <p>The change is consistent with TOM themes of process improvement and streamlining</p>									
<b>Total</b>					<b>0</b>	<b>0</b>	<b>216</b>		
<b>Total Resources (Corporate Services) Target Savings</b>							<b>216</b>		
<b>(Shortfall)/Surplus</b>					<b>0</b>	<b>0</b>	<b>0</b>		

SECTION: Corporate Governance

Panel	Ref	Description of Saving		Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis - Deliverability	Risk Analysis - Reputational Impact	Type of Saving (see key)
	CS2015-06	<b>Division Description</b>	<b>Corporate governance - audit service</b> delete auditor post and fees				50		L	SS2
		<b>Service Implication</b>	reduced audit resource							
		<b>Staffing Implications</b>	1 possible redundancy							
		<b>Business Plan implications</b>	none							
		<b>Impact on other departments</b>	None							
		<b>Equalities Implications</b>	None							
<b>Total</b>					0	0	50			
Total Corporate Governance (Corporate Services) Target Savings					0	73	236			
(Shortfall)/Surplus					0	(73)	(186)			

Total Corporate Governance (Corporate Services) Target Savings

(Shortfall)/Surplus

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

Panel	Ref	Description of Saving		Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CS2015-07	<u>Service</u> Description	<u>Running Costs</u> Reduction in running cost budgets			28		L	L	SNS1
		Service Implication	A small reduction in the services that can be purchased							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							
		TOM Implications	None							
Total					0	28	0			
Total Resources (Corporate Services) Target Savings						28	113			
(Shortfall)/Surplus					0	0	(113)			

## DEPARTMENT: Children, Schools and Families

Panel	Ref	Description of Saving		Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2015-03	<b>Service Description</b>	<b>Schools</b> <b>Increased income from schools and/or reduced LA service offer to schools.</b>	<b>Income (1,489) Retained budgets 18,553</b>		200	200	Medium	Medium	S11 or SS2
		<b>Service Implication</b>	This saving is in addition to the 400k saving from 2016-17. All CSF SLAs with schools will be reviewed to ensure i) full cost recovery; ii) LBM charges are in line with other providers. We will agree with schools priorities for the use of the retained DSG to support delivery of statutory minimum services to C&YP and will only offer enhanced services at cost. We will also examine further opportunities to trade with schools.							
		<b>Staffing Implications</b>	If schools are unwilling/unable to pay for core and enhanced services this will result in c10 posts deleted across the department over 2 years.							
		<b>Business Plan implications</b>	Should funding not be secured there will be implications for service volumes and outcomes.							
		<b>Impact on other departments</b>	Possible impact on child protection services if service reductions result in escalations from schools and others.							
		<b>Equalities Implications</b>	We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs.							
		<b>TOM Implications</b>	Education and Social Care services for C&YP will be reduced with higher thresholds for access. The department will be reorganised to reflect downsizing as well as flexible working and the introduction of the SCIS. This saving is in line with TOM direction of travel to focus delivery on the council's statutory duties.							

## DEPARTMENT: Children, Schools and Families

Panel	Ref	Description of Saving		Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2015-04	<b>Service Description</b>	<b><u>Commissioning, Strategy and Performance</u></b> <b>Commissioning rationalisation.</b>	203			60	Medium	Low	SS1
		<b>Service Implication</b>	As a result of savings in commissioned services already agreed, and work with CCG and Public Health partners to rationalise commissioning, the department will need fewer commissioners.							
Page 61		<b>Staffing Implications</b>	1 FTE post reduction from a total of 2.44FTE.							
		<b>Business Plan implications</b>	None specific - the reductions in volumes and outcomes will result from fewer and more targeted commissioned services.							
		<b>Impact on other departments</b>	CSF will need to work with Public Health to maintain appropriate commissioning capacity.							
		<b>Equalities Implications</b>	We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs.							
		<b>TOM Implications</b>	The TOM refresh will include an increased focus on delivering the restructure as well as flexible working and the introduction of the SCIS. The rationalisation of commissioning capacity will be achieved through improved partnership with Public Health and CCG colleagues.							
C&YP	CSF2015-05	<b>Service Description</b>	<b><u>Commissioning, Strategy and Performance</u></b> <b>Property and contracts service review.</b>	451			55	Medium	Medium	SS1
		<b>Service Implication</b>	There will be a lower volume of capital works to expand school provision by 2018-19 enabling a reduction in project management capacity.							
		<b>Staffing Implications</b>	1 FTE project manager post of 3.							
		<b>Business Plan implications</b>	None specific							
		<b>Impact on other departments</b>	None specific							
		<b>Equalities Implications</b>	We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs.							
		<b>TOM Implications</b>	The TOM refresh will include an increased focus on delivering the restructure as well as flexible working/SCIS. This proposal is in line with TOM drive to increase efficiency and value via ensuring functions operate with minimum capacity needed.							

## DEPARTMENT: Children, Schools and Families

Panel	Ref	Description of Saving		Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2015-06	<u>Service</u>	<u>Cross Cutting</u>	377		40		Medium	Low	SS2
		<b>Description</b>	<b>Data review &amp; centralisation.</b>							
		<b>Service Implication</b>	This saving will be achieved through i) centralising the residual data/performance monitoring capacity currently dispersed across operational divisions and ii) prioritising work to deliver statutory requirements only.							
		<b>Staffing Implications</b>	1 FTE staffing of overall pool of 8 posts.							
		<b>Business Plan implications</b>	None							
		<b>Impact on other departments</b>	We will focus on statutory returns which may impact on requests from other departments.							
		<b>Equalities Implications</b>	We will use the Council's agreed HR policies and procedures for restructuring. An EA will be developed for the service change staffing proposals.							
		<b>TOM Implications</b>	The TOM refresh will include an increased focus on delivering the restructure as well as flexible working and the introduction of the SCIS. This saving is in line with TOM direction of travel to focus on statutory responsibilities and organisation layer strategy.							
<b>Total</b>					<b>0</b>	<b>240</b>	<b>315</b>			
<b>Total CSF Target Savings</b>					<b>0</b>	<b>540</b>	<b>1,853</b>			
<b>(Shortfall)/Surplus</b>					<b>0</b>	<b>(300)</b>	<b>(1,538)</b>			

Savings Type

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

Panel

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

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

Panel	Ref	Description of Saving	Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
	ENV01	<p><b>Service/Section Description</b>  <b>Service Implication</b>  <b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b>  <b>TOM Implications</b></p>	<p><b>Senior Management &amp; Support</b>  Reduce the level of PA support to Heads of Service by 0.6fte.  None  Reduction of 0.6fte [of 2.6fte]  None  None  None  Consistent with TOM direction of travel in reducing back office support service costs</p>	95		19		Low	Low	SS2
Page 63	ENV02	<p><b>Service/Section Description</b>  <b>Service Implication</b>  <b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b>  <b>TOM Implications</b></p>	<p><b>Parking Services (CEO team)</b>  Review the current structure, shift patterns and hours of operation with the intention of moving toward a two shift arrangement based on 5 days on/2 days off.  Better deployment of enforcement resources.  Deletion of 5 FTE's [of 35fte] whilst retaining existing capacity in CEO hours per annum to achieve same outcomes  No impact on business plan - allows same outputs with fewer staff  None  Will require consultation but no immediate equalities implications  This review is mentioned in the TOM but is not referred to in any budgetary forecast . This is consistent with direction of travel in TOM</p>	1,311		190		Medium	Medium	SS2
	ENV03	<p><b>Service/Section Description</b>  <b>Service Implication</b>  <b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b>  <b>TOM Implications</b></p>	<p><b>Parking Services (CEO team)</b>  Reduction number of team leader posts from 4 to 3  Reduced overall management  Loss of 1 team leaders post [of 4fte]  Potential drop in compliance rates.  None  None  Consistent with direction of travel in reducing management overheads .</p>	1,311		45		Low	Medium	SS2

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

Panel	Ref	Description of Saving	Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 64	ENV04	<p><b>Service/Section Description</b>  <b>Parking Services (CEO team)</b>  Improved management of traffic flows/congestion and availability of parking space through Increase compliance based on detailed analysis of existing and projected compliance levels and deployment of resources based upon future projections of population growth , expansion of CPZs where a majority of local residents have asked for this, and areas of potential non-compliance.</p> <p><b>Service Implication</b>  Improvement in overall enforcement strategy</p> <p><b>Staffing Implications</b>  None projected at this stage.</p> <p><b>Business Plan implications</b>  None</p> <p><b>Impact on other departments</b>  None</p> <p><b>Equalities Implications</b>  None</p> <p><b>TOM Implications</b>  This is consistent with TOM direction of travel in better utilisation of data / heat maps to ensure resources deployed effectively.</p>	(5,446)		250		Medium	Medium	SI2
	ENV05	<p><b>Service/Section Description</b>  <b>Parking Services</b>  Review the back office structure based upon the anticipated tailing off of ANPR activity and the movement of CCTV into parking services.</p> <p><b>Service Implication</b>  Could impact upon the level of service provided</p> <p><b>Staffing Implications</b>  To be assessed but could mean the deletion of 2 management posts [of 10fte]</p> <p><b>Business Plan implications</b>  Reduction in the costs of 2 posts</p> <p><b>Impact on other departments</b>  None</p> <p><b>Equalities Implications</b>  None</p> <p><b>TOM Implications</b>  Consistent with TOM direction of travel in reducing back office costs</p>	1,189		70		Medium	Medium	SS2



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

Panel	Ref	Description of Saving	Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
	ENV06	<p><b>Service/Section Description</b>  <b>Service Implication</b>  <b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b>  <b>TOM Implications</b></p>	<p><b>Parking Services</b>  Reduction in transport related budgets  May result in slight reduction in quality of some areas of service, particularly in respect of civil enforcement  some changes in staff travel arrangements to ensure on site as effectively and efficiently as possible.  None  None  None  consistent with TOM direction of travel</p>	140		46		Low	Low	SNS1
Page 65	ENV07	<p><b>Service/Section Description</b>  <b>Service Implication</b>  <b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b>  <b>TOM Implications</b></p>	<p><b>Parking Services</b>  Reduction in supplies &amp; services/third party payment budgets.  May result in slight reduction in quality of some areas of service.  None  None  None  None  consistent with TOM direction of travel</p>	571			60	Low	Low	SNS1
	ENV08	<p><b>Service/Section Description</b>  <b>Service Implication</b>  <b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b>  <b>TOM Implications</b></p>	<p><b>Regulatory Services</b>  Funding of EH FTE by public health subsidy. As agreed between DPH and Head of PP .  None  One FTE funded by Public Health  Not known at this stage  None  Not known at this stage  Not known at this stage</p>	190			40	Medium	Medium	SG1

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

Panel	Ref	Description of Saving	Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 66	ENV09	<p><b>Service/Section Description</b>  <b>Regulatory Services</b>            Investigate potential commercial opportunities to generate income such as: Trading Standards business advice; contaminated land / acoustic assessment consultancy for developers; processing licensing applications for other LAs; Licensing pre-application service; Shared service seminars.</p> <p><b>Service Implication</b>            To avoid a potential conflict of interest, we will need to create a bespoke team, from existing resources, based on commercial principles that is separate and distinct from the enforcement function.</p> <p><b>Staffing Implications</b>            Diversion of existing staff to resource the new team will impact in the short term on enforcement capability but as the service grows it will become self-financing</p> <p><b>Business Plan implications</b>            Increase in income</p> <p><b>Impact on other departments</b>            None</p> <p><b>Equalities Implications</b>            None</p> <p><b>TOM Implications</b>            Consistent with drive to increase commercialisation in TOM generally</p>	N/A		50	50	Medium	Low	S12
	ENV10	<p><b>Service/Section Description</b>  <b>Regulatory Services</b>            Reduction in Transport/Supplies and Services budget through greater efficiency</p> <p><b>Service Implication</b>            May result in slight reduction in quality of some areas of service</p> <p><b>Staffing Implications</b>            None</p> <p><b>Business Plan implications</b>            None</p> <p><b>Impact on other departments</b>            None</p> <p><b>Equalities Implications</b>            None</p> <p><b>TOM Implications</b>            consistent with TOM direction of travel</p>	123		10		Low	Low	SNS1

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

Panel	Ref	Description of Saving	Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	ENV11	<p><b>Service/Section Description</b>  <b>Leisure &amp; Culture</b>            Outsource leisure and sports activities - commissioning of the arts and sports development to an external organisation to replace the in-house provision.</p> <p><b>Service Implication</b>            Potential reduction in the scope of the service</p> <p><b>Staffing Implications</b>            Loss of 3 ftes [of 12.6fte]</p> <p><b>Business Plan implications</b>            None</p> <p><b>Impact on other departments</b>            Potential loss of departmental support on corporate projects</p> <p><b>Equalities Implications</b>            None, objectives would be maintained within the scope of the commissioning brief.</p> <p><b>TOM Implications</b>            In line with the TOM outcomes</p>	589		59		Low	Low	SP1
Page 67	ENV12	<p><b>Service/Section Description</b>  <b>Leisure &amp; Culture</b>            Loss of head of section/amalgamated with head of Greenspaces</p> <p><b>Service Implication</b>            None; the post would cover the duties of the head of the greenspaces team and the leisure and culture development roles within the more contract management focus of the head of greenspaces role following the procurement of Lot 2 of the Phase C contract.</p> <p><b>Staffing Implications</b>            Loss of 1 fte [of 2fte]</p> <p><b>Business Plan implications</b>            None</p> <p><b>Impact on other departments</b>            None</p> <p><b>Equalities Implications</b>            None</p> <p><b>TOM Implications</b>            Linked to the outsourcing of the greenspaces functions within their TOM.</p>	158		70		Low	Low	SS2

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

Panel	Ref	Description of Saving	Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
	ENV13	<p><b>Service/Section Description</b>  <b>Service Implication</b>  <b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b>  <b>TOM Implications</b></p>	<p><b>Leisure &amp; Culture</b>  Staff savings through the reorganisation of the back office through channel shift from phone and face to face contact.  The introduction of the customer contact centre will reduce the need for phone and face to face contact with customers, reducing the need for office based customer agents.  Reduction of 3 fte [of 9.6fte]  None  None  None  consistent with TOM direction of travel</p>	336		70		Low	Low	SS1
Page 68	ENV14	<p><b>Service/Section Description</b>  <b>Service Implication</b>  <b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b>  <b>TOM Implications</b></p>	<p><b>Property Management</b>  Increase in income from rent reviews of c60 properties.  none - would be within existing resources  Part of the current team's core work.  In line with the TOM outcomes  None  None  consistent with TOM direction of travel</p>	(4,022)			100	Medium	Low	SI2

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

Panel	Ref	Description of Saving	Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	ENV15	<p><b>Service/Section Description</b>  <b>Traffic &amp; Highways</b>            Reduction in street lighting energy and maintenance costs. Would require Capital investment of c£400k, which forms part of the current capital programme - Investment in LED lights in lamp Colum stock most capable of delivering savings</p> <p><b>Service Implication</b>            Would require additional specialist staffing resource - costs contained within the business case that is being prepared.</p> <p><b>Staffing Implications</b>            None</p> <p><b>Business Plan implications</b>            In line with the TOM outcomes</p> <p><b>Impact on other departments</b>            None</p> <p><b>Equalities Implications</b>            None</p> <p><b>TOM Implications</b>            consistent with TOM direction of travel</p>	884		148		Low	Low	SNS1
Page 69	ENV16	<p><b>Service/Section Description</b>  <b>Traffic &amp; Highways</b>            Further reductions in the highways maintenance contract costs following reprocurement. Part year effect in 17/18 due to contract start date mid year.</p> <p><b>Service Implication</b>            none - anticipated service standards at present at lower cost or scaling back through changes in specification / competitive dialogue to ensure cost savings</p> <p><b>Staffing Implications</b>            None</p> <p><b>Business Plan implications</b>            will almost certainly require specification / service standard changes to deliver required savings levels</p> <p><b>Impact on other departments</b>            None</p> <p><b>Equalities Implications</b>            None</p> <p><b>TOM Implications</b>            consistent with TOM direction of travel in maximising procurement savings .</p>	650		65	65	Medium	Medium	SP2

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

Panel	Ref	Description of Saving	Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
	ENV17	<b>Service/Section Description</b> <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b> <b>TOM Implications</b>	<b>Traffic &amp; Highways</b> Reduction in reactive works budget Reduction in carriageway and footpath reactive maintenance with possible increase in insurance claims. None Reduction in response times and possibly intervention threshold. Increase in corporate services insurance workload None consistent with TOM direction of travel	650		30	35	Low	Medium	SNS2
Page 70	ENV18	<b>Service/Section Description</b> <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b> <b>TOM Implications</b>	<b>Greenspaces</b> Increased income from events in parks Increased income through a broader range of commercial opportunities - over and above those previously agreed. Some unquantified extra resource likely to be required, linked to the business case for each initiative. In line with the TOM outcomes None None In line with the TOM direction of travel	231		100	100	Medium	Medium	SI2

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

Panel	Ref	Description of Saving	Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	ENV19	<p><b>Service/Section Description</b>  <b>Greenspaces</b>  Planned re-distribution of North East Surrey Crematorium funds to be used to offset costs associated with the running of the Council's cemeteries. This is expected to be min £80k from 17/18 and for min 8 years . Unringfenced .</p> <p><b>Service Implication</b> None</p> <p><b>Staffing Implications</b> None</p> <p><b>Business Plan implications</b> None</p> <p><b>Impact on other departments</b> None</p> <p><b>Equalities Implications</b> None</p> <p><b>TOM Implications</b> No TOM implications</p>	N/A		90		Low	Low	SNS1
Page 71	ENV20	<p><b>Service/Section Description</b>  <b>Development &amp; Building Control</b>  Increased income from building control services.</p> <p><b>Service Implication</b> Increased income through a broader range of commercial opportunities - over and above those previously agreed.</p> <p><b>Staffing Implications</b> None</p> <p><b>Business Plan implications</b> In line with the TOM outcomes</p> <p><b>Impact on other departments</b> None</p> <p><b>Equalities Implications</b> None</p> <p><b>TOM Implications</b> In line with the TOM outcomes however care will be needed to ensure there is no duplication of commercial income counting .</p>	935		35	35	Medium	Low	SI2
	ENV21	<p><b>Service/Section Description</b>  <b>Greenspaces</b>  Reduction in the grant to Wandle Valley Parks Trust</p> <p><b>Service Implication</b> Impact on the core operating budget of the Wandle Valley Parks Trust.</p> <p><b>Staffing Implications</b> None</p> <p><b>Business Plan implications</b> None</p> <p><b>Impact on other departments</b> None</p> <p><b>Equalities Implications</b> None</p> <p><b>TOM Implications</b> Consistent with TOM direction of travel</p>	12		6		Low	Medium	SG2

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

Panel	Ref	Description of Saving	Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
	ENV22	<p><b>Service/Section Description</b>  <b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p> <p><b>TOM Implications</b></p>	<p><b>Greenspaces</b>  Reduction in grant to Mitcham Common Conservators. May result in reduction in grant from LB Croydon and Sutton; would be offset by the income generation of the Conservators through their assets.</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>Consistent with TOM direction of travel</p>	48		24		Low	Medium	SG2
Page 72	ENV23	<p><b>Service/Section Description</b>  <b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p> <p><b>TOM Implications</b></p>	<p><b>Greenspaces</b>  Further savings from the phase C procurement of Lot 2. Anticipated additional savings through the commercial dialogue that will take place as part of the phase C procurement of Lot 2.</p> <p>None; in line with current procurement process</p> <p>None; in line with current procurement process</p> <p>None</p> <p>None</p> <p>Consistent with TOM direction of travel</p>	3,648		160		Medium	Medium	SP1



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

Panel	Ref	Description of Saving	Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 73	ENV24	<p><b>Service/Section Description</b>  <b>Future Merton</b>            Cease subscription to Urban London and Future London Leaders from service budgets and prioritise the use of corporate training and development budgets to pay for these activities that provide considerable professional development courses and represent very good value for money.</p> <p><b>Service Implication</b> None</p> <p><b>Staffing Implications</b> None</p> <p><b>Business Plan implications</b> None</p> <p><b>Impact on other departments</b> Would require corporate learning and development to prioritise these training opportunities.</p> <p><b>Equalities Implications</b> None</p> <p><b>TOM Implications</b> Consistent with TOM direction of travel</p>	18		10		Low	Low	SNS2
	ENV25	<p><b>Service/Section Description</b>  <b>Waste</b>            Department restructure of the waste section</p> <p><b>Service Implication</b> Moving from a support function towards a commercialised commissioning and clienting service post Phase C contract award</p> <p><b>Staffing Implications</b> equivalent of c5fte [of 13.19fte] across all levels of staff</p> <p><b>Business Plan implications</b> To be assessed following contract award and SLWP clienting requirements</p> <p><b>Impact on other departments</b> TBC</p> <p><b>Equalities Implications</b> TBC</p> <p><b>TOM Implications</b> Consistent with TOM direction of travel</p>	514		191		Low	Medium	SS2

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

Panel	Ref	Description of Saving	Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	ENV26	<p><b>Service/Section</b> Waste Operations: waste collection</p> <p><b>Description</b> Re-balancing of rounds</p> <p><b>Service Implication</b> Reduced overtime payments and additional staff requirements for current heavy collection. Will impact on days of collection for some residents across the Borough. Heavy Days (Thursday and Friday)</p> <p><b>Staffing Implications</b> Reduction in overtime and agency usage</p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities</b> TBC</p> <p><b>Implications</b></p> <p><b>TOM Implications</b> Consistent with TOM direction of travel</p>	2,568		20		Medium	Medium	SNS1
Page 74	ENV27	<p><b>Service/Section</b> Waste Services</p> <p><b>Description</b> Remove free provision of food waste liners</p> <p><b>Service Implication</b> Potential reduction in participations levels</p> <p><b>Staffing Implications</b> None</p> <p><b>Business Plan implications</b> Potential reduction in recycling / composting performance.</p> <p><b>Impact on other departments</b> None</p> <p><b>Equalities</b> To be completed</p> <p><b>Implications</b></p> <p><b>TOM Implications</b> Consistent with TOM direction of travel</p>	137		66		Low	Medium	SNS2

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

Panel	Ref	Description of Saving	Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
	ENV28	<b>Service/Section Description</b> <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b> <b>TOM Implications</b>	<b>Waste Services: waste disposal</b> Divert gully waste and mechanical Street sweepings from landfill through pre-treatment and recycling None( assumes tipping at Garth Rd WTS) None Increase in waste diversion None - procurement will be required None Consistent with TOM direction of travel	4,360		37		Low	Low	SP1
Page 75	ENV29	<b>Service/Section Description</b> <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b> <b>TOM Implications</b>	<b>Waste Services: recyclate income</b> Realign budget to reflect actual income achieved through sale of textiles None None None None None Consistent with TOM direction of travel	N/A		20		Low	Low	SP1
	ENV30	<b>Service/Section Description</b> <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b> <b>TOM Implications</b>	<b>Waste Services: Garden waste service</b> Increase annual subscription fees by £5 p.a. Possible reduction in subscriptions None Potential reduction in recycling / composting performance. None To be undertaken Consistent with TOM direction of travel	(329)		30		Low	High	SI1

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

Panel	Ref	Description of Saving	Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
	ENV31	<b>Service/Section Description</b> <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b> <b>TOM Implications</b>	<b>Waste Operations</b> Commencing charging schools for recyclable waste (17/18) and food waste (18/19) collection Possible loss of contracts to private sector None Potential impact on overall waste diversion tbc to be completed Consistent with TOM direction of travel	N/A		102	9	Low	Medium	SI1
Page 76	ENV32	<b>Service/Section Description</b> <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b> <b>TOM Implications</b>	<b>Transport Services:</b> Review of Business Support requirements Post Phase C there will be a change in the Business Support requirements, following the loss of much of the fleet management to the new contractor. It is anticipated that this will lead to a reduction in 1FTE Reduction of 1 fte [of 8.33fte] Saving would result in a reduction in client budgets. Consistent with TOM direction of travel	311			30			SS2
<b>Total Environment and Regeneration Savings</b>					0	2,013	524			
<b>Total Environment and Regeneration Savings Target</b>					0	1,435	4,764	6,199		
<b>(SURPLUS)/ SHORTFALL</b>					0	(578)	4,240	3,662		

## DEPARTMENT: Community and Housing

Panel	Ref	Description of Saving	Baseline Budget 15/16	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
<b>Adult Social Care</b>									
		<b>Service</b>	<b>NHS Income</b>						
HC&OP	CH51	<p><b>Description</b> Negotiate extra NHS funding for extra costs of Hospital Discharges - Circa £150k on packages, £50k on staff.</p> <p><b>Service Implication</b> This funds the increased volume of work to assess people and arrange packages of support for them.</p> <p><b>Staffing Implications</b> Need to work efficiently and effectively to undertake the higher volume of work.</p> <p><b>Business Plan implications</b> This support to ensure prompt discharge is consistent with the business plan commitment to support independence.</p> <p><b>Impact on other departments</b> None.</p> <p><b>Equalities Implications</b> None.</p> <p><b>TOM Implications</b> None. This plan achieves a better alignment between funding levels and increased activity levels.</p>	(£2,596)	£200	£0	0	H	L	SI2
		<b>Service</b>	<b>Supporting People Contracts</b>						
HC&OP	CH52	<p><b>Description</b> Review of remaining Supporting People Expenditure as much of it is a discretionary spending area.</p> <p><b>Service Implication</b> Reduced housing related support for vulnerable people by 17% in cost terms. This affects the numbers we could support and the range of support we could provide. In turn this would reduce the housing options available to vulnerable people.</p> <p><b>Staffing Implications</b> None.</p> <p><b>Business Plan implications</b> The risk is that this could increase pressure on the Housing Needs budget.</p> <p><b>Impact on other departments</b> There is a potential internal pressure within the department on the Housing Needs and Enabling Service</p> <p><b>Equalities Implications</b> There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p> <p><b>TOM Implications</b> None. This is consistent with the commitment in the TOM to "Review the spectrum of the accommodation offer for all types of supported living incl. shared lives for all age groups."</p>	£1,772	£0	£300	0	H	H	SP2

## DEPARTMENT: Community and Housing

Panel	Ref	Description of Saving		Baseline Budget 15/16	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
		<b>Service</b>	<b>Voluntary Sector Grants</b>								
HC&OP	CH53	<b>Description</b>	Use funds from Public Health to fund the prevention strategy which is currently funded from grants.		<b>£839</b>	£0	£600	<b>0</b>	<b>M</b>	<b>M</b>	<b>SG1</b>
		<b>Service Implication</b>	None as the prevention activity will continue to be funded, albeit from a different source.								
		<b>Staffing Implications</b>	None.								
		<b>Business Plan implications</b>	None, as the commitment to prevention remains in place and is funded albeit from a different source.								
		<b>Impact on other departments</b>	Increased pressure on the Public Health (PH) Budget as funds directed from public health will no longer be available to fund other PH activities.								
		<b>Equalities Implications</b>	The precise equalities implications on service users will depend on the impact of public health activities no longer funded. An EA will be undertaken and when this is known and a mitigation plan will be prepared.								
		<b>TOM Implications</b>	None. This is consistent with the commitment in the TOM to "Continue the Ageing Well Prevention Programme, but with less funding from the Council."								

## DEPARTMENT: Community and Housing

Panel	Ref	Description of Saving		Baseline Budget 15/16	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH54	<b>Service Description</b>	<b>Access, Assessment and Commissioning Staffing</b> Further staff reductions circa 4 FTEs in AA&C as processes improve and service user numbers reduce. FTE's affected will be 4 out remaining FTE's of 151-156.	£5,286	£0	£0	£150	H	M	SS2
		<b>Service Implication</b>	Reduced capacity to monitor quality within provider services and /or to undertake assessments and reviews i.e. there is a direct implication on the ability to effectively safeguard/assess/support/ promote independence.							
		<b>Staffing Implications</b>	Redundancies - Some staff would be subject to redundancy							
		<b>Business Plan implications</b>	Possible impact on our statutory duties under the Care Act 2014. We would attempt to mitigate this by investigating alternative models for quality and performance monitoring and of assessment and care management.							
		<b>Impact on other departments Equalities Implications</b>	None - main impact is on service users, carers and providers  As staff and service delivery are affected there is an equalities implication. A detailed EA would be undertaken at the time of any restructure. In addition, part of the monitoring role relates to monitoring the ability of provider services to meet the needs of the diverse population and thus meeting our equalities duty. This may be impacted.							
<b>TOM Implications</b>	Processes will need to improve so lower staff resources are able to undertake the necessary volumes of work. existing TOM commitments to flexible and mobile working and to improve assessment and care management processes ensure this is feasible.									

## DEPARTMENT: Community and Housing

Panel	Ref	Description of Saving		Baseline Budget 15/16	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH55	<b>Service Description</b>	<b>Assessment &amp; Commissioning 3rd Party Payments</b> Less 3rd party payments through "Promoting Independence" throughout the assessment, support planning and review process and across all client groups. Aim to reduce Res Care by £650k and Dom Care by £337k.	£33,798	£0	£0	£987	H	H	SNS2
		<b>Service Implication</b>	We anticipate this being a further reduction of circa 3% across all support packages although this will be targeted. The exact areas of reduction would be based on the previous work looking at specific areas to be delivered in advance of 2018/19. Overall service users will experience a reduced volume of service							
		<b>Staffing Implications</b>	Staff would be needed to conduct reviews and support plans . Staff will also need additional training, to ensure these reviews are done consistently							
		<b>Business Plan implications</b>	We would continue to follow the appropriate model of promoting independence for the client group.							
		<b>Impact on other Equalities Implications</b>	None. There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.							
		<b>TOM Implications</b>	None. This is consistent with the TOM commitment to use review processes to "Promote an explicit hierarchy of support offered in order to promote self-support and independence.							
<b>Sub-total Adult Social Care Options</b>					<b>£200</b>	<b>£900</b>	<b>£1,137</b>			
SC	CH56	<b>Service Description</b>	<b>Library &amp; Heritage Service</b> <b>Introduce a coffee shop franchise across 6 libraries</b>	£0	0	0	30	M	L	SI2
		<b>Service Implication</b>	Allocated space within certain libraries will be let to a coffee shop franchise to provide refreshments in libraries for customers.							
		<b>Staffing Implications</b>	None identified.							
		<b>Business Plan implications</b>	Supports improving income generation identified in Service Plan and providing additional services in libraries.							
		<b>Impact on other departments</b>	None identified.							
		<b>Equalities Implications</b>	None identified.							
		<b>TOM Implications</b>	Additional capacity constraints in order to manage procurement process but will be managed within existing resources. Reduction in library circulation space.							
<b>Total Libraries</b>						<b>0</b>	<b>0</b>	<b>30</b>		



## DEPARTMENT: Community and Housing

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

# Equality Analysis

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

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

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

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## Stage 2: Collecting evidence/ data

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

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

The individuals in receipt of salary protection.  
The learning and development arrangements within the team.  
Application for flexible retirement.

## Stage 3: Assessing impact and analysis

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

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

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Withdrawal of salary protection for two individuals.	Personal Development Plans	Annual appraisal forms	March 2018	Existing	Clive Cooke	Yes.

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

Page 4 of 5

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Sophie Ellis, AD Business Improvement	Signature:	Date: 14/10/15
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**Stage 5: Sign off by Director/ Head of Service**

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

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

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

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

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## Stage 2: Collecting evidence/ data

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

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

As part of the development of new IT systems, suppliers generally incorporate facilities for the provision of 'E-billing' and the processing of electronic invoices, both of which have the ability to significantly improve efficiency and also reduce the need manual handling by staff. The Council is currently in the process of replacing a number of its major IT systems, which will incorporate this new technology and enable us to reduce the amount of resources that are required to undertake works in this area of our operations.

## Stage 3: Assessing impact and analysis

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

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Mark Humphries – Assistant Director Infrastructure & Transactions	Signature:	Date: 9 <sup>th</sup> October 2015
Improvement action plan signed off by Director/ Head of Service		Signature:	Date:



# Equality Analysis

What are the proposals being assessed?	CS2015-05
Which Department/ Division has the responsibility for this?	Corporate Services – Resources Division

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

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## Stage 2: Collecting evidence/ data

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

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

This is an internal saving and hence does not have a direct impact on any external protected groups. The staffing saving will be delivered following the council's corporate policies for restructuring which are designed to ensure that all staff are treated equally.

## Stage 3: Assessing impact and analysis

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

Page 90

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

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

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

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

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

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

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

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

**OUTCOME 1**

**OUTCOME 2**

**OUTCOME 3**

**OUTCOME 4**

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

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

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# Equality Analysis

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

What are the proposals being assessed?	AA03 delete the school assessor post (0.6), reduction in the Manager resource as a result of the audit shared service
Which Department/ Division has the responsibility for this?	Corporate Services/Corporate Governance

Stage 1: Overview	
Name and job title of lead officer	Head of Internal Audit
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>We are required to make budget reductions in 2018/19. We will be removing a post that is currently vacant.</p> <p>In 2018/19 we intend to delete a school assessor post currently vacant and covered by agency resources, resulting in £37,000 saving. The remaining £13k will be achieved through the audit shared service and the reduction of the managers cost to Merton.</p> <p>There will be no redundancies as a result of this saving,</p>
2. How does this contribute to the council's corporate priorities?	This assists with the councils savings
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Internal customers will be affected by the reduction of work to review controls or advise on fraud risks.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	A tri borough shared audit service started in October 2015 and this is to be expanded to 4 borough from April 2016 and 5 boroughs in October 2016. This will result in reduced management costs for each council.

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**Stage 2: Collecting evidence/ data**

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

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

The savings will not affect any equality groups

**Stage 3: Assessing impact and analysis**

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

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

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

N/A

## Stage 4: Conclusion of the Equality Analysis

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

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

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

**Stage 5: Improvement Action Pan**

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

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

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

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

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

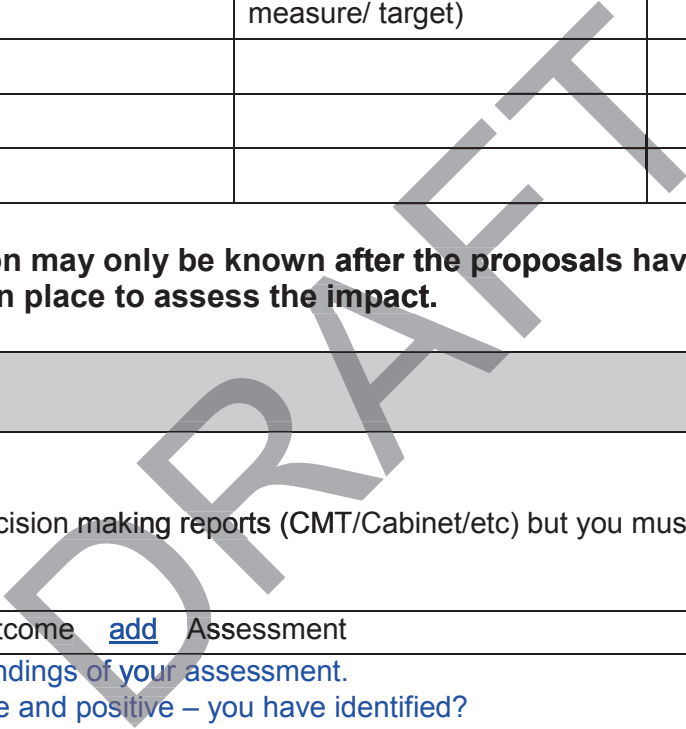
This section can also be used in your decision making reports (CMT/Cabinet/etc) but you must also attach the assessment to the report, or provide a hyperlink

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

Please include here a summary of the key findings of your assessment.

- What are the key impacts – both negative and positive – you have identified?
- Are there any particular groups affected more than others?
- What course of action are you advising as a result of this assessment?
- If your EA is assessed as Outcome 3 and you suggest to proceeding with your proposals although a negative impact has been identified that may not be possible to fully mitigate, explain your justification with full reasoning.

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

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# Equality Analysis

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

What are the proposals being assessed?	<b>CSF2014-05</b> Proposed savings from CSF Commissioning Budgets for 2016/17 (REDUCTION IN PREVIOUSLY AGREED SAVING)
Which Department/ Division has the responsibility for this?	CSF/Commissioning Strategy and Performance

Stage 1: Overview	
Name and job title of lead officer	Paul Ballatt – Assistant Director Commissioning Strategy and Performance
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>Reduction in previously agreed £400k saving to a reduced figure of £300,000 savings from Early Intervention and Prevention (EIP) commissioning budgets in 2016-17.</p> <p>All of our EIP commissioning is undertaken on a 3-year commissioning cycle, with the current cycle ending in March 2016. The savings proposal for 2016/17 would reduce the commissioning budget by £300,000 from an available £730,000.</p> <p>The overall impact of the saving would be the reduction in CSF department's ability to either recommission existing early help services or commission new services.</p>
2. How does this contribute to the council's corporate priorities?	Supports the council's medium term financial strategy.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>Within Merton's established Child Wellbeing Model, early help services are provided to families following CASA or Single Assessment where intervention is designed to prevent the escalation of need into more specialist and potentially intrusive services. For many years Merton has commissioned such services, largely from the local community and voluntary sectors, aiming to increase resilience and coping capacity in families and reduce pressures on statutory social care services. The savings proposed will significantly reduce early help commissioning budgets, are likely to result in increased pressures on social care teams, and will impact on employment of CVS staff.</p> <p>Current early help services in scope for the savings proposal include those for families with parental mental health problems or learning difficulties; domestic violence; practical family support; children with disabilities; crèche provision supporting parenting programmes; and positive activities for young refugee and asylum seekers. Specific decisions will be made following evaluation of all services currently provided and ongoing needs analysis.</p>
4. Is the responsibility shared with	Not a shared responsibility. Services subject to this proposal are provided by local organisations which have

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

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

## Stage 2: Collecting evidence/ data

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

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

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

## Stage 3: Assessing impact and analysis

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

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

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

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

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

### Stage 4: Conclusion of the Equality Analysis

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

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

- Page 100
- Outcome 1** – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**
- Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**
- Outcome 3** – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have 'due regard' and you are advised to seek Legal Advice.**
- Outcome 4** – The EA shows actual or potential unlawful discrimination. **Stop and rethink your proposals.**

## Stage 5: Improvement Action Pan

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

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

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

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

## Stage 6: Reporting outcomes

### 10. Summary of the equality analysis

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

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

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Leanne Wallder	Signature:	Date: 30/09/15
Improvement action plan signed off by Director/ Head of Service	Paul Ballatt	Signature:	Date: 30/09/15
	Yvette Stanley	Signature: <i>Yvette Stanley</i>	Date 07/10/15

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# Equality Analysis

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

What are the proposals being assessed?	<b>CSF2015-01</b> To cease to hold a contingency budget for SCRs
Which Department/ Division has the responsibility for this?	CSF, CSC & YI

Stage 1: Overview	
Name and job title of lead officer	Merton Safeguarding Children’s Board Business Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Historically CSF, CSC&YI have held a central budget for Serious Case Reviews (SCRs) and learning and Improvement reviews. This budget has been largely unspent over the last 5 years as we have only had 1 SCR and 1 learning and improvement review since 2009. The decision to hold SCRs and LIRs rests with the independent chair of the SCB and is a multi-agency decision. It would be more appropriate for each agency to contribute financial as and when a review is agreed. This proposal has been agreed with the SCB.
2. How does this contribute to the council’s corporate priorities?	Safeguarding vulnerable children is a key statutory function of the council and we are committed to learning the lessons from cases as part of our continuous improvement agenda.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Partners and the council will each contribute to the costs of an SCR/LIR as and when they occur.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The decision to hold SCRs and LIRs rests with the independent chair of the SCB and is a multi-agency decision. It would be more appropriate for each agency to contribute financial as and when a review is agreed. This proposal has been agreed with the SCB.

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## Stage 2: Collecting evidence/ data

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

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

The threshold for an SCR or LIR has only been met twice since 2009 and in any event the costs should be shared amongst commissioning agencies. A LIR might cost c £10k an SCR could costs considerably more but the costs would be shared.

## Stage 3: Assessing impact and analysis

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

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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					Not applicable
Disability					Not applicable
Gender Reassignment					Not applicable
Marriage and Civil Partnership					Not applicable
Pregnancy and Maternity					Not applicable
Race					Not applicable
Religion/ belief					Not applicable
Sex (Gender)					Not applicable
Sexual orientation					Not applicable
Socio-economic status					Not applicable



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

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

### Stage 4: Conclusion of the Equality Analysis

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

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

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

**Stage 5: Improvement Action Pan**

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

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

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

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

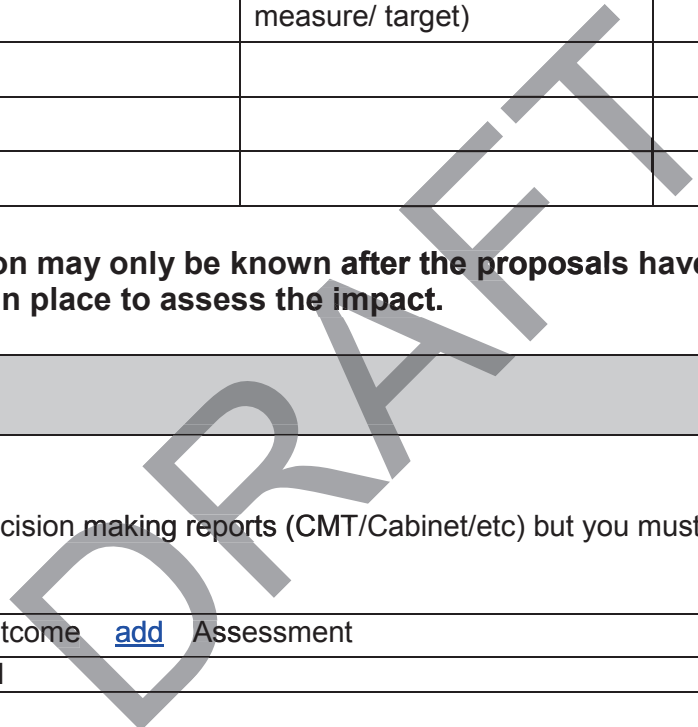
**Stage 6: Reporting outcomes**

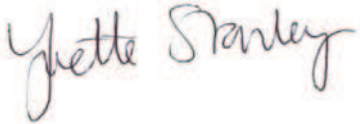
**10. Summary of the equality analysis**

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

This Equality Analysis has resulted in an Outcome <a href="#">add</a> Assessment
There are is equality impact of this proposal

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

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# Equality Analysis

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

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

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

## Stage 2: Collecting evidence/ data

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

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

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

## Stage 3: Assessing impact and analysis

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

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

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

N/A

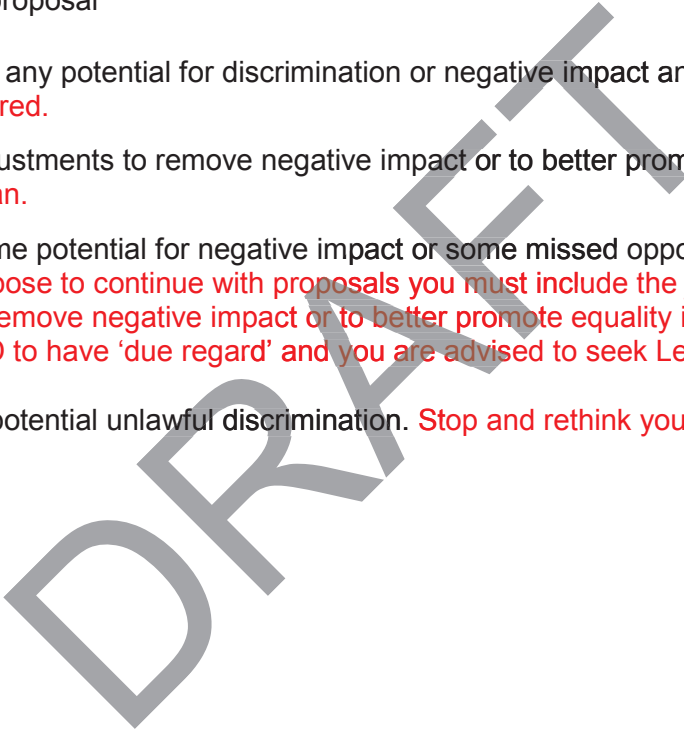
Stage 4: Conclusion of the Equality Analysis

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

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

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

Page 10



## Stage 5: Improvement Action Pan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
To review proposals and implementation at key points to ensure EI is not disproportionate	Undertake EAs at key stages of the process: design; implementation	EAs undertaken	To be determined as part of programme	Existing	CSF Business partner	

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

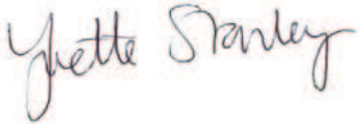
## Stage 6: Reporting outcomes

### 10. Summary of the equality analysis

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

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

Programme management to include overview and action to mitigate any potential negative equalities implications

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Carol Cammiss	Signature:	Date: 15/09/2015
Improvement action plan signed off by Director/ Head of Service	Yvette Stanley	Signature: 	Date: 15/09/2015

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# Equality Analysis

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

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

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

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## Stage 2: Collecting evidence/ data

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

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

CSF provides a range of statutory and other services to schools, through SLAs. For 2016-17 savings already agreed (£400K) work is already underway to examine the current charging regimes and to identify benchmarks in order to determine scope for increasing charges. This will continue in respect of 2017-18 and 2018-19 savings.

However if schools are unwilling or unable to pay increased charges the LA offer would need to reduce in order to meet savings required – officers are identifying the statutory minimum level of services which the department would need to continue to provide.

## Stage 3: Assessing impact and analysis

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

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

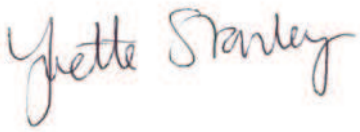
Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Paul Ballatt	Signature:	Date: 5/10/2015
Improvement action plan signed off by Director/ Head of Service	Yvette Stanley	Signature: 	Date: 7/10/2015

DRAFT

# Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet  
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What are the proposals being assessed?	<b>CSF2015-04</b> Reduction of 1 FTE Commissioning Manager in 2018-19
Which Department/ Division has the responsibility for this?	Children, Schools and Families Department

Stage 1: Overview	
Name and job title of lead officer	Paul Ballatt, Assistant Director Children, Schools and Families Department
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Saving in staffing budget through deletion of 1FTE post
2. How does this contribute to the council's corporate priorities?	Contributes to CSF Department's savings programme in line with the council's overall medium term financial strategy
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Internal staff. Providers of commissioned services.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No.

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**Stage 2: Collecting evidence/ data**

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

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

CSF department savings already agreed as part of the medium term financial strategy include significant reductions in commissioning budgets. Fewer services will, therefore, need be specified, procured and contract monitored by commissioning staff. Remaining staff will retain sufficient capacity to undertake these commissioning functions appropriately although some re-allocation of work will be required.

**Stage 3: Assessing impact and analysis**

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

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

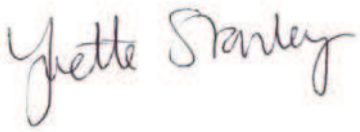
OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Paul Ballatt, Assistant Director	Signature:	Date: 5/10/2015
Improvement action plan signed off by Director/ Head of Service	Yvette Stanley, Director	Signature: 	Date: 07/10/2015

DRAFT



# Equality Analysis

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

What are the proposals being assessed?	<b>CSF2015-05</b> Reduction of 1 FTE Capital Project Manager post in 2018-19
Which Department/ Division has the responsibility for this?	Children, Schools and Families Department

Stage 1: Overview	
Name and job title of lead officer	Paul Ballatt, Assistant Director Children, Schools and Families Department
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Saving in staffing budget through deletion of 1FTE post
2. How does this contribute to the council's corporate priorities?	Contributes to CSF Department's savings programme in line with the council's overall medium term financial strategy
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Internal staff, schools and contractors.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No.

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DRAFT

## Stage 2: Collecting evidence/ data

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

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

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

## Stage 3: Assessing impact and analysis

Page 5. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

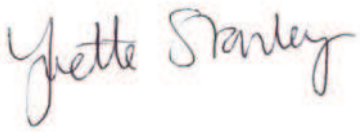
OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Paul Ballatt, Assistant Director	Signature:	Date: 5/10/2015
Improvement action plan signed off by Director/ Head of Service	Yvette Stanley, Director	Signature: 	Date: 07/10/2015

DRAFT

# Equality Analysis

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

What are the proposals being assessed?	<b>CSF2015-06</b> Data Review and Centralisation – Reduction of 1FTE officer 2017/18
Which Department/ Division has the responsibility for this?	Children, Schools and Families Department

Stage 1: Overview	
Name and job title of lead officer	Paul Ballatt, Assistant Director Children, Schools and Families Department
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Saving in staffing budget through deletion of 1FTE post
2. How does this contribute to the council's corporate priorities?	Contributes to CSF Department's savings programme in line with the council's overall medium term financial strategy
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Internal staff.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No.

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## Stage 2: Collecting evidence/ data

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

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

CSF Department has a central Policy, Planning and Performance service including a Research and Information function which supports internal performance management and delivers external performance reports and statutory returns. There are additional posts providing similar functions outposted in the operational Divisions. A review of all posts will be undertaken during 2015-16 with a view to centralising functions of outposted staff, rationalising and achieving economies of scale as a result and releasing 1FTE post as a saving. Remaining staff will retain sufficient capacity to comply with statutory reporting requirements although the range of internal management information reports may need to be reduced. This should be mitigated by the implementation of new client information system (Mosaic).

## Stage 3: Assessing impact and analysis

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

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

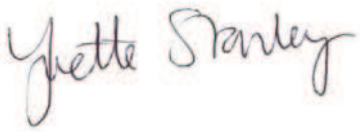
OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Paul Ballatt, Assistant Director	Signature:	Date: 05/10/2015
Improvement action plan signed off by Director/ Head of Service	Yvette Stanley, Director	Signature: 	Date: 07/10/2015

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# Equality Analysis

ENV01.

What are the proposals being assessed?	ENV01 Reduce the level of PA support to Heads of Service by 0.6FTE
Which Department/ Division has the responsibility for this?	Environment and Regeneration

Stage 1: Overview	
Name and job title of lead officer	Chris Lee Director of Environment & Regeneration
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To reduce the overheads of the organisation by reducing the back office support costs.
2. How does this contribute to the council's corporate priorities?	Improved efficiencies due to a reduction in expenditure and more cost effective ways of working..
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The Personal Assistants within the department (2.6 FTEs)
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None

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## Stage 2: Collecting evidence/ data

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

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

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

## Stage 3: Assessing impact and analysis

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

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Eamon Maher, Business Partner	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Chris Lee Director of Environment and Regeneration.	Signature:	Date:

# Equality Analysis

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

<p>What are the proposals being assessed?</p>	<p>The change in the current shift patterns and hours of operation from 4 days on and 3 days off operation to 5 days on and 2 days off along with a change from a 3 shift system to a 2 shift system. .</p> <p>The proposal will lead to reduction in resources of 5 FTE Civil Enforcement Officers ENV02 and 1 CEO Team Leader ENV03</p> <p>There will be a need to consult with staff as this will be change to their terms and conditions.</p>
---	---

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

## Stage 1: Overview

<p>Name and job title of lead officer</p>	<p>Paul Walshe Head of Parking and CCTV Services</p>
<p>1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)</p>	<p>To reduce the hours worked per day by staff in the enforcement team from 8.75 to 7 per day (35 per week) but increase the number of days worked from 4 to 5.</p> <p>This will lead to a reduction of 5 Civil Enforcement Officers and 1 Civil Enforcement Team Leaders</p>
<p>2. How does this contribute to the council's corporate priorities?</p>	<p>By introducing more efficient methods of working this will lead to improved efficiencies (savings) in the service whilst still delivering the level of services expected.</p>
<p>3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.</p>	<p>The public and motorists who use our services will benefit whilst reducing the cost to run the service.</p>
<p>4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall</p>	<p>The responsibility is not shared with any other department</p>

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**Stage 2: Collecting evidence/ data**

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

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

The purpose of these efficiencies is to reduce the enforcement resources due to an improvement in compliance by the motorist the measurement of the compliance improvements will be gathered in the middle to latter part of the 2016-2017 year, this will be measured by a drop off in the number of PCN's issued by the foot patrols. The impact on staff will be managed in accordance with the Managing Workforce Change framework.

**Stage 3: Assessing impact and analysis**

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

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

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

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

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

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

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

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

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

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

# Equality Analysis

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

What are the proposals being assessed?	Improvement of traffic flows and congestion by developing improved monitoring procedures concentrating on areas of poor compliance by the motorists in new areas of enforcement such as new controlled parking zones where a majority of local residents have asked for this. ENV04
Which Department/ Division has the responsibility for this?	Parking and CCTV Services/Public Protection/ER

Stage 1: Overview	
Name and job title of lead officer	Paul Walshe Head of Parking and CCTV Services
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	In the next 2 years we expect an increase in the number of CPZ's where a majority of local residents have asked for this and this is based upon the current work schedule. This will lead to an increase in the number of Penalty Charge Notices issued leading an increase in savings/revenue
2. How does this contribute to the council's corporate priorities?	Increase in savings/revenue leading to an improvement in congestion and a reduction in pollution.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Residents/Visitors/businesses are the customers and will benefit as parking spaces are made available because of enforcement.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None

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## Stage 2: Collecting evidence/ data

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

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

Historically when ever a new CPZ is introduced, as a result of residents' requests, there is a need to enforce the parking regulations the level of enforcement carried based upon the PCN's issued as the number drops so compliance of the parking regulations improves and the number of resources allocated are reduced.

## Stage 3: Assessing impact and analysis

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

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

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

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

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

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

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

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

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

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

# Equality Analysis

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

What are the proposals being assessed?	Review the back office structure upon the anticipated tailing off the workload as compliance improves with the introduction of ANPR. ENV05
Which Department/ Division has the responsibility for this?	ER/Public Protection/Parking and CCTV Services

Stage 1: Overview	
Name and job title of lead officer	Paul Walshe Head of Parking and CCTV Services
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	As the workload decreases due to improved compliance consideration needs to given to a reduction in the number of 1 to 2 year fixed term admin officers.
2. How does this contribute to the Council's corporate priorities?	Improved efficiencies due to a reduction in expenditure.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The existing 1 to 2 year fixed term contract staff as 2. above
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None

**Stage 2: Collecting evidence/ data**

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

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

The reduction in PCN's issued will be the indicator for a reduction in resources. Any impact on staff will be managed in accordance with the Managing Workforce Change framework.

**Stage 3: Assessing impact and analysis**

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

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

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

# Equality Analysis

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

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

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

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**Stage 2: Collecting evidence/ data**

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

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

To be considered at a later date

**Stage 3: Assessing impact and analysis**

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

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

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



# Equality Analysis

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

What are the proposals being assessed?	Reduction in Supplies and Services ENV07
Which Department/ Division has the responsibility for this?	ER/Public Protection/Parking and CCTV Services

Stage 1: Overview	
Name and job title of lead officer	Paul Walshe Head of Parking and CCTV Services
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Reduction in supplies and services
2. How does this contribute to the Council's corporate priorities?	Reduces expenditure.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Not known at this moment
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

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**Stage 2: Collecting evidence/ data**

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

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

Not known at this moment

**Stage 3: Assessing impact and analysis**

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

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

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

# Equality Analysis

**ENV08 ENV09 ENV10. Replacement Saving ER10**

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

**Stage 1: Overview**

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

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## Stage 2: Collecting evidence/ data

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

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

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

## Stage 3: Assessing impact and analysis

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

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

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

# Equality Analysis – ENV11

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

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

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## Stage 2: Collecting evidence/ data

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

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

It is intended to use the remaining budgets to commissioning arts and leisure development services whereby the equalities implications for the council will be maintained within the scope of the commissions.

## Stage 3: Assessing impact and analysis

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

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



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

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

### Stage 4: Conclusion of the Equality Analysis

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

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

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

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### Stage 5: Improvement Action Pan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Loss of staff some of whom could be from an ethnic minority background and/or be women and all on lower pay grades	Encourage staff to take up council training and development courses and support them through apply for jobs outside the organisation to give them the best chance of employment elsewhere.	Attendance on training courses and jobs obtained outside of this team / organisation	Mar 17	Existing	CP	Added to TOM and individual appraisal targets from May 2016

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

### Stage 6: Reporting outcomes

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#### 10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome <a href="#">add</a> Assessment
Key impacts on staff who are at risk of job losses: These are negative from an equalities point of view as some of those affected may be women, may be from an ethnic minority background and all are on lower pay grades (ME9). Mitigation is: Advising staff early and encouraging them to attend training and development courses to improve their chances of employment elsewhere.

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

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

# Equality Analysis – ENV12

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

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

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**Stage 2: Collecting evidence/ data**

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

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

None

**Stage 3: Assessing impact and analysis**

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

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

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

Encourage staff to take up council training and development courses and support them through applying for jobs elsewhere.

### Stage 4: Conclusion of the Equality Analysis

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

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

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

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### Stage 5: Improvement Action Pan

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

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

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

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

### Stage 6: Reporting outcomes

#### 10. Summary of the equality analysis

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

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

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

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

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

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

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

# Equality Analysis – ENV13

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

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

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## Stage 2: Collecting evidence/ data

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

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

None

## Stage 3: Assessing impact and analysis

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

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Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age				X	
Disability				X	
Gender Reassignment				X	
Marriage and Civil Partnership				X	
Pregnancy and Maternity				X	
Race			X		Some of the staff losses are from an ethnic minority background
Religion/ belief				X	
Sex (Gender)			X		Some of the staff losses will be women
Sexual orientation				X	
Socio-economic status			X		The staff losses will be those at lower pay grades – ME5 – ME7



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

Encourage staff to take up council training and development courses and support them through applying for other jobs.

### Stage 4: Conclusion of the Equality Analysis

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

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

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

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### Stage 5: Improvement Action Pan

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

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

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

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

### Stage 6: Reporting outcomes

#### 10. Summary of the equality analysis

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

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

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

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

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

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

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

# Equality Analysis

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

What are the proposals being assessed?	<b>ENV14</b> Proposal that a further £100,000 income is generated as a result of rent reviews on properties within the council's commercial portfolio.
Which Department/ Division has the responsibility for this?	Environment & Regeneration Dept. Sustainable Communities Division.

Stage 1: Overview	
Name and job title of lead officer	Howard Joy Property Management & Review Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Increase in income from rent reviews of c60 properties.
2. How does this contribute to the council's corporate priorities?	n/a
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The proposal will increase income to the council.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No other departments or partners will be affected by this proposal.

Page 10

DRAFT

## Stage 2: Collecting evidence/ data

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

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

The proposal is not a new or changing policy, services or function' or a financial decision that will have an impact on services. This proposal will have no impact on the protected characteristics (equality groups). Collection of data is therefore not applicable.

## Stage 3: Assessing impact and analysis

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

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

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

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

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

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

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

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

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

**OUTCOME 1**

**OUTCOME 2**

**OUTCOME 3**

**OUTCOME 4**

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

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

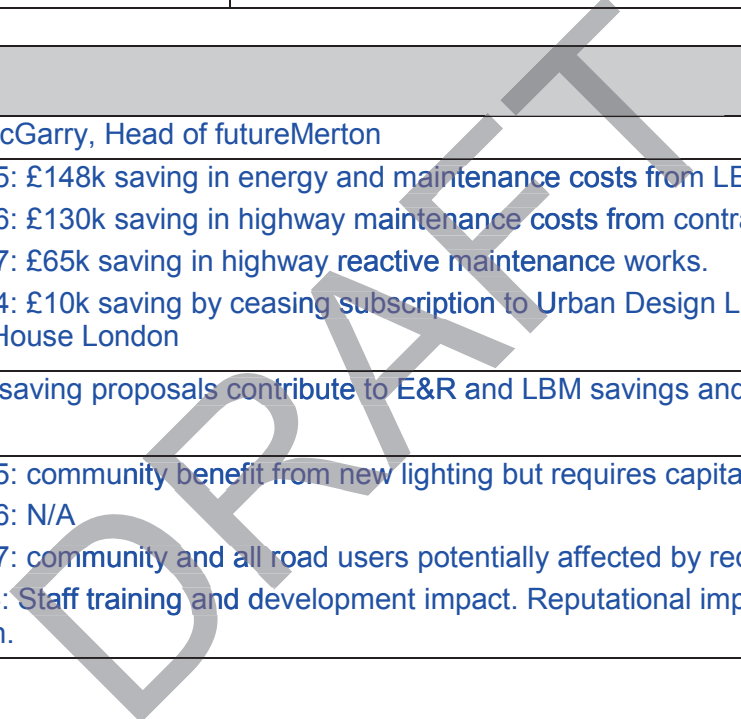
# Equality Analysis

**ENV15 ENV16 ENV17 ENV24.**

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

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

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## Stage 2: Collecting evidence/ data

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

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

futureMerton has recently merged with the former traffic & highways team where savings were achieved in terms of staff resources. These additional savings are largely met through re-scoping of long term contracts which are due to be re-procured. There is no specific impact on equality groups.

## Stage 3: Assessing impact and analysis

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

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

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

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

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

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

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

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

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

Assessment completed by	Paul McGarry futureMerton Manager	Signature: PMcG	Date:12/10/15
Improvement action plan signed off by Director/ Head of Service	James McGinlay Head of Sustainable Communities	Signature:	Date:



# Equality Analysis

ENV18 ENV19 ENV21 ENV 22.

What are the proposals being assessed?	<p><b>ENV18</b> Increased Income from events in Parks</p> <p><b>ENV19</b> Offsetting costs running Council cemeteries with North East Surrey Crematorium funds.</p> <p><b>ENV21</b> Reduction in grant to Wandle Valley Parks Trust</p> <p><b>ENV22</b> Reduction in grant to Mitcham Common Conservators</p>
Which Department/ Division has the responsibility for this?	Sustainable Communities Division (Environment and Regeneration)

## Stage 1: Overview

Name and job title of lead officer	Doug Napier Leisure & Culture Greenspaces Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To assist in meeting the savings targets of the Department by generating significant income from the Authority's assets, re-alignment of funding streams and making reductions in grants.
2. How does this contribute to the council's corporate priorities?	Improves efficiencies.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Merton's residents and other users of the Services affected.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	North East Surrey Crematorium, Wandle Vally Parks and Mitcham Common's Conservators work in Partnership with LBM.

**Stage 2: Collecting evidence/ data**

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

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

The partners affected by proposals ENV19, ENV21 and ENV22 will be consulted re the proposals and meetings are being set up with them.

**Stage 3: Assessing impact and analysis**

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

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

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

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

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

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

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

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

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

Assessment completed by	Eamon Maher (Business Partner) - Doug Napier (Greenspaces Manager)	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	James McGinlay (Head of Sustainable Communities)	Signature:	Date:

# Equality Analysis

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

<b>Stage 1: Overview</b>	
Name and job title of lead officer	Neil Milligan. Building and Development Control Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>ENV20 Increased income from Building Control Services</p> <p>It is proposed to enhance the service to generate this additional income by increasing the market share against the approved inspectors and to provide additional services on top of those already identified in the commercialisation plans.</p>
2. How does this contribute to the council's corporate priorities?	Providing a better service for customers.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All residents and businesses are potential users of the business. This also includes schools, hospitals libraries and other public service providing functions. The additional services will benefit the council by bolstering the existing services on offer to provide a more attractive and effective service provision.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The service is relatively self-contained but impacts on a wide variety of other services that rely heavily on the service to progress their own individual aims.

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## Stage 2: Collecting evidence/ data

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

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

There is no information presently collected on such groups using the service. Potential impacts on groups could be monitored through an action plan although this would have its own resource implications

## Stage 3: Assessing impact and analysis

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

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

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

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

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

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

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

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

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

**OUTCOME 1**

**OUTCOME 2**

**OUTCOME 3**

**OUTCOME 4**

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

Assessment completed by	Neil Milligan. Development and Building Control Manager	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	James McGinlay.	Signature:	Date:

# Equality Analysis

ENV23.

What are the proposals being assessed?	ENV23 Further Savings from the phase C procurement of Lot 2
Which Department/ Division has the responsibility for this?	Sustainable Communities Division (Environment and Regeneration)

Stage 1: Overview	
Name and job title of lead officer	Doug Napier Leisure & Culture Greenspaces Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To assist in meeting the savings targets of the Department, whilst maintaining quality of Service, by selecting a service provider with partner boroughs.
2. How does this contribute to the council's corporate priorities?	Improves efficiencies.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Merton's residents and other users of the Services affected.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Contracting arrangements will be made in partnership with the London Borough of Sutton..

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DRAFT

**Stage 2: Collecting evidence/ data**

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

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

It will be some time before contracting arrangements are finalised. Additional, more detailed, Equality Assessments will be made later on in the process. Impact on staff will be managed in accordance with the Managing Workforce Change framework.

**Stage 3: Assessing impact and analysis**

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

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



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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Eamon Maher (Business Partner), Doug Napier (Greenspaces Manager)	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	James McGinlay (Head of Sustainable Communities)	Signature:	Date:

# Equality Analysis

**ENV25 & ENV26.**

What are the proposals being assessed?	<b>ENV25 &amp; ENV26</b> Post Phase C contract award - Restructure across all levels of staff within the wider waste and street cleansing support services. Rebalancing of Rounds.
Which Department/ Division has the responsibility for this?	E&R – Street Scene & Waste

**Stage 1: Overview**

Name and job title of lead officer	Cormac Stokes, Head of Street Scene & Waste
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>Following contract award in (Dec2016) To undertake a review of the administration services with the aim of moving from a support function towards a commercialized commissioning and clienting service post Phase C</p> <p>The areas in scope of Phase C procurement cover a number of environmental services as part of the South London Waste Partnership (SLWP) This will include</p> <ul style="list-style-type: none"> <li>Waste Collection and recycling</li> <li>Commercial waste</li> <li>Street Cleaning</li> <li>Winter Maintenance</li> <li>Vehicle Maintenance</li> </ul>
2. How does this contribute to the council's corporate priorities?	To provide robust commercial acumen and identify areas of further savings.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>The current proposal is for the procurement to provide the same level of service minimising any impact on residents</p> <p>The staff delivering these universal service are directly impacted and may be required to transfer to a new provider under full TUPE regulations</p> <p>The staff that remain with the council will be required to adapt to changing roles and responsibilities.</p>

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4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?

This project has a direct impact on two main areas.

Street Scene / waste – Cormac Stokes

There are indirect links to Parks and green spaces –James McGinlay

DRAFT

**Stage 2: Collecting evidence/ data**

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

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

1. skill matrix and change management to be conducted following outcome of SLWP contract award (phase C)
2. Further equalities impact will be undertaken to ensure staff are fully supported and engaged in the process. This work will be undertaken once the governance structure has been agreed with the Partnerships strategic steering group.

**Stage 3: Assessing impact and analysis**

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

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

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

1. N/A

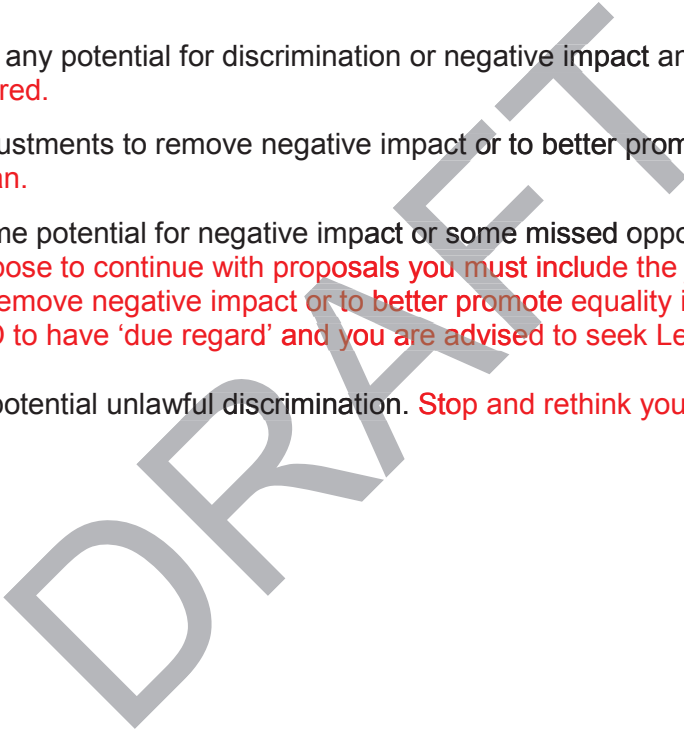
**Stage 4: Conclusion of the Equality Analysis**

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

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

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

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**Stage 5: Improvement Action Pan**

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

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

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

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

**Stage 6: Reporting outcomes**

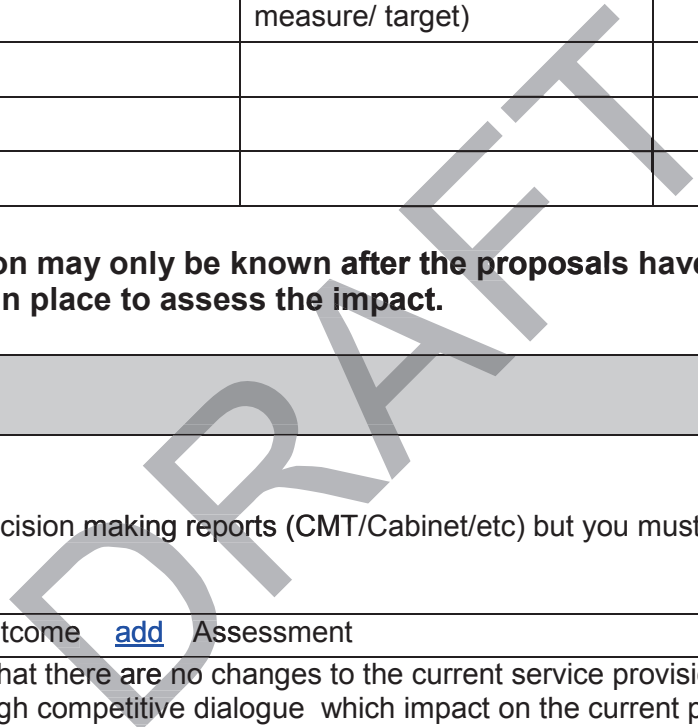
**10. Summary of the equality analysis**

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

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

The scope of the procurement is to ensure that there are no changes to the current service provision currently provided by the in house service. Any proposed changes by the bidders through competitive dialogue which impact on the current provision will require cabinet approval and an additional Impact assessment completed.

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

DRAFT

# Equality Analysis

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

<b>Stage 1: Overview</b>	
Name and job title of lead officer	Cormac Stokes
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	1) Removal of food waste liners
2. How does this contribute to the Council's corporate priorities?	To deliver potential savings.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Potentially 81,000 Merton householders would be affected by withdrawal of food waste liners. It should be noted that only 52% of residents take part in this service.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No.

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DRAFT



### Stage 2: Collecting evidence/ data

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

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

A more detailed EIA will be completed.

### Stage 3: Assessing impact and analysis

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

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

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Removal of free liners may lead to the food waste being put back into the residual waste stream increasing the weight of the residual sacks which will make these sacks heavier to lift for presentation.	Ensure residents are made aware of alternative sources of caddy liners and food storage options prior to collection.	Disposal weights remain consistent		Existing	CS	

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Brian McLoughlin, Waste Operations Manger	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes, Head of Street Scene and Waste	Signature:	Date:

DRAFT

# Equality Analysis

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

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

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**Stage 2: Collecting evidence/ data**

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

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

N/A

**Stage 3: Assessing impact and analysis**

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

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

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

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

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

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

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

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

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

**OUTCOME 1**

**OUTCOME 2**

**OUTCOME 3**

**OUTCOME 4**

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

Assessment completed by	Brian McLoughlin, Waste Operations Manger	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes, Head of Street Scene & Waste	Signature:	Date:

# Equality Analysis

<b>ENV29</b>
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What are the proposals being assessed?	Changes in waste collection arrangements <b>ENV29</b>
Which Department/ Division has the responsibility for this?	Street Scene and Waste

<b>Stage 1: Overview</b>	
Name and job title of lead officer	Cormac Stokes
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	1) Realign budget to reflect actual income achieved through sale of textiles
2. How does this contribute to the Council's corporate priorities?	To deliver potential savings.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	N/A
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No.

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**Stage 2: Collecting evidence/ data**

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

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

N/A

**Stage 3: Assessing impact and analysis**

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

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



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

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

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

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

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

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

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

**OUTCOME 1**

**OUTCOME 2**

**OUTCOME 3**

**OUTCOME 4**

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

Assessment completed by	Brian McLoughlin, Waste Operations Manager	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes, Head of Street Scene & Waste	Signature:	Date:

# Equality Analysis

ENV30
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What are the proposals being assessed?	ENV30 Changes in Garden waste service
Which Department/ Division has the responsibility for this?	Street Scene and Waste

Stage 1: Overview	
Name and job title of lead officer	Cormac Stokes
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	1) Increase annual subscription fees by £5 p.a.
2. How does this contribute to the Council's corporate priorities?	To deliver potential savings.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Residents who join the garden waste service
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No.

DRAFT

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**Stage 2: Collecting evidence/ data**

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

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

A more detailed EIA will be completed.

**Stage 3: Assessing impact and analysis**

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		✓	✓		May not be able to afford increase
Disability		✓			May not be able to afford increase
Gender Reassignment		✓			
Marriage and Civil Partnership		✓			
Pregnancy and Maternity		✓			
Race		✓			
Religion/ belief		✓			
Sex (Gender)		✓			
Sexual orientation		✓			
Socio-economic status		✓	✓		May not be able to afford increase

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Brian McLoughlin, Waste Operations Manger	Signature:	Date:
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**Stage 5: Sign off by Director/ Head of Service**

Improvement action plan signed off by Director/ Head of Service	Cormac Stokes, Head of Street Scene & Waste	Signature:	Date:
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# Equality Analysis

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What are the proposals being assessed?	EN31 Commencing charging schools for recyclable waste (17/18) and food waste (18/19) collection
Which Department/ Division has the responsibility for this?	Street Scene and Waste

Stage 1: Overview	
Name and job title of lead officer	Cormac Stokes
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	1) Commencing charging schools for recyclable waste (17/18) and food waste (18/19) collection
2. How does this contribute to the council's corporate priorities?	To deliver potential savings.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Merton schools would be affected by charging.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The responsibility to arrange the collection of waste is for the individual school they are able to arrange collection via the Council, or directly via a private waste carrier.

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**Stage 2: Collecting evidence/ data**

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

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

A more detailed EIA will be completed.

**Stage 3: Assessing impact and analysis**

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

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Brian McLoughlin, Waste Operations Manger	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes, HOS	Signature:	Date:



# Equality Analysis

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

What are the proposals being assessed?	Review of Business Support Requirements (Transport) (ENV32).
Which Department/ Division has the responsibility for this?	Environment and Regeneration

Stage 1: Overview	
Name and job title of lead officer	Rachel Mawson
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To reduce the overheads of the organisation by reducing the back office support costs. This will be possible following the SLWP Phase 3 implementation.
2. How does this contribute to the council's corporate priorities?	Improved efficiencies due to a reduction in expenditure and more cost effective ways of working..
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The Business Support Staff within the Section (6 FTEs)
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

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DRAFT

## Stage 2: Collecting evidence/ data

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

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

The impact on staff will be managed in accordance with the Managing Workforce Change framework. A more detailed analysis will be undertaken in the future to assess the impact on staff.

## Stage 3: Assessing impact and analysis

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

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Rachel Mawson (Interim Transport Manager)	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes (Head of Street Scene & Waste)	Signature:	Date:

# Equality Analysis

What are the proposals being assessed?	Proposed budget saving CH52 – review of remaining Supporting People expenditure
Which Department / Division has the responsibility for this?	Community and Housing, Adult Social Care

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

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## Stage 2: Collecting evidence/ data

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

Detailed consultation is being undertaken between October and December 2015 on this proposed saving as part of the wider consultation on all savings within Adult Social Care, including a comprehensive consultation document available on the council's website, a dedicated email available to receive feedback, conducting an on-line survey, providing hard copy and feedback forms in various locations, easy read versions available in hard and soft copy formats, holding focus groups with specific customers, holding consultation meetings with staff, holding public meetings and meeting with voluntary organisations.

There are currently 79 service users who are adults with learning disabilities, aged between 21 – 54 years of age. The ethnicity data shows 66% White British (52) and the rest of the service users from Asian / British – Indian (1), Black / British – African (3), Black / British – Caribbean (5), Black / British – other black (2), Mixed other (1), Mixed – White / Black Caribbean (1), Other ethnic group (4) and White other (2), White Irish (4) backgrounds and there were Declined to say or not recorded (4).

On an operational level the evidence considered has been to:

- look at local information about trends, needs and best practice;
- review national benchmarking information about our performance ( Adult Social Care Outcomes Framework (ASCOF) and Personal Social Services Expenditure and Unit Costs) compared to other councils;
- consider the impact of pressures such as new legislation, demographic growth and Public Health Needs Assessments;
- use the Use of Resources Framework which takes a value based approach to investment - value is defined as value to the customer and the taxpayer;
- review and monitor contracted services to check if fit for purpose as well as negotiate rates to ensure value for money using tools such as the Care Funding Calculator;
- redesign or remodel the way we commission services to achieve better outcomes for customers in the most cost effective way;
- review our processes to ensure they are LEAN; and
- keep on-going support under review to ensure the support given remains appropriate and represents value for money.

The results of the consultation will be used to update this equalities analysis and also inform the planning process to mitigate against any identified risks to service users in the protected characteristics.

### Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		✓	✓		The proposal will affect the housing related support for vulnerable people, by reducing the number of people we could support and the range of support we could provide, therefore reducing their housing options.
Disability		✓	✓		The proposal will affect the housing related support for vulnerable disabled people, by reducing the number of people we could support and the range of support we could provide, therefore reducing their housing options.
Gender Reassignment		✓		✓	N/A
Marriage and Civil Partnership		✓		✓	N/A
Pregnancy and Maternity		✓	✓		The proposal will affect the housing related support for vulnerable mothers, by reducing the number of people we could support and the range of support we could provide, therefore reducing their housing options.
Race		✓	✓		The proposal will affect the housing related support for vulnerable people from a BME background, by reducing the number of people we could support and the range of support we could provide, therefore reducing their housing options
Religion/ belief		✓		✓	N/A
Sex (Gender)		✓		✓	N/A
Sexual orientation		✓		✓	N/A
Socio-economic status		✓	✓		The proposal will affect the housing related support for vulnerable people in lower socio-economic groups, by reducing the number of people we could support and the range of support we could provide, therefore reducing their housing options.

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

<p><b>Negative impact / gap in information identified in the Equality Analysis</b></p>	<p>The proposal will affect the housing related support for vulnerable people, by reducing the number of people we could support and the range of support we could provide, therefore reducing the housing options to vulnerable people.</p>
<p><b>Action required to mitigate</b></p>	<p>The Adult Social Care re-design programme, increases the emphasis on the customer, their well being and the development of suitable solutions, whilst ensuring customers are not at risk and where possible enabling their independence to live as they desire where this is possible. This will be achieved through harnessing the strengths and assets of individuals, families, communities and working closely with the voluntary sector to enable them to become more resilient in finding solutions for their lives, as well as supporting people to regain independence.</p> <p>A clear communication plan will also be developed to ensure customers and stakeholders understand the shift in council policy around promoting greater independence, with the potential of a reduced service offer but recognising the partnership working with other council teams and the health and voluntary sector to ensure a more holistic and joined up approach to developing support solutions. The customer will be put at the heart of the process and a much greater sense of independence enabled where this is possible.</p> <p>Internal processes will continue to be reviewed to ensure staff are suitably trained to ensure resources are allocated fairly and to best effect; resource panels are in place (over a certain threshold); support packages are reviewed; and performance monitored in the allocation of resources via the quality framework. Also improved integrated working practices will be implemented across other council teams, the voluntary sector and health partners.</p> <p>Monitoring will take place of changes and staff will be suitably trained to ensure customer needs are being adequately met and the council is not in breach of meeting its statutory responsibilities.</p> <p>We will also ensure that any identified changes to support solutions are put in place swiftly and regular customer contact will be used as a mechanism to ensure that any changes made to support solutions around promoting greater independence does enhance the customer's quality of life.</p> <p>The results of the consultation planned between October and December 2015, will help to identify what further actions can be taken to mitigate against any negative impact.</p>
<p><b>How will you know this is achieved? e.g. performance measure / target</b></p>	<p>National performance indicators (ASCOF) and local performance monitoring.</p>
<p><b>By when</b></p>	<p>March 2017</p>
<p><b>Existing or additional resources?</b></p>	<p>Existing</p>
<p><b>Lead Officer</b></p>	<p>Rahat Ahmed-Man</p>

Action added to divisional / team plan?

Included in the Adult Social Care re-design programme.

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

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

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

Older

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

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

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



# Equality Analysis

What are the proposals being assessed?	Budget saving CH53 – use funds from Public Health to fund the prevention strategy which is currently funded from grants
Which Department/ Division has the responsibility for this?	Community and Housing, Adult Social Care

Stage 1: Overview	
Name and job title of lead officer	Rahat Ahmed-Man, Head of Assessment and Commissioning
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The aim and desired outcome of the proposal is to continue to provide prevention activity but for it to be funded from a different source and provided by Adult Social Care. It also supports the commitment in the Adult Social Care Target Operating Model (TOM) to continue the Ageing Well Prevention programme, but with less funding from the council. However, this may mean that some Public Health activities may not be available in the future as there will be reduced funding available to the Public Health team.
2. How does this contribute to the council's corporate priorities?	The Adult Social Care Service plan and TOM contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly, with the council being an enabler, working with partners to provide services.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	It is not currently known who will be affected or what future funding issues Public Health may face. When these details are known, Public Health will undertake any necessary equalities analysis.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The responsibility for the prevention activity will be moved from Public Health to Adult Social Care.

## Stage 2: Collecting evidence/ data

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

The Use of Resources Framework, which takes a value based approach to investment (value is defined as value to the customer and the taxpayer) and promotes the independence of individuals and reduces reliance on council funded services, utilising the approach around the Use of Resources Framework of Prevention; Recovery; Long term support; Process; Partnership; and Contributions.

It is not currently known who will be affected or what future funding issues Public Health may face. When these details are known, Public Health will undertake any necessary equalities analysis.

### Stage 3: Assessing impact and analysis

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

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Stage 5: Sign off by Director/ Head of Service

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

# Equality Analysis

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

What are the proposals being assessed?	Proposed budget savings CH54, CH58 and CH59 – staff reductions
Which Department/ Division has the responsibility for this?	Community and Housing, Adult Social Care

Stage 1: Overview	
Name and job title of lead officer	Rahat Ahmed-Man, Head of Assessment and Commissioning
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>To transform service delivery through improved and efficient processes and response times.</p> <p>The aim and desired outcome of the proposal is to achieve the proposed budget savings in a way that the service continues to meet its statutory duties and minimises adverse impact on service users, taking in to account previous budget savings and the cumulative effect on service delivery. There may also be an impact on the council’s statutory duties under the Care Act 2014. The Adult Social Care Target Operating Model (TOM) is committed to service transformation, through efficient processes and building on, and establishing, the promoting the independence of individuals approach and reducing reliance on council funded services, utilising the approach around the Use of Resources Framework of Prevention; Recovery; Long term support; Process; Partnership; and Contributions.</p> <p>However, there could be reduced / delayed services and may lead to increased waiting times for service users, reduced capacity to monitor quality within provider services and / or to undertake assessments and reviews which would have a direct implication on the ability to effectively support / promote independence. The Adult Social Care TOM commitment to flexible and mobile working and to improve assessment and care management processes should enable any risks to be mitigated.</p>
2. How does this contribute to the council’s corporate priorities?	The Adult Social Care Service plan and TOM contribute to the council’s overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly, with the council being an enabler, working with partners to provide services.
3. Who will be affected by this proposal? For example who are	Staff and service users, carers and providers could also be affected.

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the external/internal customers, communities, partners, stakeholders, the workforce etc.	
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	HR input will be required.

## Stage 2: Collecting evidence/ data

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

Detailed consultation is being undertaken between October and December 2015 on this proposed saving as part of the wider consultation on all savings within Adult Social Care, including a comprehensive consultation document available on the council's website, a dedicated email available to receive feedback, conducting an on-line survey, providing hard copy and feedback forms in various locations, easy read versions available in hard and soft copy formats, holding focus groups with specific customers, holding consultation meetings with staff, holding public meetings and meeting with voluntary organisations.

At the end of 2014/15 there were 4,095 service users receiving long term support with other service users receiving temporary support.

On an operational level the evidence considered has been to:

- look at local information about trends, needs and best practice;
- review national benchmarking information about our performance ( Adult Social Care Outcomes Framework (ASCOF) and Personal Social Services Expenditure and Unit Costs) compared to other councils;
- consider the impact of pressures such as new legislation, demographic growth and Public Health Needs Assessments;
- use the Use of Resources Framework which takes a value based approach to investment - value is defined as value to the customer and the taxpayer;
- review and monitor contracted services to check if fit for purpose as well as negotiate rates to ensure value for money using tools such as the Care Funding Calculator;
- redesign or remodel the way we commission services to achieve better outcomes for customers in the most cost effective way;
- review our processes to ensure they are LEAN; and

- keep on-going support under review to ensure the support given remains appropriate and represents value for money.

The results of the consultation will be used to update this equalities analysis and also inform the planning process to mitigate against any identified risks to service users in the protected characteristics.

### Stage 3: Assessing impact and analysis

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

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

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

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

<p><b>Negative impact / gap in information identified in the Equality Analysis</b></p>	<p>Impact on staff who may be made redundant. Reduced / delayed services which may lead to increased waiting times for service users, reduced capacity to monitor quality within provider services and / or to undertake assessments and reviews which would have a direct implication on the ability to effectively support / promote independence.</p>
<p><b>Action required to mitigate</b></p>	<p>All staffing changes will be managed in line with the council's Managing Organisational Change Framework, including regular communication and engagement with affected staff, staff groups and unions.</p> <p>The Adult Social Care re-design programme, increases the emphasis on the customer, their well being and the development of suitable solutions, whilst ensuring customers are not at risk and where possible enabling their independence to live as they desire where this is possible. This will be achieved through harnessing the strengths and assets of individuals, families, communities and working closely with the voluntary sector to enable them to become more resilient in finding solutions for their lives, as well as supporting people to regain independence.</p> <p>The TOM and the corresponding delivery mechanism of the Adult Social Care redesign programme reflect the approach to transforming service delivery. Lean review of internal processes and the use of flexible and mobile working will be exploited to enable staff to work in a more effective way.</p> <p>A clear communication plan will also be developed to ensure customers and stakeholders understand the shift in council policy around promoting greater independence, with the potential of a reduced service offer but recognising the partnership working with other council teams and the health and voluntary sector to ensure a more holistic and joined up approach to developing support solutions. The customer will be put at the heart of the process and a much greater sense of independence enabled where this is possible.</p> <p>Internal processes will continue to be reviewed to ensure staff are suitably trained to ensure resources are allocated fairly and to best effect; resource panels are in place (over a certain threshold); support packages are reviewed; and performance monitored in the allocation of resources via the quality framework. Also improved integrated working practices will be implemented across other council teams, the voluntary sector and health partners.</p> <p>Monitoring will take place of changes and staff will be suitably trained to ensure customer needs are being adequately met and the council is not in breach of meeting its statutory responsibilities.</p> <p>We will also ensure that any identified changes to support solutions are put in place swiftly and regular customer contact will be used as a mechanism to ensure that any changes made to support solutions around promoting</p>

	greater independence does enhance the customer's quality of life.  The results of the consultation planned between October and December 2015, will help to identify what further actions can be taken to mitigate against any negative impact.
How will you know this is achieved? e.g. performance measure / target	Revised staffing structure and delivery model. National performance indicators (ASCOF) and local performance monitoring.
By when	On-going from March 2016
Existing or additional resources?	Existing
Lead Officer	Rahat Ahmed-Man
Action added to divisional / team plan?	Included in the Adult Social care re-design programme

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

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

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

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

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



# Equality Analysis

What are the proposals being assessed?	Proposed budget saving CH55 – Less 3 <sup>rd</sup> party payments through Promoting Independence throughout the assessment, support, planning and review process and across all client groups
Which Department/ Division has the responsibility for this?	Community and Housing, Adult Social Care

Stage 1: Overview	
Name and job title of lead officer	Rahat Ahmed-Man, Head of Assessment and Commissioning
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The aim and desired outcome of the proposal is to achieve the proposed budget savings in a way that the service continues to meet its statutory duties and minimises adverse impact on service users, taking in to account previous budget savings and the cumulative effect on service delivery. This proposal supports the Target Operating Model (TOM) commitment to use review processes to promote an explicit hierarchy of support offered in order to promote self-support and independence. It is intended to do this using an approach which promotes the independence of individuals and reduces reliance on council funded services, utilising the approach around the Use of Resources Framework of Prevention; Recovery; Long term support; Process; Partnership; and Contributions.
2. How does this contribute to the council's corporate priorities?	The Adult Social Care Service plan and TOM contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly, with the council being an enabler, working with partners to provide services.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Service users
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	N/A

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## Stage 2: Collecting evidence/ data

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

Detailed consultation is being undertaken between October and December 2015 on this proposed saving as part of the wider consultation on all savings within Adult Social Care, including a comprehensive consultation document available on the council's website, a dedicated email available to receive feedback, conducting an on-line survey, providing hard copy and feedback forms in various locations, easy read versions available in hard and soft copy formats, holding focus groups with specific customers, holding consultation meetings with staff, holding public meetings and meeting with voluntary organisations.

At the end of 2014/15 there were 4,095 service users receiving long term support with other service users receiving temporary support.

On an operational level the evidence considered has been to:

- looked at local information about trends, needs and best practice;
- reviewed national benchmarking information about our performance ( Adult Social Care Outcomes Framework (ASCOF) and Personal Social Services Expenditure and Unit Costs) compared to other councils;
- considered the impact of pressures such as new legislation, demographic growth and Public Health Needs Assessments;
- used the Use of Resources Framework which takes a value based approach to investment - value is defined as value to the customer and the taxpayer;
- reviewed and monitored contracted services to check if fit for purpose as well as negotiate rates to ensure value for money using tools such as the Care Funding Calculator;
- redesigned or remodelled the way we commission services to achieve better outcomes for customers in the most cost effective way;
- reviewed our processes to ensure they are LEAN; and
- kept on-going support under review.

The results of the consultation will used to update this equalities analysis and also inform the planning process to mitigate against any identified risks to service users in the protected characteristics.

## Stage 3: Assessing impact and analysis

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

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

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

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

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<p><b>Negative impact / gap in information identified in the Equality Analysis</b></p>	<p>Reduced access to services relating to residential and domiciliary care.</p>
<p><b>Action required to mitigate</b></p>	<p>The Adult Social Care re-design programme, increases the emphasis on the customer, their well being and the development of suitable solutions, whilst ensuring customers are not at risk and where possible enabling their independence to live as they desire where this is possible. This will be achieved through harnessing the strengths and assets of individuals, families, communities and working closely with the voluntary sector to enable them to become more resilient in finding solutions for their lives, as well as supporting people to regain independence.</p> <p>A clear communication plan will also be developed to ensure customers and stakeholders understand the shift in council policy around promoting greater independence, with the potential of a reduced service offer but recognising the partnership working with both the health and voluntary sector to ensure a more holistic and joined up approach to developing support solutions. The customer will be put at the heart of the process and a much greater sense of independence enabled where this is possible.</p> <p>Monitoring will take place of changes and staff will be suitably trained to ensure customer needs are being adequately met and the council is not in breach of meeting its statutory responsibilities.</p> <p>We will also ensure that any identified changes to support solutions are put in place swiftly and regular customer contact will be used as a mechanism to ensure that any changes made to support solutions around promoting greater independence does enhance the customer’s quality of life.</p> <p>Internal processes will continue to be reviewed to ensure staff are suitably trained to ensure resources are allocated fairly and to best effect; resource panels are in place (over a certain threshold); support packages are reviewed; and performance monitored in the allocation of resources via the quality framework. Also improved working practices will be implemented across other council teams, the voluntary sector and health partners.</p> <p>The results of the consultation planned between October and December 2015, will help to identify what further actions can be taken to mitigate against any negative impact.</p>
<p><b>How will you know this is achieved? e.g. performance measure / target</b></p>	<p>National performance indicators (ASCOF) and local performance monitoring.</p>
<p><b>By when</b></p>	<p>March 2018</p>
<p><b>Existing or additional</b></p>	<p>Existing</p>

resources?	
Lead Officer	Rahat Ahmed-Man
Action added to divisional / team plan?	Included in the Adult Social care re-design programme.

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

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

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

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

# Equality Analysis

What are the proposals being assessed?	Proposed budget saving CH57 – staff reduction
Which Department / Division has the responsibility for this?	Community and Housing, Housing Needs and Enabling Service

Stage 1: Overview	
Name and job title of lead officer	Steve Langley, Head of Housing Needs and Strategy
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The aim of the proposed reduction is to reduce the overall number of staff, whilst seeking to preserve a greater number of front-line staff, to ensure that the reductions have minimal adverse impact on customers.
2. How does this contribute to the council's corporate priorities?	The Housing Needs Service plan and Target Operating Model contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly, with the council being an enabler, working with partners to provide services.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All of the savings will have some impact on customers both internally and externally. Reduction in posts may lead to the service received not being as efficient and with slippage in service standards.  The Housing Needs service is a demand / need led service and as such unlikely to discriminate against a single individual community or area. Accordingly it is unlikely that these proposals will have an adverse affect on any one protected characteristic.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	N/A

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## Stage 2: Collecting evidence/ data

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

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

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

## Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		✓	✓		The Housing Needs service is a demand / need led service and as such unlikely to discriminate against a single individual, community or area. Accordingly it is unlikely that these proposals will have an adverse affect on any one protected characteristic, however all groups have the potential to be negatively affected.
Disability		✓	✓		As above
Gender Reassignment		✓	✓		As above
Marriage and Civil Partnership		✓	✓		As above
Pregnancy and Maternity		✓	✓		As above
Race		✓	✓		As above
Religion/ belief		✓	✓		As above
Sex (Gender)		✓	✓		As above

Sexual orientation		✓	✓		As above
Socio-economic status		✓	✓		As above

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

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

<b>Negative impact / gap in information identified in the Equality Analysis</b>	The Housing Needs service is a demand / need led service and as such unlikely to discriminate against a single individual, community or area. Accordingly it is unlikely that these proposals will have an adverse affect on any one protected characteristic, however all groups have the potential to be negatively affected.
<b>Action required to mitigate</b>	<p>There will be the need to undertake a comprehensive assessment on how the business is delivered. This would inform our future approach in ensuring that the council continues to deliver its statutory housing functions, including revisions to front end service delivery to provide customers with better self-help tools and information via the website in order to enable staff to focus on priority cases.</p> <p>All staffing changes will be managed in line with the council's Managing Organisational Change Framework, including regular communication and engagement with affected staff, staff groups and unions.</p> <p>An equalities analysis will be undertaken on the specific staffing reductions.</p>
<b>How will you know this is achieved? e.g. performance measure / target</b>	Revised structure and self-help tools in place
<b>By when</b>	March 2017
<b>Existing or additional resources?</b>	Existing
<b>Lead Officer</b>	Steve Langley
<b>Action added to divisional / team plan?</b>	Included in the Housing Needs TOM

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



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

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

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

Assessment completed by	Steve Langley, Head of Housing Needs and Strategy	Signature: Steve Langley	Date: 12.10.15
Improvement action plan signed off by Director/ Head of Service	Simon Williams, Director of Community and Housing	Signature: Simon Williams	Date: 12.10.15

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# Equality Analysis

What are the proposals being assessed?	Proposed budget saving CH60 – Decommission the South Thames Crossroads Caring for Carers contract
Which Department/ Division has the responsibility for this?	Community and Housing, Adult Social Care

## Stage 1: Overview

Name and job title of lead officer	Rahat Ahmed-Man, Head of Assessment and Commissioning
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The aim and desired outcome of the proposal is to achieve the required budget savings in a way that the service continues to meet its statutory duties and minimises adverse impact on service users, taking in to account previous budget savings and the cumulative effect on service delivery. It is intended to do this using an approach which promotes independence and reduces reliance on council funded services, utilising the approach around the Use of Resources Framework of Prevention; Recovery; Long term support; Process; Partnership; and Contributions. This proposal supports the Adult Social Care commissioning and procurement plan and the Target Operating Model (TOM) commitment of service transformation, by decommissioning the South Thames Crossroads Caring for Carers contract and providing an alternative service through domiciliary care services, Direct payments and commissioned holistic carers and support from the voluntary sector.
2. How does this contribute to the council's corporate priorities?	The Adult Social Care Service plan and TOM contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly, with the council being an enabler, working with partners to provide services.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Service users and carers
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	N/A

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## Stage 2: Collecting evidence/ data

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

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

Detailed consultation is being undertaken between October and December 2015 on this proposed saving as part of the wider consultation on all savings within Adult Social Care, including a comprehensive consultation document available on the council's website, a dedicated email available to receive feedback, conducting an on-line survey, providing hard copy and feedback forms in various locations, easy read versions available in hard and soft copy formats, holding focus groups with specific customers, holding consultation meetings with staff, holding public meetings and meeting with voluntary organisations.

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

On an operational level the evidence considered has been to:

- look at local information about trends, needs and best practice;
- review national benchmarking information about our performance (Adult Social Care Outcomes Framework (ASCOF) and Personal Social Services Expenditure and Unit Costs) compared to other councils;
- consider the impact of pressures such as new legislation, demographic growth and Public Health Needs Assessments;
- use the Use of Resources Framework which takes a value based approach to investment - value is defined as value to the customer and the taxpayer;
- review and monitor contracted services to check if fit for purpose as well as negotiate rates to ensure value for money using tools such as the Care Funding Calculator;
- redesign or remodel the way we commission services to achieve better outcomes for customers in the most cost effective way;
- review our processes to ensure they are LEAN; and
- keep on-going support under review to ensure the support given remains appropriate and represents value for money.

The results of the consultation will be used to update this equalities analysis and also inform the planning process to mitigate against any identified risks to service users in the protected characteristics.

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

### Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		✓	✓		There may be some negative impact through delays in accessing services whilst service users and carers get used to the new process
Disability		✓	✓		There may be some negative impact through delays in accessing services whilst service users and carers get used to the new process
Gender Reassignment		✓		✓	N/A
Marriage and Civil Partnership		✓		✓	N/A
Pregnancy and Maternity		✓		✓	N/A
Race		✓		✓	N/A
Religion/ belief		✓		✓	N/A
Sex (Gender)		✓		✓	N/A
Sexual orientation		✓		✓	N/A
Socio-economic status		✓		✓	N/A

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

Negative impact / gap in information identified in the Equality Analysis	There may be some negative impact through delays in accessing services whilst service users and carers get used to the new process.
Action required to mitigate	The Adult Social Care re-design programme, increases the emphasis on the customer, their well being and the development of suitable solutions, whilst ensuring customers are not at risk and where possible enabling their independence to live as they desire where this is possible. This will be achieved through harnessing the strengths and assets of individuals, families, communities and working closely with the voluntary sector to enable them to become more resilient in finding solutions for their lives, as well as supporting people to regain independence.

	<p>A clear communication plan will also be developed to ensure customers and stakeholders understand the shift in council policy around promoting greater independence, with the potential of a reduced service offer but recognising the partnership working with both the health and voluntary sector to ensure a more holistic and joined up approach to developing support solutions. The customer will be put at the heart of the process and a much greater sense of independence enabled where this is possible.</p> <p>Monitoring will take place of changes and staff will be suitably trained to ensure customer needs are being adequately met and the council is not in breach of meeting its statutory responsibilities.</p> <p>We will also ensure that any identified changes to support solutions are put in place swiftly and regular customer contact will be used as a mechanism to ensure that any changes made to support solutions around promoting greater independence does enhance the customer's quality of life.</p> <p>Internal processes will continue to be reviewed to ensure staff are suitably trained to ensure resources are allocated fairly and to best effect; resource panels are in place (over a certain threshold); support packages are reviewed; and performance monitored in the allocation of resources via the quality framework. Also improved working practices will be implemented across other council teams, the voluntary sector and health partners.</p> <p>The results of the consultation planned between October and December 2015, will help to identify what further actions can be taken to mitigate against any negative impact.</p>
<p>How will you know this is achieved? e.g. performance measure / target</p>	<p>Contract decommissioned. Local performance monitoring of alternative service take-up.</p>
<p>By when</p>	<p>March 2016</p>
<p>Existing or additional resources?</p>	<p>Existing</p>
<p>Lead Officer</p>	<p>Rahat Ahmed-Man</p>
<p>Action added to divisional / team plan?</p>	<p>Included in the Adult Social care re-design programme.</p>

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

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

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

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

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# Equality Analysis

What are the proposals being assessed?	Proposed budget saving CH61 – Decommission the Sodexo Meals on Wheels contract
Which Department/ Division has the responsibility for this?	Community and Housing, Adult Social Care

Stage 1: Overview	
Name and job title of lead officer	Rahat Ahmed-Man, Head of Assessment and Commissioning
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The aim and desired outcome is to achieve the proposed budget savings in a way that the service continues to meet its statutory duties and minimises adverse impact on service users, taking in to account previous budget savings and the cumulative effect on service delivery. It is intended to do this using an approach which promotes independence and reduces reliance on council funded services, utilising the approach around the Use of Resources Framework of Prevention; Recovery; Long term support; Process; Partnership; and Contributions. This proposal supports the Adult Social Care commissioning and procurement plan and the Target Operating Model (TOM) commitment of service transformation, by providing an alternative service through embedding support within the community, neighbourhood and voluntary support infrastructure.
2. How does this contribute to the council's corporate priorities?	The Adult Social Care Service plan and TOM contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly, with the council being an enabler, working with partners to provide services.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Service users
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	N/A

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## Stage 2: Collecting evidence/ data

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

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

Detailed consultation is being undertaken between October and December 2015 on this proposed saving as part of the wider consultation on all savings within Adult Social Care, including a comprehensive consultation document available on the council's website, a dedicated email available to receive feedback, conducting an on-line survey, providing hard copy and feedback forms in various locations, easy read versions available in hard and soft copy formats, holding focus groups with specific customers, holding consultation meetings with staff, holding public meetings and meeting with voluntary organisations.

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

On an operational level the evidence considered has been to:

- look at local information about trends, needs and best practice;
- review national benchmarking information about our performance (Adult Social Care Outcomes Framework (ASCOF) and Personal Social Services Expenditure and Unit Costs) compared to other councils;
- consider the impact of pressures such as new legislation, demographic growth and Public Health Needs Assessments;
- use the Use of Resources Framework which takes a value based approach to investment - value is defined as value to the customer and the taxpayer;
- review and monitor contracted services to check if fit for purpose as well as negotiate rates to ensure value for money using tools such as the Care Funding Calculator;
- redesign or remodel the way we commission services to achieve better outcomes for customers in the most cost effective way;
- review our processes to ensure they are LEAN; and
- keep on-going support under review to ensure the support given remains appropriate and represents value for money.

The results of the consultation will be used to update this equalities analysis and also inform the planning process to mitigate against any identified risks to service users in the protected characteristics.



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

DRAFT

### Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		✓	✓		There could be a chance that some service users may feel the alternative service does not meet their needs
Disability		✓	✓		There could be a chance that some service users may feel the alternative service does not meet their needs
Gender Reassignment		✓		✓	N/A
Marriage and Civil Partnership		✓		✓	N/A
Pregnancy and Maternity		✓		✓	N/A
Race		✓		✓	N/A
Religion/ belief		✓		✓	N/A
Sex (Gender)		✓		✓	N/A
Sexual orientation		✓		✓	N/A
Socio-economic status		✓		✓	N/A

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

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

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<b>Negative impact / gap in information identified in the Equality Analysis</b>	There could be a chance that some service users may feel the alternative service does not meet their needs.
<b>Action required to mitigate</b>	<p>The Adult Social Care re-design programme, increases the emphasis on the customer, their well being and the development of suitable solutions, whilst ensuring customers are not at risk and where possible enabling their independence to live as they desire where this is possible. This will be achieved through harnessing the strengths and assets of individuals, families, communities and working closely with the voluntary sector to enable them to become more resilient in finding solutions for their lives, as well as supporting people to regain independence.</p> <p>A clear communication plan will also be developed to ensure customers and stakeholders understand the shift in council policy around promoting greater independence, with the potential of a reduced service offer but recognising the partnership working with both the health and voluntary sector to ensure a more holistic and joined up approach to developing support solutions. The customer will be put at the heart of the process and a much greater sense of independence enabled where this is possible.</p> <p>Monitoring will take place of changes and staff will be suitably trained to ensure customer needs are being adequately met and the council is not in breach of meeting its statutory responsibilities.</p> <p>We will also ensure that any identified changes to support solutions are put in place swiftly and regular customer contact will be used as a mechanism to ensure that any changes made to support solutions around promoting greater independence does enhance the customer’s quality of life.</p> <p>Internal processes will continue to be reviewed to ensure staff are suitably trained to ensure resources are allocated fairly and to best effect; resource panels are in place (over a certain threshold); support packages are reviewed; and performance monitored in the allocation of resources via the quality framework. Also improved working practices will be implemented across other council teams, the voluntary sector and health partners.</p> <p>The results of the consultation planned between October and December 2015, will help to identify what further actions can be taken to mitigate against any negative impact.</p>
<b>How will you know this is achieved? e.g. performance measure / target</b>	Contract decommissioned. Local performance monitoring of alternative service take-up.
<b>By when</b>	March 2016
<b>Existing or additional</b>	Existing

resources?	
Lead Officer	Rahat Ahmed-Man
Action added to divisional / team plan?	Included in the Adult Social care re-design programme

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

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

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

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

# Equality Analysis

What are the proposals being assessed?	Budget saving CH62 – Cease the supported accommodation provision from Family Mosaic
Which Department/ Division has the responsibility for this?	Community and Housing, Adult Social Care

<b>Stage 1: Overview</b>	
Name and job title of lead officer	Rahat Ahmed-Man, Head of Assessment and Commissioning
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The aim and desired outcome is to achieve the proposed budget savings in a way that the service continues to meet its statutory duties and minimises adverse impact on service users. It is intended to do this using an approach which promotes independence and reduces reliance on council funded services, utilising the approach around the Use of Resources Framework of Prevention; Recovery; Long term support; Process; Partnership; and Contributions. This proposal supports the Adult Social Care commissioning and procurement plan and the Target Operating Model (TOM) commitment of service transformation, by providing an alternative service through domiciliary care services, Direct payments and commissioned holistic carers and support from the voluntary sector.
2. How does this contribute to the council's corporate priorities?	The Adult Social Care Service plan and TOM contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly, with the council being an enabler, working with partners to provide services.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Service users
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	N/A

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## Stage 2: Collecting evidence/ data

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

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

Detailed consultation is being undertaken between October and December 2015 on this proposed saving as part of the wider consultation on all savings within Adult Social Care, including a comprehensive consultation document available on the council's website, a dedicated email available to receive feedback, conducting an on-line survey, providing hard copy and feedback forms in various locations, easy read versions available in hard and soft copy formats, holding focus groups with specific customers, holding consultation meetings with staff, holding public meetings and meeting with voluntary organisations.

There are currently two adults with mental health issues at this facility.

This specific saving is due to Family Mosaic ceasing providing this specific service within Merton.

## Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
	Age		✓		
Disability		✓	✓		There may be a delay in accessing suitable accommodation when this service ceases to be provided
Gender Reassignment		✓		✓	N/A
Marriage and Civil Partnership		✓		✓	N/A
Pregnancy and Maternity		✓		✓	N/A
Race		✓		✓	N/A
Religion/ belief		✓		✓	N/A
Sex (Gender)		✓		✓	N/A
Sexual orientation		✓		✓	N/A

DRAFT

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

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

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

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

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

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

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

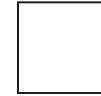
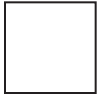
**OUTCOME 1**

**OUTCOME 2**

**OUTCOME 3**

**OUTCOME 4**





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

DRAFT

# Equality Analysis

What are the proposals being assessed?	Budget saving CH63 – Decommission the Imagine Independence service and re-commission peer led day opportunities for people with mental health
Which Department/ Division has the responsibility for this?	Community and Housing, Adult Social Care

Stage 1: Overview	
Name and job title of lead officer	Rahat Ahmed-Man, Head of Assessment and Commissioning
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>Required budget saving for 2016/17 of £84,000</p> <p>The aim and desired outcome of the proposal is to achieve the required budget savings in a way that the service continues to meet its statutory duties and minimises adverse impact on service users, taking in to account previous budget savings and the cumulative effect on service delivery. It is intended to do this using an approach which promotes the independence of individuals and reduces reliance on council funded services, utilising the approach around the Use of Resources Framework of Prevention; Recovery; Long term support; Process; Partnership; and Contributions. This proposal supports the Adult Social Care commissioning and procurement plan and the Target Operating Model (TOM) commitment of service transformation, by providing an alternative service through the voluntary sector.</p>
2. How does this contribute to the council's corporate priorities?	The Adult Social Care Service plan and TOM contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly, with the council being an enabler, working with partners to provide services.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Service users
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	N/A

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## Stage 2: Collecting evidence/ data

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

Detailed consultation is being undertaken between October and December 2015 on this proposed saving as part of the wider consultation on all savings within Adult Social Care, including a comprehensive consultation document available on the council's website, a dedicated email available to receive feedback, conducting an on-line survey, providing hard copy and feedback forms in various locations, easy read versions available in hard and soft copy formats, holding focus groups with specific customers, holding consultation meetings with staff, holding public meetings and meeting with voluntary organisations.

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

On an operational level the evidence considered has been to:

- look at local information about trends, needs and best practice;
- review national benchmarking information about our performance ( Adult Social Care Outcomes Framework (ASCOF) and Personal Social Services Expenditure and Unit Costs) compared to other councils;
- consider the impact of pressures such as new legislation, demographic growth and Public Health Needs Assessments;
- use the Use of Resources Framework which takes a value based approach to investment - value is defined as value to the customer and the taxpayer;
- review and monitor contracted services to check if fit for purpose as well as negotiate rates to ensure value for money using tools such as the Care Funding Calculator;
- redesign or remodel the way we commission services to achieve better outcomes for customers in the most cost effective way;
- review our processes to ensure they are LEAN; and
- keep on-going support under review to ensure the support given remains appropriate and represents value for money.

The results of the consultation will be used to update this equalities analysis and also inform the planning process to mitigate against any identified risks to service users in the protected characteristics.

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

### Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		✓		✓	N/A
Disability		✓	✓		There could be a chance that some service users may feel the alternative service does not meet their needs
Gender Reassignment		✓		✓	N/A
Marriage and Civil Partnership		✓		✓	N/A
Pregnancy and Maternity		✓		✓	N/A
Race		✓		✓	N/A
Religion/ belief		✓		✓	N/A
Sex (Gender)		✓		✓	N/A
Sexual orientation		✓		✓	N/A
Socio-economic status		✓		✓	N/A

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

Negative impact / gap in information identified in the Equality Analysis	There could be a chance that some service users may feel the alternative service does not meet their needs.
Action required to mitigate	<p>The Adult Social Care re-design programme, increases the emphasis on the customer, their well being and the development of suitable solutions, whilst ensuring customers are not at risk and where possible enabling their independence to live as they desire where this is possible. This will be achieved through harnessing the strengths and assets of individuals, families, communities and working closely with the voluntary sector to enable them to become more resilient in finding solutions for their lives, as well as supporting people to regain independence.</p> <p>A clear communication plan will also be developed to ensure customers and stakeholders understand the shift in</p>

	<p>council policy around promoting greater independence, with the potential of a reduced service offer but recognising the partnership working with both the health and voluntary sector to ensure a more holistic and joined up approach to developing support solutions. The customer will be put at the heart of the process and a much greater sense of independence enabled where this is possible.</p> <p>Monitoring will take place of changes and staff will be suitably trained to ensure customer needs are being adequately met and the council is not in breach of meeting its statutory responsibilities.</p> <p>We will also ensure that any identified changes to support solutions are put in place swiftly and regular customer contact will be used as a mechanism to ensure that any changes made to support solutions around promoting greater independence does enhance the customer's quality of life.</p> <p>Internal processes will continue to be reviewed to ensure staff are suitably trained to ensure resources are allocated fairly and to best effect; resource panels are in place (over a certain threshold); support packages are reviewed; and performance monitored in the allocation of resources via the quality framework. Also improved working practices will be implemented across other council teams, the voluntary sector and health partners.</p> <p>The results of the consultation planned between October and December 2015, will help to identify what further actions can be taken to mitigate against any negative impact.</p>
How will you know this is achieved? e.g. performance measure / target	Service decommissioned. Local performance monitoring of alternative service take-up.
By when	March 2016
Existing or additional resources?	Existing
Lead Officer	Rahat Ahmed-Man
Action added to divisional / team plan?	Included in the Adult Social care re-design programme

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

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

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

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

DRAFT

# Equality Analysis

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

## Stage 1: Overview

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

## Stage 2: Collecting evidence/ data

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

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

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

**Stage 3: Assessing impact and analysis**

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

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



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

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

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

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

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

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

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

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OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

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

Assessment completed by	Karin Lane, Business Partner	Signature: Karin Lane	Date: 12.10.15
Improvement action plan signed off by Director/ Head of Service	Simon Williams, Director of Community and Housing	Signature: Simon Williams	Date: 12.10.15

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