## Agenda Item 9

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<sup>\*</sup>The equality impact assessments relating to Adult Social Care will follow in a separate pack

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

#### 1. Targets set

	TARGET	TARGET	TARGET	Additional	TARGET
	2016/17	2017/18	2018/19	Target	Total
	£'000	£'000	£'000	£'000	£'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
Total Savings/Income Proposals	0	2,915	11,133	1,253	15,301

#### 2. Proposals - October 2015

	Proposals 2016/17 £'000	2017/18	2018/19	Target	Total
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)
Total Savings/Income Proposals	(200)	(3,256)	(2,509)	0	(5,965)

#### 3. Balance remaining brought forward from October 2015

	Balance	Balance	Balance	Additional	Balance
	2016/17	2017/18	2018/19	Target	Total
	£'000	£'000	£'000	£'000	£'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
Total Surplus/(Shortfall)	(200)	(341)	8,624	1,253	9,336

#### 4. Proposals identified December 2015

	Balance 2016/17 £'000	2017/18	2018/19	Target	
Corporate Services	0	(104)	(555)	0	(659)
Children, Schools & Families	0	(189)	(201)	0	(390)
Environment & Regeneration	0	(308)	(225)	0	(533)
Community & Housing	0	0	0	0	0
Total Surplus/(Shortfall)	0	(601)	(981)	0	(1,582)

#### 5. Balance remaining against target

	Balance	Balance	Balance	Additional	Balance
	2016/17	2017/18	2018/19	Target	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Services	0	0	975	266	1,241
Children, Schools & Families	0	111	1,337	187	1,635
Environment & Regeneration	0	(886)	4,015	369	3,498
Community & Housing	(200)	(167)	1,316	431	1,380
Total Surplus/(Shortfall)	(200)	(942)	7,643	1,253	7,754

#### 6. Proposals identified October 2015 + December 2015

	Balance 2016/17				
	£'000	£'000	£'000	_	£'000
Corporate Services	0	(157)	(940)	0	(1,097)
Children, Schools & Families	0	(429)	(516)	0	(945)
Environment & Regeneration	0	(2,321)	(749)	0	(3,070)
Community & Housing	(200)	(950)	(1,285)	0	(2,435)
Total	(200)	(3,857)	(3,490)	0	(7,547)
Total (Cumulative)	(200)	(4,057)	(7,547)	0	

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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)
		<u>Service</u>	Business Improvement							
		Service Implication	Reduction in IT support/maintenance contracts Rationalisation of IT systems, removal of support for some systems.	616		0	3	L	L	SP1
		Staffing Implications	None							
		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							
Page		<u>Service</u>	Business Improvement							
l G		1	Expiration of salary protection	1124			16	L	L	
(D		Service Implication	None							
1		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	None							
		TOM Implications	None							

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)
		<u>Service</u>	Infrastructure & Transactions Division Transactional Services							
0&S	CS2015-03	Description	Restructure of Transactional Services team	475			100	L	М	SS2
			Will increase the time taken to process payments and requests for new vendors to be set up on the financial system.							
			Up to 3 FTE posts deleted through voluntary/compulsory redundancy from an establishment of 13.3.							
		Impact on other	Existing BP targets will need to be revised to align with reduced Will increase the time taken to process payments and requests for new vendors to be set up on the financial system.							
Page 12		Equalities Implications TOM Implications	TBA  To be determined as the potential benefits of both the new financial and Social Care Information systems are currently unknown.							
		<u>Service</u>	Customer Services Division Programme Management							
		Description	Increase in Registrars income							
O&S	CS2015-04		Achieveable through increase in service provision within existing resource.	-102		25		L	L	SI2
		Business Plan implications	None							
		departments Equalities	None None							
		Implications TOM Implications	None							

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)
	CS2015-05	Service Description	Resources Division Staffing Costs and income budgets 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	2985			216			
		·	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							
Page			3 to 4 posts will need to be deleted							
je 13		Business Plan implications Impact on other departments	It is consistent with the streamlining proposed in the business plan  This will require a substantial increase in the move to self help by departmental managers							
		Equalities Implications	The down sizing will be managed in line with the corporate managing of change policies							
		TOM Implications	The change is consistent with TOM themes of process improvement and streamlining							

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)
			Corporate governance - audit service							
	CS2015-06		delete auditor post and fees				50		L	SS2
		Service Implication	reduced audit resource							
		Staffing Implications	1 possible redundancy							
		Business Plan	none							
		implications								
		Impact on other	None							
		departments								
		Equalities	None							
		Implications								
		Service	Chief Executive's Office							
			Running Costs							
	CS2015-07		Reduction in running cost budgets			28		L	L	SNS1
Ι п		Service Implication	A small reduction in the services that can be purchased							
l စ										
Page		Staffing Implications	None							
_		Business Plan	None							
14		implications								
			None							
		departments								
			None							
		Implications								
			None							
			Total Corporate Services Savings - October 2015		0	53	385			

### **DEPARTMENT: Children, Schools and Families Savings October 2015**

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	<u>Service</u>	<u>Schools</u>							
		Description	Increased income from schools and/or reduced LA	Income		200	200	Medium	Medium	SI1 or
		Service Implication	service offer to schools.  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.	(1,489) Retained budgets 18,553						SS2
Pag		Staffing Implications  Business Plan  implications	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.  Should funding not be secured there will be implications for service volumes and outcomes.							
je 15		Impact on other departments Equalities Implications TOM Implications	Possible impact on child protection services if service reductions result in escalations from schools and others. We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs. 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 Savings October 2015**

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 Page 16	CSF2015-04	Service Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	Commissioning, Strategy and Performance Commissioning rationalisation.  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.  1 FTE post reduction from a total of 2.44FTE.  None specific - the reductions in volumes and outcomes will result from fewer and more targeted commissioned services.  CSF will need to work with Public Health to maintain appropriate commissioning capacity.  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 as well as flexible working and the introduction of the SCIS. The rationalisation of	203			60	Medium	Low	SS1
C&YP		Service Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	commissioning capacity will be achieved through improved partnership with Public Health and CCG colleagues.  Commissioning, Strategy and Performance Property and contracts service review.  There will be a lower volume of capital works to expand school provision by 2018-19 enabling a reduction in project management capacity.  1 FTE project manager post of 3.  None specific  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 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.	451			55	Medium	Medium	SS1

### **DEPARTMENT: Children, Schools and Families Savings October 2015**

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	Service	Cross Cutting							
		Description	Data review & centralisation.	377		40		Medium	Low	SS2
Page 17		Business Plan implications Impact on other	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.  1 FTE staffing of overall pool of 8 posts.  None  We will focus on statutory returns which may impact on requests from other departments.  We will use the Council's agreed HR policies and procedures for restructuring. An EA will be developed for the service change staffing proposals.  The TOM 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.							
Total C	SF Savings Oc	tober 2015			0	240	315			

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)
		Service/Section Description Service Implication	Senior Management & Support Reduce the level of PA support to Heads of Service by 0.6fte. None	95		19		Low	Low	SS2
		Staffing Implications	Reduction of 0.6fte [of 2.6fte]							
		Business Plan implications	None							
		Impact on other departments Equalities	None None							
		Implications TOM Implications	Consistent with TOM direction of travel in reducing back office support service costs							
Page	ENV02	Service/Section Description	Parking Services (CEO team) 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.	1,311		190		Medium	Medium	SS2
		Service Implication	Better deployment of enforcement resources.							
18		Staffing Implications	Deletion of 5 FTE's [of 35fte] whilst retaining existing capacity in CEO hours per annum to achieve same outcomes							
		Business Plan implications Impact on other	No impact on business plan - allows same outputs with fewer staff  None							
		departments Equalities Implications	Will require consultation but no immediate equalities implications							
		TOM 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							
		Service/Section Description Service Implication	Parking Services (CEO team) Reduction number of team leader posts from 4 to 3 Reduced overall management	1,311		45		Low	Medium	SS2
		Staffing Implications	Loss of 1 team leaders post [of 4fte]							
		Business Plan implications	Potential drop in compliance rates.							
		Impact on other departments Equalities	None None							
		Implications TOM Implications	Consistent with direction of travel in reducing management overheads.							

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)
		Service/Section Description Service Implication	Parking Services (CEO team) 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. Improvement in overall enforcement strategy  None projected at this stage.	(5,446)		250		Medium	Medium	SI2
Pa		Business Plan implications Impact on other departments Equalities Implications TOM Implications	None  None  None  This is consistent with TOM direction of travel in better utilisation of data / heat maps to ensure resources deployed effectively.							
age 19	ENV05	Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	Parking Services Review the back office structure based upon the anticipated tailing off of ANPR activity and the movement of CCTV into parking services. Could impact upon the level of service provided	1,189		70		Medium	Medium	SS2

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)
		Service/Section	Parking Services							21124
		Description Service Implication	Reduction in transport related budgets May result in slight reduction in quality of some areas of service, particularly in respect of civil enforcement	140		46		Low	Low	SNS1
		Staffing Implications	some changes in staff travel arrangements to ensure on site as effectively and efficiently as possible.							
		Business Plan	None							
		implications								
		Impact on other	None							
		departments	None							
		Equalities Implications	INOTIE							
		TOM Implications	consistent with TOM direction of travel							
	ENV07	Service/Section	Parking Services							
		Description	Reduction in supplies & services/third party payment budgets.	571			60	Low	Low	SNS1
Page		Service Implication	May result in slight reduction in quality of some areas of service.							
		Staffing Implications	None							
20		Business Plan	None							
		implications	l							
		Impact on other	None							
		departments Equalities	None							
		Implications	TAOTIC							
		TOM Implications	consistent with TOM direction of travel							
	ENV08	Service/Section	Regulatory Services							
		Description	Funding of EH FTE by public health subsidy. As agreed between DPH and Head of PP.	190			40	Medium	Medium	SG1
		Service Implication	None							
		Staffing Implications	One FTE funded by Public Health							
		Business Plan implications	Not known at this stage							
		Impact on other	None							
		departments Equalities	Not known at this stage							
		Implications TOM Implications	Not known at this stage							

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)
		Service/Section Description Service Implication	Regulatory Services 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.  To avoid a potential conflict of interest, we will need to create a bespoke team, from existing resources, based on commercial principles that is	N/A		50	50	Medium	Low	S12
		Business Plan	separate and distinct from the enforcement function.  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 Increase in income							
Page		implications Impact on other departments Equalities Implications TOM Implications	None  None  Consistent with drive to increase commercialisation in TOM generally							
21		Service/Section Description Service Implication	Regulatory Services Reduction in Transport/Supplies and Services budget through greater efficiency May result in slight reduction in quality of some areas of service	123		10		Low	Low	SNS1
		Staffing Implications Business Plan implications Impact on other departments	None None							
		Equalities Implications TOM Implications	None consistent with TOM direction of travel							

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)
		Service/Section Description  Service Implication  Staffing Implications  Business Plan implications Impact on other departments Equalities Implications	Leisure & Culture Outsource leisure and sports activities - commissioning of the arts and sports development to an external organisation to replace the in-house provision.  Potential reduction in the scope of the service  Loss of 3 ftes [of 12.6fte]  None  Potential loss of departmental support on corporate projects  None, objectives would be maintained within the scope of the commissioning brief.	589		59		Low	Low	SP1
Page 22		TOM Implications Service/Section Description Service Implication  Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	In line with the TOM outcomes  Leisure & Culture  Loss of head of section/amalgamated with head of Greenspaces  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.  Loss of 1 fte [of 2fte]  None  None  Linked to the outsourcing of the greenspaces functions within their TOM.	158		70		Low	Low	SS2

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	Service/Section	Leisure & Culture							
		Description	Staff savings through the reorganisation of the back office through channel	336		70		Low	Low	SS1
		O a martine a formation of the con-	shift from phone and face to face contact.							
		Service Implication	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.							
		Staffing Implications	Reduction of 3 fte [of 9.6fte]							
		Business Plan	None							
		implications	None							
		Impact on other	None							
		departments	None							
		Equalities	None							
		Implications TOM Implications	consistent with TOM direction of travel							
	ENV14	Service/Section	Property Management							
		Description	Increase in income from rent reviews of c60 properties.	(4,022)			100	Medium	Low	SI2
Page		Service Implication	none - would be within existing resources	(4,022)			100	Modium	2011	0.2
Dig			,							
Ф		Staffing Implications	Part of the current team's core work.							
23										
<u> </u> ω		Business Plan	In line with the TOM outcomes							
		implications								
		Impact on other	None							
		departments	l							
		Equalities	None							
		Implications	and the test of the TOM discretions of the cell							
		TOM Implications	consistent with TOM direction of travel							

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)
		Service/Section Description  Service Implication  Staffing Implications		884		148		Low	Low	SNS1
		Business Plan implications Impact on other departments Equalities Implications TOM Implications	In line with the TOM outcomes  None  None  consistent with TOM direction of travel							
age 24		Service/Section Description	Traffic & Highways  Further reductions in the highways maintenance contract costs following reprocurement. Part year effect in 17/18 due to contract start date mid year.	650		65	65	Medium	Medium	SP2
4		Service Implication  Staffing Implications  Business Plan implications  Impact on other departments  Equalities  Implications  TOM Implications	none - anticipated service standards at present at lower cost or scaling back through changes in specification / competitive dialogue to ensure cost savings  None  will almost certainly require specification / service standard changes to deliver required savings levels  None  None  consistent with TOM direction of travel in maximising procurement savings.							

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)
		Service/Section Description	Traffic & Highways Reduction in reactive works budget	650		30	35	Low	Medium	SNS2
		Service Implication	Reduction in carriageway and footpath reactive maintenance with possible increase in insurance claims.							
		Staffing Implications								
		Business Plan implications	Reduction in response times and possibly intervention threshold.							
		Impact on other	Increase in corporate services insurance workload							
		departments								
		Equalities	None							
		Implications								
		-	consistent with TOM direction of travel							
		Service/Section	Greenspaces							
		Description	Increased income from events in parks	231		100	100	Medium	Medium	SI2
		Service Implication	Increased income through a broader range of commercial opportunities - over							
Page		Staffing Implications	and above those previously agreed.  Some unquantified extra resource likely to be required, linked to the business							
) ge		Davidson Disc	case for each initiative.							
		Business Plan	In line with the TOM outcomes							
25		implications	None							
		Impact on other departments	INUIG							
		Equalities	None							
		Implications	ITAOTIC							
		TOM Implications	In line with the TOM direction of travel							

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	Service/Section Description	Greenspaces 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 .	N/A		90		Low	Low	SNS1
		Service Implication	None							
		Staffing Implications	None							
		Business Plan implications Impact on other departments Equalities Implications	None None None							
₽		TOM Implications	No TOM implications							
age 26		Service/Section Description Service Implication Staffing Implications	Development & Building Control Increased income from building control services. Increased income through a broader range of commercial opportunities - over and above those previously agreed. None	935		35	35	Medium	Low	SI2
		Business Plan implications Impact on other departments Equalities Implications TOM Implications	In line with the TOM outcomes  None  None  In line with the TOM outcomes however care will be needed to ensure there is no duplication of commercial income counting.							
		Service/Section Description Service Implication	Greenspaces Reduction in the grant to Wandle Valley Parks Trust Impact on the core operating budget of the Wandle Valley Parks Trust.	12		6		Low	Medium	SG2
		Staffing Implications	None							
		Business Plan implications Impact on other departments Equalities	None None None							
		Implications TOM Implications	Consistent with TOM direction of travel							

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)
		Description Service Implication	Greenspaces 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.	48		24		Low	Medium	SG2
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	None							
		Implications	None							
			Consistent with TOM direction of travel							
			Greenspaces							
			Further savings from the phase C procurement of Lot 2.	3,648		160		Medium	Medium	SP1
ס ו			Anticipated additional savings through the commercial dialogue that will take							
מ			place as part of the phase C procurement of Lot 2.							
Page		Staffing Implications	None; in line with current procurement process							
27		Business Plan implications	None; in line with current procurement process							
7		-	None							
		departments	INOTIC							
		•	None							
		Implications	INVIIG							
			Consistent with TOM direction of travel							

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)
		Service/Section Description	Future Merton 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.	18		10		Low	Low	SNS2
		Service Implication	None							
		Staffing Implications	None							
Page		Business Plan implications Impact on other departments Equalities Implications	None  Would require corporate learning and development to prioritise these training opportunities.  None  Consistent with TOM direction of travel							
ge 28		Service/Section Description Service Implication Staffing Implications	Waste Department restructure of the waste section Moving from a support function towards a commercialised commissioning and clienting service post Phase C contract award equivalent of c5fte [of 13.19fte] across all levels of staff	514		191		Low	Medium	SS2
		Business Plan implications Impact on other departments Equalities Implications TOM Implications	To be assessed following contract award and SLWP clienting requirements  TBC  TBC  Consistent with TOM direction of travel							

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	Service/Section	Waste Operations: waste collection							
		Service Implication	Re-balancing of rounds 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)	2,568		20		Medium	Medium	SNS1
			Reduction in overtime and agency usage							
		Business Plan implications Impact on other								
		departments Equalities	TBC							
		Implications								
			Consistent with TOM direction of travel							
			Waste Services							
∣ —		<u>-</u>	Remove free provision of food waste liners	137		66		Low	Medium	SNS2
6		Service Implication	Potential reduction in participations levels							
Page		Staffing Implications	None							
29		Business Plan implications	Potential reduction in recycling / composting performance.							
		-	None							
		departments								
		•	To be completed							
		Implications								
		TOM Implications	Consistent with TOM direction of travel							

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)
		Service/Section	Waste Services: waste disposal							
		Description	Divert gully waste and mechanical Street sweepings from landfill through pre-	4,360		37		Low	Low	SP1
		Comice Implication	treatment and recycling None( assumes tipping at Garth Rd WTS)							
		Service Implication	Inone( assumes upping at Gartii Ru W 15)							
		Staffing Implications	None							
		Business Plan	Increase in waste diversion							
		implications								
		Impact on other	None - procurement will be required							
		departments								
		Equalities	None							
		Implications								
		TOM Implications	Consistent with TOM direction of travel							
		Service/Section	Waste Services: recyclate income					_	_	
ָּטָ		Description	Realign budget to reflect actual income achieved through sale of textiles	N/A		20		Low	Low	SP1
Page		Service Implication	None							
30		Staffing Implications	None							
		Business Plan	None							
		implications								
		Impact on other	None							
		departments								
		Equalities	None							
		Implications								
	ENIV/20	TOM Implications	Consistent with TOM direction of travel							
		Service/Section	Waste Services: Garden waste service	(220)		20		Lew	Ulada	614
		Description Service Implication	Increase annual subscription fees by £5 p.a. Possible reduction in subscriptions	(329)		30		Low	High	SI1
		Service implication	Possible reduction in subscriptions							
		Staffing Implications	None							
		Business Plan	Potential reduction in recycling / composting performance.							
		implications								
		Impact on other	None							
		departments								
		Equalities	To be undertaken							
		Implications								
		TOM Implications	Consistent with TOM direction of travel							

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)
			Waste Operations				_	_		
		Description	Commencing charging schools for recyclable waste (17/18) and food waste (18/19) collection	N/A		102	9	Low	Medium	SI1
		Service Implication	Possible loss of contracts to private sector							
		Staffing Implications	None							
			Potential impact on overall waste diversion							
		implications Impact on other	tbc							
		departments	tibo							
			to be completed							
		Implications								
	<b>-</b> 1000		Consistent with TOM direction of travel							
			Transport Services:	044						000
		· ·	Review of Business Support requirements	311			30			SS2
ָּטָ			Post Phase C there will be a change in the Business Support requirements,							
ا ۾			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							
age			is anticipated that this will lead to a reduction in TFTE							
<u>ω</u>		Staffing Implications	Reduction of 1 fte [of 8.33fte]							
		Business Plan								
		implications								
			Saving would result in a reduction in client budgets.							
		departments								
		Equalities								
		Implications	Consistent with TOM direction of travel							
		TOM Implications	Consistent with TOM direction of travel  Total Environment and Regeneration Savings October 2015		0	2,013	524			

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)
Adult S	Social	Care								
		Service	NHS Income							
НС&ОР	Спэт	·	Negotiate extra NHS funding for extra costs of Hospital Discharges - Circa £150k on packages, £50k on staff.	(£2,596)	£200	£0	0	н	L	SI2
			This funds the increased volume of work to assess people and arrange packages of support for them.							
			Need to work efficiently and effectively to undertake the higher volume of work.							
		Business Plan implications	This support to ensure prompt discharge is consistent with the business plan commitment to support independence.							
		Impact on other departments	None.							
		Equalities Implications	None.							
Page			None. This plan achieves a better alignment between funding levels and increased activity levels.							
		Service	Supporting People Contracts							
HC% <b>D</b>		·	Review of remaining Supporting People Expenditure as much of it is a discretionary spending area.	£1,772	£0	£300	0	н	н	SP2
			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.							
		Staffing Implications	None.							
		Business Plan implications	The risk is that this could increase pressure on the Housing Needs budget.							
			There is a potential internal pressure within the department on the Housing Needs and Enabling Service							
		Equalities Implications	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.							
		·	None. This is consistent with he 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."							

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)
		Service	Voluntary Sector Grants							
НС&ОР	CH53	-	Use funds from Public Health to fund the prevention strategy which is currently funded from grants.	£839	£0	£600	0	M	M	SG1
		<u>-</u>	None as the prevention activity will continue to be funded, albeit from a different source.							
		Staffing Implications	None.							
		implications Impact on other departments Equalities Implications	None, as the commitment to prevention remains in place and is funded albeit from a different source.  Increased pressure on the Public Health (PH) Budget as funds directed from public health will no longer be available to fund other PH activities.  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.							
Page			None. This is consistent with he commitment in the TOM to "Continue the Ageing Well Prevention Programme, but with less funding from the Council."							

Panel	Ref	Description of Saving			2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
НС&ОР	CH54	Service Implication	Access, Assessment and Commissioning Staffing 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.  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.	£5,286	£0	£0	£150	н	М	SS2
		Business Plan	Redundancies - Some staff would be subject to redundancy  Possible impact on our statutory duties under the Care Act 2014. We would attempt to mitigate this by investigating alternative models for quality and							
Page 34		Impact on other departments Equalities Implications	performance monitoring and of assessment and care management.  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.  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.							

Panel	Ref	Description of Saving			2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
НС&ОР			Assessment & Commissioning 3rd Party Payments 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	н	н	SNS2
			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							
			Staff would be needed to conduct reviews and support plans . Staff will also need additional training, to ensure these reviews are done consistently							
Page 3		implications Impact on other Equalities	We would continue to follow the appropriate model of promoting independence for the client group.  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.							
35			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.							
			Sub-total Adult Social Care Options		£200	£900	£1,137			
sc		Service Implication	Library & Heritage Service Introduce a coffee shop franchise across 6 libraries Allocated space within certain libraries will be let to a coffee shop franchise to provide refreshments in libraries for customers.	£0	0	0	30	М	L	SI2
		implications Impact on other departments	Supports improving income generation identified in Service Plan and providing additional services in libraries.  None identified.							
Total Lii		Implications TOM Implications	None identified.  Additional capacity constraints in order to manage procurement process but will be managed within existing resources. Reduction in library circulation space.		0		30			

Panel	Ref	Description of Saving			2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
		<u>Service</u>	Housing Needs							
SC	CH57	Description	Staff reduction in Housing Services	929	0	50	118	Н	Н	SS2
		Service Implication	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.							
		Staffing Implications	ing Implications							
			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							
		Business Plan	The business plan implication would ensure no further loss of front line staff							
		implications	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							
Page			staff, it is anticipated that the business will continue to be delivered with some							
l @			· ·							
Φ		Impact on other	adjustments made as necessary. This will have an impact on children's and adult's social care							
36		departments	Triis wiii have an impact on children's and addit's social care							
<u></u>		Equalities	BME communities are over represented in homeless episodes. However, all							
		Implications	groups will be affected by the reduction in front line housing services.							
		TOM Implications	This is consistent with the exisiting TOM							
Total Housing Needs				0	50	118				
Total C&H Savings Proposals October 2015				200	950	1,285	2,435			

## AMENDMENTS TO SAVINGS OCTOBER 2015 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	_
O&S	CS46	Service	Resources -Deletion of 3 Posts within the Division	(103)			Medium	Medium	SS1
		Description	Further efficiency reviews and enhancements in systems will result in staff savings in the Resources Division.						
		Service Implication	None						
		Staffing Implications	Reduction of 3 Posts						
		Business Plan implications	None						
		Impact on other departments	None						
<u>,                                    </u>		Equalities Implications	None						

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

27	Panel	Ref		Description of Saving	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverabi lity	IREDITATIO	
(	D&S	CS65	Resources 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	(35)	(31)		Low	Low	SNS1

1	TOTAL	(138)	(31)	0		

#### **AMENDMENTS TO SAVINGS OCTOBER 2015** 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	Service	Resources -Deletion of 3 Posts within the Division	(25)	(78)		Medium	Medium	SS1
		Description	Further efficiency reviews and enhancements in systems will result in staff savings in the Resources Division.						
		Service Implication	None						
		Staffing Implications	Reduction of 3 Posts						
		Business Plan implications	None						
		Impact on other departments	None						
		Equalities Implications	None						

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

	DEPAR <sup>-</sup>	TMENT:	CORPORATE SERVICES	S SAVINGS - BUDGET PROCESS 2014/15						
ge 38	Panel	Ref		Description of Saving	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverabi lity	I Keniitatio	
	O&S	CS65	Resources 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

	TOTAL	(91)	(78)	0		
	Change	47	(47)	0		
	Cumulative Change	47	0	0		

## AMENDMENTS TO SAVINGS OCTOBER 2015 CURRENT SAVINGS IN MTFS 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 - Deliverabili ty	Risk Analysis - Reputatio nal Impact	Type of Saving (see key)
		Service	Customer Services - Support Service							
O&SC	CS12	Description	Delete 1 x FTE manager post.	379	50			Low	Low	SS2
		Service Implication								
		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.							
		Service	Customer Services - Recovery/Bailiffs							
O&SC	CS13	Description	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							
<b>'</b>		Impact on other departments	None							
		Equalities Implications	None							

#### REPLACEMENT SAVING

Panel	Ref		Description of Saving	Baseline Budget 11/12 £000	2016/17 £000	2017/18 £000		Deliverabili	Risk Analysis - Reputatio nal Impact	(see key)
		Service	<u>Customer Services</u>							
O&SC	CS1	Description	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			

## AMENDMENTS TO SAVINGS OCTOBER 2015 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 Deliverab ility	Risk Analysis Reputatio nal Impact	Type of Saving (see key)
O&S	CS48	Service	Further rationalisation of HR Services					High	High	SS1
		Description	Reduction of HR business partner (HRBP's) posts	543	(130)					
		Service Implication	High risk to HR BP support to departments at time of change							
		Staffing Implications	Approximately two/three HR BP's at risk							
		Business Plan implications	Risk of supporting departments through change from PVR and other programmes							
		Impact on other departments	Will diminish HR support to customers on change management, employee relations,							
ı		Equalities Implications	Will impact women in the division as a high number of HR employees are female							
O&S	CS51	Service	HR Transactions - including COT	265	(90)			Medium	High	SS1
		Description	HR Support - centralisation							
.		Service Implication	More self service							
)		Staffing Implications	Reduction in staff numbers							
		Business Plan implications	HR transactions review part of long-term HR business plans							
		Impact on other departments	resistance to change							
		Equalities Implications	Will impact women in the division as a high number of HR employees are female							

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### AMENDMENTS TO SAVINGS OCTOBER 2015

**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	I Anaiveis	Repulitation	
O&SC	CS49	Service Description	Human Resources - Business Partners Further consolidation of HR advisory work	585	(140)			High	High	SS2
Oasc	0349	Service Implication Staffing Implications Business Plan implications	Delete X4 advisor posts	303	(140)			nigii	nigii	332
		Impact on other departments	Some reduction in capacity to support depts but mitigated by the introduction of iTrent							
		Equalities Implications	Significant loss of capacity may affect service provision. Selection of staff for redudancy needs careful handling and EIA							

## AMENDMENTS TO SAVINGS OCTOBER 2015 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 - Deliverab ility	Risk Analysis - Reputatio nal Impact	Type of Saving (see key)
		Division	<u>Human Resources</u>							
	CSD28	Description	COT review	425	(38)			М	M	SS2
		Service Implication	Reduced business support							
		Staffing Implications	Reduced staffing levels							
		Business Plan implications	Less transactional support							
		Impact on other departments	Less transactional support							
		Equalities Implications	Proposals affect a female workforce							
)		Division	Human Resources							
	CSD29	Description	Recruitment and DBS review	425	(50)			М	М	SS1
		Service Implication	Reduction in HR managerial support							
		Staffing Implications	Reduction in staffing							
		Business Plan implications	Reduction in transactional support							
		Impact on other departments	Reduction in transactional support							
		Equalities Implications	Impacts on a largely female workforce							
	T	T		T			_	T	T	T 1
	L		Total: Human Resources Savings to be Deferred	<u> </u>	(448)	0	0			

## AMENDMENTS TO SAVINGS OCTOBER 2015 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 Deliverab ility	Risk Analysis Reputatio nal Impact	Type of Saving (see key)
O&S	CS48	Service	Further rationalisation of HR Services					High	High	SS1
		Description	Reduction of HR business partner (HRBP's) posts	543	130		(130)			
		Service Implication	High risk to HR BP support to departments at time of change							
		Staffing Implications	Approximately two/three HR BP's at risk							
		Business Plan implications	Risk of supporting departments through change from PVR and other programmes							
		Impact on other departments	Will diminish HR support to customers on change management, employee relations,							
		Equalities Implications	Will impact women in the division as a high number of HR employees are female							
O&S	CS51	Service	HR Transactions - including COT	265	90		(90)	Medium	High	SS1
		Description	HR Support - centralisation							
		Service Implication	More self service							
		Staffing Implications	Reduction in staff numbers							
		Business Plan implications	HR transactions review part of long-term HR business plans							
		Impact on other departments	resistance to change							
		Equalities Implications	Will impact women in the division as a high number of HR employees are female							

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## AMENDMENTS TO SAVINGS OCTOBER 2015 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	I Δηαίνεις		Type of Saving (see key)
		Service	Human Resources - Business Partners							
O&SC	CS49	Description	Further consolidation of HR advisory work	585	140		(140)	High	High	SS2
		Service Implication								
		Staffing Implications	Delete X4 advisor posts							
		<b>Business Plan implications</b>								
		Impact on other departments	Some reduction in capacity to support depts but mitigated by the introduction of iTrent							
		Equalities Implications	Significant loss of capacity may affect service provision. Selection of staff for redudancy needs careful handling and EIA							

## AMENDMENTS TO SAVINGS OCTOBER 2015 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	L Δηαινείε -	Risk Analysis - Reputatio nal Impact	Type of Saving (see key)
		Division	Human Resources							
	CSD28	Description	COT review	425	38		(38)	M	M	SS2
		Service Implication	Reduced business support							
		Staffing Implications	Reduced staffing levels							
		Business Plan implications	Less transactional support							
		Impact on other departments	Less transactional support							
		Equalities Implications	Proposals affect a female workforce							
		Division	Human Resources							
	CSD29	Description	Recruitment and DBS review	425	50		(50)	M	M	SS1
		Service Implication	Reduction in HR managerial support							
		Staffing Implications	Reduction in staffing							
		Business Plan implications	Reduction in transactional support							
		Impact on other departments	Reduction in transactional support							
		Equalities Implications	Impacts on a largely female workforce							
			Net Change: Human Resources		448	0	(448)			

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	<u>Service</u>	Commissioning, Strategy and Performance							
		Description	Reduction in commissioning of early intervention and prevention services.	700	400				Medium	High
		Service Implication	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.							
		Staffing Implications	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.							
		Business Plan	Reduced service offer for children and families in Merton.							
		implications								
		Impact on other	None.							
		departments								
		Equalities Implications	These services are focussed on disadvantaged groups within the community.							
		TOM Implications	Commissioning approach being delivered within reduced budgets available							
Total C	hildren, Schoo	ls and Families Savings		•	400	0	0	0		

### 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		Commissioning, Strategy and Performance Reduction in commissioning of early intervention and prevention services.	700	300				Medium	High
		Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	AS PER THE ABOVE BUT SAVING REDUCED BY £100k.							

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

DEPA	ARTIVICIVI.	CHILDREN, SCH	OOLS 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	Service	Children Social Care							
		Description	Remove Serious Case Review.	77	77				Low	Medium
		Service Implication	Any future reviews will be funding from MSCB/CSC learning and development underspends and Health commissioners.							
		Staffing Implications	N/a							
		Business Plan	N/A							
		implications	Descript for ad has funding for CCD. Describle risk if other accoming will not							
		Impact on other departments	Request for ad hoc funding for SCR. Possible risk if other agencies will not contribute.							
		Equalities Implications								
		Equanties implications	14//							
		TOM Implications	None							
C&YP	CSF2015-02	<u>Service</u>	Cross Cutting							
		Description	Service management review across CSF Department	1,171	23				Medium	Medium
ı		Service Implication	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.							
		Staffing Implications	Estimated 0.4 FTE ( part year effect of 1 from 13 service manager posts)							
Ц		Business Plan	We will prioritise our core statutory education and social care functions however							
		implications	there will likely be reductions in volume and outcomes.							
		Impact on other	A smaller management team will reduce our ability to work on cross cutting issues and new developments. Management support for partnership working will be							
		departments	impacted							
		Equalities Implications	We will use the Council's agreed HR policies and procedures for restructuring and							
			will complete EAs.							
		TOM Implications	The TOM refresh will include an increased focus on delivering the restructure.							
			The continued focus on LEAN processes and disciplined performance							
Total C	hildren Coboo	le and Families Cavings	management will be critical.		400	0	0	0		
rotal C	muren, schoo	ols and Families Savings			400	U	U	l 0	J	

## Previously Agreed Savings

#### **AMENDMENTS TO SAVINGS OCTOBER 2015**

#### **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	Regulatory Services  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		
			Total Environment and Regeneration Savings	230	0	0

### **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	_	Service/Section Description	Regulatory Services 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		
			Total Environment and Regeneration Savings	230	0	0

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### **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	Service/Section	Regulatory Services			
		Description	Further expansion of the shared service.	100		
		Service Implication	This is new business development associated with potential new partners joining the existing shared			
		Staffing Implications	None			
		Business Plan	In line with Reg.Services TOM			
		implications				
		Impact on other	None			
		departments				
		Equalities	None			
		Implications				
			Total Environment and Regeneration Savings	100	0	0

**AMENDMENTS TO SAVINGS OCTOBER 2015** 

<u>g</u>			vings Propos T: ENVIRONME	als  NT AND REGENERATION SAVINGS			
49	Budget Process	Ref	Description of Saving	2016/17 £000	2017/18 £000	2018/19 £000	
	2014/17		Description Service Implication Staffing Implications Business Plan implications	Regulatory Services Further expansion of the shared service. 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.  None In line with Reg.Services TOM  None  None	-100	100	
			родиния	Total Environment and Regeneration Savings	-100	100	0

**DEPARTMENT: COMMUNITY AND HOUSING** 

PROPOSED SAVINGS FOR DELETION: 2016/17 ELEMENT ONLY

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

DEPAI	KIMENI	COMMUNITY AND HOL	ISING SAVINGS - BUDGET PROCESS 2013/14							
Panel	Ref		Description of Saving	Baseline Budget 12/13 £000	2016/17 £000	Risk Analysis Deliverabi lity	Risk Analysis Reputatio nal Impact	Risk Analysis - Deliverabi lity	Risk Analysis - Reputatio nal Impact	Type of Saving (see key)
		Service	Adult Social Care							
нс&ор	CH01	Description	Below inflation uplift to third party suppliers	38,465	500	High	High			SP1
		Service Implication	The proposal aims to continue the below inflation uplift .This will be a total of 7 years at 0% or below inflation							
		Staffing Implications	None							
		Business Plan implications	Contributes to efficiency savings							
		Impact on other departments	None							
		Equalities Implications	See overall EA							
НС&ОР	СН03	Service Description Service Implication	Brokerage Efficiency savings, by finding the best value option and setting personal budgets on this basis  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.	5,357	150	High	High			SP1
וו		Staffing Implications	None							
)		Business Plan implications	In line with the aim of delivering cost effective, person centred services.							
		Impact on other departments	None							
-		Equalities Implications	See overall EA							
нс&ор	CH10	Service Description	Procurement Opportunities	5,357	250	High	Medium			SP1
		Service Implication	Delivering further efficiencies through contract negotiations.	3,337	230	111911	Mediaili			5
		Staffing Implications	None							
		Business Plan implications	In line with the aim of delivering cost effective, person centred services.							
		Impact on other departments	None							
		Equalities Implications	See overall EA							

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

Panel	Ref		Description of Saving	Baseline Budget 2014/15 £000	2016/17 £000	Risk Analysis Deliverabi lity	Risk Analysis Reputatio nal Impact	Risk Analysis - Deliverabi lity	Risk Analysis - Reputatio nal Impact	Type of Saving (see key)
	сн1	Service  Description  Service Implication  Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Commissioning  Placement budget: 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  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.  None identified.  None identified.  ASC customers are more likely to be older and have disabilities compared with the general population.	36,658	242	High	High			SNS2
	CH2	Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Placements  Remodelling and re-procuring the domicilary care service, following the end of the 3 year contract starting in 2012  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  None identified.  None identified.  ASC customers are more likely to be older and have disabilities compared with the general population.	36,658	242	High	High			SNS2
	СНЗ	Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Placements  Procurement Opportunities (Placement budget)  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  None identified.  None identified.  None identified.  ASC customers are more likely to be older and have disabilities compared with the general population.	36,658	244	High	High			SNS2

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#### **AMENDMENTS TO SAVINGS OCTOBER 2015**

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

Panel	Ref		Description of Saving  Assessment and Commissioning				Risk Analysis Reputatio nal Impact	Risk Analysis - Reputatio nal Impact	Type of Saving (see key)
		Service	Assessment and Commissioning						
НС&ОР	CH38	Description	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)	34,392	17	Н	н		SNS2
		Service Implication	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.						
		Staffing Implications	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.						
		Business Plan implications	We would continue to follow the appropriate model of promoting independence for the client group.						
		Impact on other departments	None						
		Equalities Implications	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.						
			TOTAL: Deleted Savings		1,645				

## COMMUNITY AND HOUSING DEPARTMENT REPLACEMENT FOR PREVIOUSLY AGREED SAVINGS

Origi	nal Sa	avings			Revised	Savings							
R	ef		Description of Saving	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Risk Analysis Deliverabi lity	Risk Analysis Reputatio nal Impact	Risk Analysis - Deliverabi lity	Risk Analysis - Reputatio nal Impact	Type of Saving (see key)	New Ref
СН	120	Description	Adult Social Care Staff reductions in Assessment and Commissioning teams. (Bring forward staff savings proposals from 2017/18 & 2018/19)	(700)	500	200	0	н	М			SS2	CH58
201	5/16	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										
ו		Equalities Implications	See overall EA										
CI	Н3	Description	Staffing reductions in Direct Provisions	(100)	100	0	0	Н	M			SS2	CH59
2014	4/15	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										

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## COMMUNITY AND HOUSING DEPARTMENT REPLACEMENT FOR PREVIOUSLY AGREED SAVINGS

Origi	nal Sa	avings			Revised	Savings							
R	ef		Description of Saving	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Risk Analysis Deliverabi lity	Risk Analysis Reputatio nal Impact	Risk Analysis - Deliverabi lity	Risk Analysis - Reputatio nal Impact	Type of Saving (see key)	New Ref
CH	138	Description	CONTRACTS - South Thames Crossroads Caring for Carers	(294)	0	0	0	М	Н			SP1	CH60
201	5/16	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.										
		Staffing Implications	None										
		Business Plan Implications	In line with TOM and ASC commissioning and procurement plan										  -
		Impact on other departments	None										  -
		Equalities Implications	See EA										
CI	H1	Description	CONTRACTS - Meals on Wheels (Sodexo )	(153)	0	0	0	М	Н			SP1	CH61
201	5/16	Service Implications	Decommissioning service and embed support within community, neighbourhood and voluntary support infrastructure										l
		Staffing Implications	None										  -
		Business Plan Implications	In line with TOM and ASC commissioning and procurement plan										ì
		Impact on other departments	None										ì
<u>'</u>		Equalities Implications	See EA										ı
CH	101	Description	CONTRACTS - Supported accommodation mental health -Family Mosiac (Waldemar Road)	(106)	0	0	0	L	М			SP1	CH62
201	3/14	Service Implications	Decommission service as a result of Provider notice to cease service in Merton										İ
		Staffing Implications	None										ì
		Business Plan Implications	In line with TOM and ASC commissioning and procurement plan										i
		Impact on other departments	None										ı
		Equalities Implications	See EA										ı

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## COMMUNITY AND HOUSING DEPARTMENT REPLACEMENT FOR PREVIOUSLY AGREED SAVINGS

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

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	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)
		<u>Service</u>	Business Improvement							
	CS2015-08	Description	Staffing support savings	200		13		L	L	SS2
		Service Implication	None							
Page 57		Business Plan implications Impact on other departments Equalities Implications	0.5 F.T.E reduction within BI Division. The post is a shared resource with the Resources Division and the saving will actually be delivered by a reduction in running costs within Resources Division and the consolidation of the 2 x 0.5 F.T.E staffing budget within Resources Division  In line with IT Strategy  None  None							
		Service	Infrastructure & Transactions Division Safety Services & Emergency Planning							
O&S	CS2015-09	Description	Restructure of Safety Services & Emergency Planning team.	226		18	30	L	н	SS2
		Service Implication Staffing Implications	Still to be fully evaluated at this stage but likely to have an impact on the councils ability to complete statutory inspections within required timescales.  Up to 2 FTE posts deleted through voluntary/compulsory redundancy from an establishment of 5.5.							
			Existing BP targets will need to be revised to align with							
			reduced resources							
			The provision of specialist health and safety advice and							
			support that is currently available to council departments and							
			LA schools will be reduced. TBA							
		Implications	IDA							
			TBA							

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)
		Service	Infrastructure & Transactions Division Facilities Management - Energy 'Invest to Save' Initiatives							
O&S	CS2015-10	Description	Savings achieved through the installation of various energy saving initiatives and subsequent reduction in the consumption of gas, electricity and water. (Subject to agreed investment of £3.3M)	2,900			465	L	L	SNS1
		Service Implications	None							
		Business Plan implications	Will contribute towards improving performance in respect to Business Plan targets for the reduction of CO2 emissions from the Councils buildings and infrastructure.							
Page 58		Impact on other departments Equalities Implications TOM Implications	None  None  TBA							
8	CS2015-11	Service Description	Resources Division Reduction in corporate grants budget	c. £750			19	М	М	
	C32013-11	Service Implication	A small reduction in the services that can be purchased from the 3rd Sector	C. £750			19	IVI	IVI	
		Business Plan implications	None							
			None							
		departments Equalities Implications TOM Implications	The process will need to be managed to ensure that it is carried out with due regard for equalities issues  None significant							

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)
	CS2015-12		Corporate Governance Division							
		<u>Service</u>	Savings across the division arising from further							
		Description	expansion of South London Partnership Reductions in running expenses through lower print costs,				41			
		Description	share of management overheads and further reduced cost in				7.			
			advocacy with larger pool of advocates.							
		Service Implication	, , ,							
		Staffing Implications								
		Business Plan								
		implications								
		Impact on other								
		departments								
		Equalities								
<b>□</b> ¬	000015 10	Implications								
a	CS2015-13	Service Description	Corporate Governance							
Page		Description Service Implication	Shared investigation services reduction in investigation capacity and efficiency of service	239		40				
		Service implication	reduction in investigation capacity and emiciency of service	239		40			-	
59		Staffing Implications	none							
		Business Plan	Housing Benefit fraud investigation work now passed to							
		implications	DWP. Posts reduced to reflect this change							
		Impact on other	reduced investigation resource							
		departments								
		Equalities	none							
		Implications								
		TOM Implications								

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)
	CS2015-14	<u>Service</u>	Corporate Governance							
		Description	Shared audit service			33		L	M	
		Service Implication	Efficiency of shared audit service by moving to a 5 borough							
			shared service.							
		Staffing Implications								
		Business Plan	Potential impact on audit assurance for Merton							
		implications								
		Impact on other	Risk based approach to audit across departments and other							
		departments	councils.							
		Equalities	none							
		Implications								
		TOM Implications								
			Total Corporate Services Savings - December 2015		0	104	555			

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## **DEPARTMENT: Children, Schools and Families Savings December 2015**

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	CSF2015-07	<u>Service</u>	Cross Cutting							
		<u>-</u>	Review of CSF staffing structure beneath management level.	9,873		189	201	Medium	Low	SS2
		Staffing Implications	Expect a reduction of 13 posts from a total of 268FTE.							
Page 61		implications	We will prioritise our core statutory education and social care functions.  A smaller workforce will reduce our ability to work on cross cutting issues and new developments.  We will use the Council's agreed HR policies and procedures for restructuring. An EA will be developed for the service change staffing proposals.  The TOM refresh will include an increased focus on delivering the restructure as well as flexible working and the introduction of the SCIS. The CSF workforce needs to be							
	more highly skilled and flexible.									
Total - 0	CSF Savings D	ecember 2015		0	189	201				

#### **DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS DECEMBER 2015**

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
		Service/Section Description	Parking Services  Development of emissions based charging policy for resident/business permits recognising the damage particulary from diesel engined motor	N/A	250		Medium	High	SI1
		Service Implication	vehicles Will have no impact on service - same volume of permits will still be issued						
		Staffing Implications	but greater variety . Links with DVLA will provide info Initially resource intensive to develop policy, but there after little impact expected.						
		Business Plan implications	Will encourage cleaner air quality and contribute to public health agenda						
		Impact on other departments Equalities	Potential impact initially on EH (P) team during development of policy.  None anticipated as vehicle emissions has no known correlation with						
اص ا		Implications	equalities groups						
Page		TOM Implications	This has not previously been explored in TOM work and is completely new area of service development which has been brought forward in light of air						
62	ENV34	Service/Section	quality management issues across London.  Property Management						
		Description	Increased income from the non-operational portfolio. Undertaken through a	(4,022)	8	40	Low	Low	SI1
		2000	the review of the rent reviews timetabled as part of existing leases.	( ', ''			20		<b>5</b>
		Service Implication	Capital investment would be required following the completion of the non-operational estate asset review (summer 2015) to determine properties and land interests that would increase in rental income through capital investment. There is currently monies contained within the capital programme - any further investment would require individual business cases to be approved for further capital investment.						
		to be approved for further caputal investment.  Staffing Implications  Part of the current team's core work.							
		Business Plan	None						
		implications							
		Impact on other	None						
		departments Equalities	None						
		Implications	IIVOIIG						
		TOM Implications	consistent with TOM direction of travel						

#### **DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS DECEMBER 2015**

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	ENV35	Service/Section	Waste Operations						
		Description	Efficiency measures to reduce domestic residual waste rounds by 1 crew	2,568		150	High	High	SNS1
		Service Implication	following analysis of waste volumes and spread across week There may be a requirement to change the waste presentation policy, where residents will be permitted to present waste on the pavement rather than with						
		Staffing Implications	in their property boundary on the day of collection only.  Reduction of 4 FTE [ though this saving would be taken as part of Phase C procurement if timetable goes to plan]						
		Business Plan	None						
		implications							
		Impact on other	Transport						
		departments							
		Equalities	None anticipated						
<del></del>		Implications	Masta Camilana Naimhaumha ad magailte a						
Page		Service/Section Description	Waste Services: Neighbourhood recycling Review and removal of NRCs	4,360	50		Medium	High	SNS2
l @		Service Implication	Reduction in outlets for residents to recycle domestic waste. Reducing	4,360	50		Wiedium	підіі	31132
			ongoing maintenance, cleaning and fly tp removal requirements						
63		Staffing Implications							
		Business Plan	Potential reduction in recycling performance partly mitigated by potential						
		implications	reduction in fly-tips at some of these sites						
		Impact on other	None						
		departments							
		Equalities	To be completed - focus on residents in flats						
		Implications							
		TOM Implications	Consistent with TOM direction of travel						

#### **DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS DECEMBER 2015**

Panel	Ref		Description of Saving	Baseline Budget 14/15 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	ENV37	Service/Section	Transport: Workshops						
		Description	develop business opportunities to market Tacho Centre to external third	N/A		35	Medium	Low	SI2
			parties						
			Will need to ensure capacity is available to avoid conflict with in-house						
			requirements						
		Staffing Implications	None						
			None though this would be part of Phase C and external contractor work if procurement goes to timetable .						
		1 -	Saving would result in a reduction in client charges / budgets .						
		departments							
		<u> </u>							
		Implications	'						
<u>ק</u>		TOM Implications							
ag		Total Er	nvironment and Regeneration Savings December 2015		308	225			

#### **AMENDMENTS TO SAVINGS DECEMBER 2015**

#### PROPOSED DEFERRAL OF SAVING

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

P a n e I	Ref	Orig	inal Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability ( L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		<u>Division</u>	Infrastructure & Transactions								
O&S	CSD7	Description	Restructure Post & Print section and delete 2 FTE posts.	382		47			L	L	SS2
		Service Implication Staffing Implications	The reduction in resources will increase the time taken to process both incoming and outgoing items of post, which may become critical during peak periods such as Council Tax billing.  Delete 2 FTE posts which will result in two staff redundancies.								
		Business Plan implications	None								
Page	J	Impact on other departments	Reduction in current level of service may impact some time critical processes.								
ge		Equalities Implications	None								

## DEMARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a e n I	Ref	Proposed Change to	Proposed Change to Saving CSD07 (2015/16)		2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability ( L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		Division	Infrastructure & Transactions								
O&S	CSD7	Description	Restructure Post & Print section and delete 2 FTE	382		(47)	47		L	L	SS2
		Service Implication Staffing Implications	posts. The reduction in resources will increase the time taken to process both incoming and outgoing items of post, which may become critical during peak periods such as Council Tax billing.  Delete 2 FTE posts which will result in two staff redundancies.								
		Business Plan implications	None								
		Impact on other departments	Reduction in current level of service may impact some								
			time critical processes.								
		Equalities Implications	None								

## AMENDMENTS TO SAVINGS DECEMBER 2015 PROPOSED DEFERRAL OF SAVING

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

P a n e I	Ref	Descrip	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability ( L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)	
		Division	Corporate Governance								
	CSD43	Description	Share FOI and information governance policy with	322	0	40	10	0	Н	L	SS1
			another Council.								
		Service Implication	Reduction in management capacity								
		Staffing Implications	loss of 1FTE								
		Business Plan implications	none								
		Impact on other departments	reduction in capacity								
		Equalities Implications	none								
		T			1	1	1				
P a e n I	Ref	Descrip	tion of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability ( L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		Division	Corporate Governance								
Page	CSD43	Description	Share FOI and information governance policy with	322	0	(40)	40	0	н	L	SS1
) E			another Council.								
) <del>(</del>		Service Implication	Reduction in management capacity				(10)	10			
		Staffing Implications	loss of 1FTE								
	2	Business Plan implications	none								
	)	Impact on other departments	reduction in capacity								
		Equalities Implications	none								
1			Net Change	1		(40)	30	10			

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#### AMENDMENTS TO SAVINGS DECEMBER 2015

#### **Previously Agreed Savings**

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Ref		Description of Saving	2016/17 £000	2017/18 £000	2018/19 £000		
ER07	Level 1	Development & Building Control					
	1)	The Government are proposing changes to the current charging model for DC. This would mean that the council will be able to set its own fees (levels are currently prescribed) in order to recover the full cost of delivering a number of services in this area, although it will not be able to make a profit.					
EN09	Service/Section Description	3					
	Service Implication	During the implementation period there may be a limited impact on service delivery.					
	Staffing Implications	reduce 1FTE					
	Business Plan implications	It is intended that the introduction of this initiative will allow staff to carry out site inspections in a more timely and efficient manner.					
	Impact on other departments	Initially a reduced ability to help coordinate wider council strategies					
	Equalities Implications	none					
EN11	Service/Section	Building and Development Control					
	Description	Staff reduction. DC deputy area team leader	52				
	Service Implication	Although the loss of this post could be partially managed by reallocation of responsibilities as part of development of TOM, the loss of this post may have a significant impact on ability to meet statutory performance targets in respect of major regeneration proposals in the borough. Reduced support for team leaders and reduced mentoring support for team members.					
	Staffing Implications	reduce 1FTE					
	Business Plan implications	Impact on ability to meet major applications targets					
	Impact on other departments	on other departments reduced ability to help coordinate wider council regen strategies					
	Equalities Implications	none					

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#### AMENDMENTS TO SAVINGS DECEMBER 2015

#### **Previously Agreed Savings**

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Ref		Description of Saving	2016/17 £000	2017/18 £000	2018/19 £000
E&R28	Service/Section	Building and Development Control			
	Description	Proposed shared services with Wandsworth incorporating:  1) Shared enforcement and admin teams and investigation of other shared service options  2) Increased income generation from planning performance agreements and revised pre application charging  3) Joint re-procurement of M3 Northgate systems  4) Improved efficiency and resilience with larger teams.  5) Eliminate postal consultations  6) Efficiencies delivered through Mobile and flexible working arrangement rollout and other TOM improvements  7) Potential outsourcing of admin scanning functions  At this stage it would be premature to predict exactly how the savings will be delivered. However, a consultant		157	
	Service Implication	has been appointed and is starting the assessment.  Still to be determined as the scope of the review is still to be finalised. Shared services joint review commissioned with Wandsworth and due to be finalised early 2015. Saving spread over 2 years in same way as Shared regulatory service to allow for management restructure followed by frontline and process savings.			
	Staffing Implications Business Plan implications	Still to be determined through the shared services report. Likely impact on management levels, enforcement and admin functions and working arrangements. consistent with Transformation Plan			
	Impact on other departments	unknown at present			
	Equalities Implications	unknown at present			

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#### AMENDMENTS TO SAVINGS DECEMBER 2015

**Previously Agreed Savings** 

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Ref		Description of Saving	2016/17 £000	2017/18 £000	2018/19 £000
	Service/Section Description	Building & Development Control Enhanced pre-application process. This is in addition to previous savings proposals. Generating more additional income from Planning Performance Agreements as opposed to the normal pre-application process	40		
	Service Implication	The additional work pressure may impact on performance and delivery of regeneration projects as the PPA income is meant to be reinvested in the service to deliver such projects and this will not be the case.			
	Staffing Implications	No changes although there will be additional pressure on existing staff to deliver.			
	Business Plan implications	Potential impact on performance figures especially in relation to major schemes. Reduced ability to deliver regeneration projects in the borough.			
	Impact on other departments	none			
	Equalities Implications	none			

#### AMENDMENTS TO SAVINGS DECEMBER 2015

#### **Previously Agreed Savings**

#### DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Ref		Description of Saving	2016/17 £000	2017/18 £000	2018/19 £000
E&R30	Service/Section Description Service Implication Staffing Implications	Building & Development Control - Planning Enforcement  Reduce staffing levels within the enforcement team by 2 FTE's  There are currently 4 FTE's dealing with enforcement so the team will be halved resulting in insufficient resources available to undertake the current work load. A significant backlog will quickly develop.  Reduce the staff dealing with enforcement investigations in the team by 1 team leader and 1 officer.	80		
	Business Plan implications	It will not be possible to investigate the current level of enforcement cases and a backlog will quickly develop resulting in more complaints and possible ombudsman awards against the Council			
	Impact on other departments	other departments Joint enforcement investigations will be severely hindered.			
	Equalities Implications	alities Implications none			
		Total Environment and Regeneration Savings	412	157	0

#### **Alternative Savings Proposals**

Ref		Description of Saving			2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	Service/Section	ervice/Section Building & Development Control						
	Description	Review of service through shared service discussions with neighbouring boroughs - delaying the imlemntation of the 2016/17 savings to 2017/18.		569		Medium	Medium	SS2
	Service Implication	To be determined through shared service discussions						
	Staffing Implications	To be determined through shared service discussions						
	Business Plan implications	To be determined through shared service discussions						
	Impact on other departments	None.						
	Equalities Implications	None.						
	TOM Implications	In line with the TOM.						
		Total Environment and Regeneration Savings	0	569	0			-

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## AMENDMENTS TO SAVINGS DECEMBER 2015 Previously Agreed Savings

#### DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Ref			Description of Saving	2016/17 £000	2017/18 £000	2018/19 £000
ER23	Level 1	1)	Future Merton  It is proposed to change working practices for the remainder of the team and charge 10% of salaries to the capital budgets. This process can also be applied to the Council's £5.2m regeneration capital programme, encompassing the town centre regeneration and economic development programmes. The ability to charge costs against disposals where the Council is not obtaining an asset are limited to 4% of the capital receipt.	414		
		414	0	0		

#### **Alternative Savings Proposals**

J R	ef 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)
?	Service/Section	Future Merton						
7	Description	Staff savings from 6th month review following the merger of the traffic and highways and the FutureMerton team in to one team and further budget savings/adjustments within the controllable expenditure budgets	130	214		Medium	Medium	SS2
	Service Implication							
	Staffing Implications	5-8 FTEs and merger of existing posts						
	Business Plan implications	Possible reduction in the amount of external funding that the team has the capacity to bid for.						
	Impact on other departments	None.						
	Equalities Implications	None.						
	TOM Implications	In line with the TOM.						
	Service/Section	Property Management						
	Description	Restructure of team to provide more focus on property management and resilliance within the team.	52	18		Low	Low	SS2
	Service Implication							
	Staffing Implications	Loss of 1 FTE and the introduction of graduate trainee roles to fill vacant positions.						
	Business Plan implications	None.						
	Impact on other departments	None.						
	Equalities Implications	None.						
	TOM Implications	In line with the TOM						
	Total Environment and Regeneration Savings				0			. —

#### **AMENDMENTS TO SAVINGS DECEMBER 2015**

**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)
Adult S	Social (	Care								
НС&ОР	CH65	Service Description Service Implication	Shared Service Arrangement Reduce management costs through "Joint Posts" in a shared service arrangement with a nearby LA/NHS Org. This opens up new possibilities for partnership working and economies of scale. It may lead to less strategic management capacity.	£5,031	£0	£0	£400	н	L	SS2
		Staffing Implications	Possible redundancies.							
Page 7		departments Equalities Implications	This is consistent with aims to promote partnership working with other local authorities and integration with the NHS.  Access to senior ASC Managers may be harder where cross cutting work is under consideration.  As staff would be at risk 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.							
N		TOM Implications	This is a significant potential change to the "Organisation" Layer of the TOM.							
HC&OP			Direct Provision Look at opportunities for shared services for in-house services The services would continue but would possibly be rationalised across the Organisation. Even if TUPE applies staff will need to adapt to a new organisational form and potentially terms and conditions of work could change over time.	£3,886	0	£0	£400	н	н	SPRO/SNS1
		implications	None.  Minor only. Little will change except other departments will need to learn to interact formally with a separate legal entity or shared service.							
		Equalities Implications	These changes impact on staff. A detailed EA would be undertaken at the time of any restructure. There is also an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will							
		TOM Implications	be done to mitigate the impact.  This is a significant change to the "Organisation" Layer of the TOM, but the services delivered would remain essentially the same.							
		S	ub-total Adult Social Care Options		£0	£0	£800			

**AMENDMENTS TO SAVINGS DECEMBER 2015** 

**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>Library</b> 8	& Heritag	ge Service								
		<u>Service</u>	Library & Heritage Service							
sc	CH67	Description	Shared Management Structure	£1,074	0	130	0	Н	М	SS1
			This proposal would mean the merger of management teams across two boroughs. It would achieve savings that would not be achievable by continuing to run as a single authority. The saving will also enable some resilience and a level of capacity to be able to undertake key projects. The shared service structure should have minimal impact on the frontline and the customer experience.							
			There will be staffing reductions in the new structure that could lead to some redundancies along with some cultural change. TUPE will apply to some staff.  None.							
Page 73		implications Impact on other departments Equalities	Access to Library & Heritage Service managers may be more limited.  These changes impact on staff. A detailed EA would be undertaken at the time of the reorganisation.							
		•	Identified as a key action within the new Library & Heritage Service TOM.							

### **AMENDMENTS TO SAVINGS DECEMBER 2015**

**DEPARTMENT: Community and Housing** 

Panel	Ref	ivi. Community	Description of Saving				2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
sc	CH68		Completion of Shared Library & Heritage Service Management Structure with another borough - £25k	£1,074	0	0	25	Н	М	SS2
		·	A Transformation Manager post has been included in the proposed management structure for a period of 2 years. It will enable full integration between services and will programme manage the proposed changes and ensure that new arrangements are in place whilst identifying other potential efficiency savings.							
			It will affect 1 FTE post that will be recruited on a fixed term basis.							
		Business Plan implications	None.							
		•	None.							
Page		-	None.							
			Identified within the new Library & Heritage Service TOM.	04.0=4						222
74 %	CH69	Service Implication	Full rationalisation of staffing structures and building usage with another borough (phase 2) – Sum to be agreed  The saving should enable some resilience and a level of capacity to be able to undertake key projects. The shared service structure should have minimal impact on the frontline and the customer experience.	£1,074	0	0	23	Н	М	SS2
		Staffing Implications	These changes may impact on staff.							
		implications	None. Access to Library & Heritage Service managers may be more limited.							
		Equalities	These changes impact on staff. A detailed EA would be undertaken at the time of the reorganisation.							
		TOM Implications	Identified as a key action within the new Library & Heritage Service TOM.							
Total (L	.ibraries	)			0	130	48			
Total Of	) II Dari'i	annout Coulons Burr	pagia Dagawakay 2045			400	0.40			
i otai C8	kn Kepla	acement Savings Prop	osais December 2015		0	130	848			



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 pe.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.
Mathematical 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.

#### 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**

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)?

rotected characteristic	Tick whi	ich applies	Tick which	1 applies	Reason
(equality group)	Positive impact		Potential		Briefly explain what positive or negative impact has been identified
			negative	impact	
	Yes	No	Yes	No	
Age		✓			Staff will be affected by a reduced income
Disability		<b>✓</b>			
Gender Reassignment		<b>✓</b>		✓	
Marriage and Civil		<b>✓</b>		✓	
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

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.

4					
C1 4-	Conclusion	-£41		- A I-	:-
DIAND 4.	Conciliaion	OT THE	<b>E</b> OHALITY	/ Anai	veie
Diago T.	COLICIASION		Lyuant	MIIGI	<b>y</b> 313

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

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

OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4

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

Stage 5: Sign off by Director/ Head of Service				
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:	





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 g.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.
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

#### 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

டு. 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)?

Tick whi	ich applies	Tick which	applies	Reason
Positiv	e impact	Poter	ntial	Briefly explain what positive or negative impact has been identified
	-	negative	impact	Jan 19 Ja
Yes	No	Yes	No	
	Х		X	
	Х		Х	
	x		X	
	х		Х	
	Х		Х	
	Х		Х	
	Х		Х	
	Χ		Х	
	Х		Х	
	Х		Х	
	Positiv	X X X X X X	Positive impact Poter negative Yes No Yes  X  X  X  X  X  X  X  X  X  X  X  X  X	Positive impact Yes No Yes No  X X X X X X X X X X X X X X X X X X

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	Stage 4:	Conclusion	of the	Equality	y Analy	/sis
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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
	X		

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:					



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

Stage 1: Overview	
Name and job title of lead officer	Paul Dale – Assistant Director of Resources.
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria	Staffing Reductions and potentially generation of additional income
P. 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.

#### 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 polices 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)?

Protected characteristic	Tick whi	ich applies	Tick which	n applies	Reason
(C) equality group)	Positiv	e impact	npact Potential		Briefly explain what positive or negative impact has been identified
<b>6</b>			negative	impact	State Park and State
on the second se	Yes	No	Yes	No	
<b>W</b> Age		Х	X		Depending on the staff affected there could be a negative impact in this area
Disability		Х	X		Depending on the staff affected there could be a negative impact in this area
Gender Reassignment		Х		X	
Marriage and Civil		Х		X	
Partnership					
Pregnancy and Maternity		х		Х	
Race		Х	X		Depending on the staff affected there could be a negative impact in this area
Religion/ belief		Х		Х	
Sex (Gender)		Х	X		Depending on the staff affected there could be a negative impact in this area
Sexual orientation		Х		Х	
Socio-economic status		Х		Х	

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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4						

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

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

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

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

OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4
	X		

Stage 5: Sign off by Director/ Head of Service								
Assessment completed by	Paul Dale Assistant Director of Resources	Signature:	Date:12/10/2015					
Umprovement action plan signed off by Director/ Head of Service	Paul Dale Assistant Director of Resources	Signature:	Date:12/10/2015					



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 roposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc.)	We are required to make budget reductions in 2018/19. We will be removing a post that is currently vacant.  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.  There will be no redundancies as a result of this saving,
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.

#### 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)?

Λ					
Protected characteristic	Tick wh	ich applies	Tick which	1 applies	Reason
equality group)	Positiv	e impact	Poter	ntial	Briefly explain what positive or negative impact has been identified
1 , 3 , 1 ,			negative	impact	Ser Programme and Control of the Con
	Yes	No	Yes	No	
Age		Х			
Disability		х			
Gender Reassignment		Х			
Marriage and Civil		Х			
Partnership					
Pregnancy and Maternity		Х			
Race		Х			
Religion/ belief		Х			
Sex (Gender)		Х			
Sexual orientation		Х			
Socio-economic status		Х			

7.	If you have identified a negative impact, how do you plan to mitigate it?
N/	A
St	age 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
X	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.
Page 88	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

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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 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.

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:				





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

What are the proposals being assessed?	Staffing Support Savings (CS 2015-08)
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, eletion of posts, changing criteria	The proposal is to remove staffing support currently provided to the Assistant Director of Business Improvement. The latter post is being deleted and therefore the dedicated support will no longer be required.
tetc)	This will involve the deletion of 0.5 of a post.
How does this contribute to the council's corporate priorities?	The proposal supports the theme of Corporate Capacity by ensuring the department offers support to the organisation in the most efficient way.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The proposal is not expected to have any impact on services or customers since it is secondary in nature (i.e. the provision of support to an AD).
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No.

#### 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).

Related savings proposals, specifically the deletion of the AD Business Improvement post.

The postholder affected.

Staff will be managed using the managing workforce change procedure.

#### Stage 3: Assessing impact and analysis

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

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?
Deletion of half a post impacting on the current postholder	Application of the Organisational Change process.	Business case	March 2018	Existing	Sophie Ellis	Yes.

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

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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	
	$\checkmark$			

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

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Stage 5: Sign off by Director/ Head of Service								
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:					



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.

	Restructure of Safety Services & Emergency Planning team and delete up to two FTE posts through voluntary/compulsory redundancy (Savings proposal CS/IT04)
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 g.g. reduction/removal of service, deletion of posts, changing criteria etc)	To deliver financial savings of £48K over the period 2017/18 and 2018/19 by restructuring the Safety Services & Emergency Planning section and deleting up to 2 FTE posts that provide specialist health and safety advice and support to council departments and local authority schools. The team are also responsible for the overall management, development and testing of the the councils strategic emergency planning, disaster recovery and business continuity planning process.
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 realised as a result of developing more integrated working arrangements with the corporate FM team and the use of new IT systems which enable information to be shared more effectively which should reduce the amount of time needed to complete on site safety/compliance audits on the councils corporate buildings.
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 two members of staff from a current establishment of 5.5. The Safety Services and Emergency Planning team are responsible for providing specialist technical advice and support for all departments and ensuring that the council continues to discharge some of its statutory obligations. operations.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

#### 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 recent transfer of the Safety Services team from Corporate Governance to the Infrastructure & Transactions division has enabled the service to develop a far more integrated working arrangement with the Facilities Management section, who are responsible for the repair and maintenance of the councils corporate buildings which includes the management and monitoring of statutory items such as asbestos, legionella and gas safety. The co-location of the these two sections has allowed the Safety Services team to work directly with FM project managers which provides a number of benefits which include a reduction in the duplication of works and an ability to access/share information more effectively through the development of a new corporate asset management system both of which should should ultimately reduce the time taken to complete safety audits and free up specialist resources in both teams to work in a more proactive manner. Any staff reduction will be managed using the councils 'Managing workforce change' procedure

### stage 3: Assessing impact and analysis

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

Protected characteristic		Tick which applies		Reason	
(equality group)	Positive impact		Potential		Briefly explain what positive or negative impact has been identified
			negative impact		
	Yes	No	Yes	No	
Age		Х	Х		Given the small numbers and the age of the staff currently working in the team, the loss of two posts may have a disproportionate impact either on older or younger employees.
Disability		Х		Х	
Gender Reassignment		Х		Х	
Marriage & Civil		Х		Х	
Partnership					
Pregnancy and Maternity		Х		Х	
Race		Х		Х	
Religion/ belief		Х		Х	
Sex (Gender)		Х	Х		Given the small number of people working in the team, the loss of two posts may have a disproportionate impact on either male or female

			employees.
Sexual orientation	Х	Х	
Socio-economic status	Х	X	

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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#### 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	
	X			

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Mark Humphries – Assistant Director Infrastructure & Transactions	Signature:	Date: 6 <sup>th</sup> November 2015
Improvement action plan signed off by Director/ Head of Service		Signature:	Date:



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?	Delivery of savings through the installation of various energy saving devices at council owned properties (Savings proposal CS 2015-10)
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 g.g. reduction/removal of service, deletion of posts, changing criteria etc.)	To deliver financial savings of approximately £465K over the period 2018/19 by reducing energy consumption at Council buildings by undertaking a range of energy conservation projects, energy efficiency projects and the installation of local renewable energy generation schemes. The objective is to reduce energy consumption without alteration to service delivery standards, or the used environment within and around our buildings. Consequently only positive outcomes will occur ranging from reduced Council expenditure to improved local air quality.
How does this contribute to the council's corporate priorities?	The saving is required as part of the Medium Term Financial Strategy, and will also contribute towards improving performance in respect to Business Plan targets for the reduction of CO2 emissions from the councils operational buildings and infrastructure
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Users of all Council operational buildings
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

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	O	n	е
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#### Stage 3: Assessing impact and analysis

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

Protected characteristic	Tick whi	ch applies	Tick whic	h applies	Reason
equality group)			ntial	Briefly explain what positive or negative impact has been identified	
16	Yes	No	Yes	No	
<b>A</b> ge	Х			Х	All groups will benefit from improved local air quality
Disability	Х			Х	
Gender Reassignment	х			Х	All groups will potentially benefit from the financial saving made by the council, as it should reduce the impact on front line services in the medium term.
Marriage and Civil Partnership	Х			х	
Pregnancy and Maternity	х			Х	The proposals seek not to alter service delivery, but to allow the same service delivery to be achieved whilst reducing operating costs and consuming less energy.
Race	Х			Х	
Religion/ belief	Х			Х	
Sex (Gender)	Х			Х	
Sexual orientation	Х			Х	
Socio-economic status	Х			Х	

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 Ed	quality Analy	ysis
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<b>_8</b> .	Which of the following statemone Please refer to the guidance for car
رر س	Please refer to the guidance for car

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	
X				

Stage 5: Sign off by Director/ Head of Service				
Assessment completed by	Mark Humphries – Assistant Director Infrastructure & Transactions	Signature:	Date: 9 <sup>th</sup> November 2015	
Improvement action plan signed off by Director/ Head of Service		Signature:	Date:	



What are the proposals being assessed?	Proposed budget saving CS2015-11 ( 2018-19)
Which Department / Division has the responsibility for this?	Corporate Services - Resources

Stage 1: Overview	
Name and job title of lead officer	Evereth Willis – Interim Head of Policy, Strategy and Partnerships
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria	The aim and desired outcome of the proposal is to reduce the level of grant funding available to the Voluntary and Community sector.
2. How does this contribute to the council's corporate priorities?	The proposal will 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
Who will be affected by this roposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The funding benefits Voluntary and Community groups in the borough. Currently the Strategic Partnership Funding is used to capacity build and support organisations that give advice. The proposal will reduce the level of funding available for the Voluntary and Community organisations to bid for. Although it is a small reduction it may affect capacity building and targeted work focused on particular communities in the borough.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The other departments also give grants and commission services from the Voluntary and Community sector.

### Stage 2: Collecting evidence/ data

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

The level of funding currently awarded to organisations for 2015-18 has been used as part of the analysis and the aims (outlined below) have also been considered:

- Strategic Partner Funding is targeted at two areas of activity:
  - Strategic support services for the voluntary and community sector, including umbrella organisations providing voice, advice and capacity building support; and
  - Cross-cutting accredited advice services
- Strategic Partners:
  - deliver services that generate a quantifiable benefit to Merton;
  - are able to demonstrate a strong local connection to Merton, including an established local presence in the borough for at least 12 months;
  - contribute to the delivery of Merton's Community Plan and meeting the council's strategic objectives, including its commitment to equality and diversity;
  - operate in accordance with the principles of the Merton Compact;
  - work strategically with the council and contribute to policy development relating to the service they provide/ organisations they represent;
  - give service users a voice and articulate these at a borough level;
  - work collaboratively with other VCS organisations;
  - are not for profit organisations and do not include any public body or local authority; and
  - have a corporate body or have a formal constitution if not incorporated

The reduction, all be it minimal may adversely affect all the protected characteristics. Potentially there is a negative impact on all the protected characteristics but particularly Age, Disability, Sex, Race and Socio-Economic status. It may also reduce the borough's ability to 'Bridge the Gap' as numerous small voluntary and community groups operate in the East of the borough and provide a targeted 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 Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age		<b>√</b>	<b>√</b>		The proposal may reduce the availability of advice and support offered by voluntary and community organisations.
Disability		✓	<b>√</b>		The proposal may reduce the availability of advice and support offered by voluntary and community organisations.
Gender Reassignment		✓	<b>√</b>		The proposal may reduce the availability of advice and support offered by voluntary and community organisations.
Marriage and Civil Partnership		✓	<b>√</b>		The proposal may reduce the availability of advice and support offered by voluntary and community organisations.
Pregnancy and Maternity		✓	✓		The proposal may reduce the availability of advice and support offered by voluntary and community organisations.
Race		✓	<b>√</b>		The proposal may reduce the availability of advice and support offered by voluntary and community organisations.
Religion/ belief		✓			The proposal may reduce the availability of advice and support offered by voluntary and community organisations.
Sex (Gender)		✓	<b>√</b>		The proposal may reduce the availability of advice and support offered by voluntary and community organisations.
Sexual orientation		✓	<b>√</b>		The proposal may reduce the availability of advice and support offered by voluntary and community organisations.
Socio-economic status		✓	✓		The proposal may reduce the availability of advice and support offered by voluntary and community organisations.

Negative impact / gap in	Potentially there is a negative impact on all the protected characteristics but particularly Age, Disability, Sex,
information identified in the	Race and Socio-Economic status.
Equality Analysis	Nace and oocio-Economic status.
	Informs the Command Department of the command and making and condensative Department (Informs Commission
Action required to mitigate	Inform the Compact Board of the proposed reduction and work with the Board and Merton Voluntary Services
	Council (MVSC to support groups to work collaboratively and seek alternative funding sources and identify
	income generating measures.
How will you know this is	Feed back from MVSC and from groups currently funded to assess how they are responding to reduced funding
achieved? e.g.	levels.
performance measure /	
target	
By when	March 2017
Existing or additional	Existing
resources?	

Lead Officer	Evereth Willis
Action added to divisional /	Will be part of the team work programme to discuss funding reductions with the Compact Board and funded
team plan?	groups

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
		$\checkmark$	

The EA has not identified any potential for discrimination or negative impact and all proportunities to promote equality are being addressed. No changes are required.

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.

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.

The EA shows actual or potential unlawful discrimination. Stop and rethink your proposals.

Stage 5: Sign off by Director/ Head of Service					
Assessment completed by	Evereth Willis, Interim Head of Policy, Strategy and Partnerships	Signature: Evereth Willis	<b>Date:</b> 20.11.15		
Improvement action plan signed off by Director/ Head of Service	Paul Dale, Assist Director Resources	Signature: Paul Dale	Date: 20.11.15		



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?	CS2015-13 Reduction in Investigation capacity £40,000
	CS02015-14 Reduction in audit capacity £33,000
	Both the audit and investigation services are outsourced. Internal Audit is part of the Richmond Shared Service (SWLAP) and Investigation is part of the Wandsworth Shared service (SWLFP). By 2017/18 these services will be joined as part of the Richmond/Wandsworth merge.
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	We are required to make reduce our audit and investigation buy in from the audit and investigation partnerships in 2017/18.			
e.g. reduction/removal of service, deletion of posts, changing criteria	This will result in less audit days for Merton and therefore less coverage of control risks.			
etc)	This will also mean that there will be less proactive fraud work undertaken within the investigation service, which could have an impact on the controls and detection of fraud.			
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	the effect of the savings will mean less time purchased from the audit and fraud partnerships.			

organisation? If so, who are the partners and who has overall responsibility?

#### 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	anv	equalit	v ai	roups
							, ,	

### Stage 3: Assessing impact and analysis

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

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

7.	7. If you have identified a negative impact, how do you plan to mitigate it?					
N//	A					
St	age 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					
X	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.					
Page	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.					
<u>a</u>	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?

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

tage 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.

Stage 7: Sign off by Director/ He	Stage 7: Sign off by Director/ Head of Service							
Assessment completed by	Margaret Culleton Head of Internal Audit	Signature: M Culleton	Date: 18 <sup>th</sup> November 2015					
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:					

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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?	CSF2014-05 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
What are the aims, objectives and desired outcomes of your	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.
proposal? (Also explain proposals g.g. reduction/removal of service, changing criteria	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.
(Petc)	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.
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.	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.
	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.
4. Is the responsibility shared with	Not a shared responsibility. Services subject to this proposal are provided by local organisations which have

another department, authority or	been longstanding partners in Merton's Children's Trust arrangements.
organisation? If so, who are the	
partners and who has overall	
responsibility?	

#### 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 amilies 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	Tick whi	ch applies	Tick which	applies	Reason	
(equality group)				Briefly explain what positive or negative impact has been identified		
			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				no		
Partnership						
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
Religion/ belief			no	
Sex (Gender)			no	
Sexual orientation			no	
Socio-economic status		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

<del>-8</del> .	Which of the following statements best describe the outcome of the EA (Tick one box only)
age	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
15	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.
V	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	
116	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		
on by Birecton flead of Service	Yvette Stanley	Signature:	Date 07/10/15		
		Gette Stanley	d d		
Pa					



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?	CSF2015-01 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	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.
e.g. reduction/removal of service, deletion of posts, changing criteria	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.
Modes 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.

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)?

Protected characteristic			n applies	Reason	
equality group)	Positiv	e impact	Potential		Briefly explain what positive or negative impact has been identified
<u> </u>			negative	impact	
	Yes	No	Yes	No	
Age Disability					Not applicable
Disability					Not applicable
Gender Reassignment					Not applicable
Marriage and Civil					Not applicable
Partnership					
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

N

# → 0. 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

There are is equality impact of this proposal

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	





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?	CSF2015-02 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 g.g. reduction/removal of service, deletion of posts, changing criteria (Petc)	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.
3. 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

#### 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

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	Tick whi	ich applies	Tick which	n applies	Reason
(equality group)	Positiv	e impact	Potential		Briefly explain what positive or negative impact has been identified
. , , , ,			negative	impact	
	Yes	No	Yes	No	
Age					At this stage of proceedings it is not possible to evidence impact but detailed assessments will be undertaken throughout the development and implementation stages to ensure impact does not fall disproportionately on particular protected groups
Disability					See above
Gender Reassignment					See above
Marriage and Civil					See above
Partnership					
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	4
St	age 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.
X	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.
Pac	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.
Page 125	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?
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 determin ed as part of program me	Existing	CSF Business partner	
Pag						
e e						

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	





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
What are the aims, objectives and desired outcomes of your	Option 1 is to generate the full amount as income from schools through full cost recovery of services currently provided and increased trading.
roposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Option 2 in the event that this is <b>not deliverable would</b> be through deletion of posts and reduction of services.
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.

### 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

# 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)?

\ <u>\</u>					
Protected characteristic	Tick wh	ich applies	Tick which	h applies	Reason
equality group)	Positiv	e impact	Pote	ntial	Briefly explain what positive or negative impact has been identified
Confirming Street,		-	negative	impact	game an parameter and a second
	Yes	No	Yes	No	
Age			×		May need to reduce LA support services to primary and secondary
				·	schools
Disability			×		May need to reduce support services to special schools
Gender Reassignment					
Marriage and Civil					
Partnership					
Pregnancy and Maternity					
Race			×		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

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		





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?	CSF2015-04 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
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.

# 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 witill 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)?

<u>U</u>					
Protected characteristic	Tick whi	ich applies	Tick which	n applies	Reason
Protected characteristic ngequality group)	Positiv	e impact	Potei	ntial	Briefly explain what positive or negative impact has been identified
			negative	impact	
ယ်	Yes	No	Yes	No	
<b>∽</b> Age					
Disability					
Gender Reassignment					
Marriage and Civil					
Partnership				1	
Pregnancy and Maternity					
Race					
Religion/ belief			_		
Sex (Gender)			×		All current commissioning managers are female
Sexual orientation					
Socio-economic status					

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

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

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

ONOte 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
	X		

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			





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?	CSF2015-05 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
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.

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

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	Tick whi	ich applies	Tick which	n applies	Reason
(equality group)	Positiv	e impact	Potei	ntial	Briefly explain what positive or negative impact has been identified
ယ် ' ' ' ' ' ' '			negative	impact	3.1 4
7	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
ט						

ONOte 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
	X		

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			





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?	CSF2015-06 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
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.

# 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

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)?

<u></u>					
Protected characteristic	Tick whi	ich applies	Tick which applies		Reason
(equality group)	Positiv	e impact	Poter	ntial	Briefly explain what positive or negative impact has been identified
( 1 3 3 1 1 7			negative	impact	3.4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4
	Yes	No	Yes	No	
Age					N/A
Disability					N/A
Gender Reassignment					N/A
Marriage and Civil					N/A
Partnership					
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
ס						

ONOte 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	
	X			

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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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?	Review of management costs within CSF to deliver savings over 2016/18 – CSF 2015-07
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. At this stage we expect this will require a reduction of 13 posts from a total of 268FTE. There will be a focus on core functions in education and social care and we will redesign our workforce across a smaller overall department.
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. A smaller workforce will reduce our ability to work on cross cutting issues and new developments.
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. We will use the Council's agreed HR policies and procedures for restructuring. An EA will be developed for the service change staffing proposals as and when we are able to be clearer about the exact number of staff reductions required, the affected divisions and services. We will require new systems to be embedded, primarily (MOSAIC) and to have embedded flexible working across the department. Work is already underway in terms of developing the CSF workforce to be more highly skilled and flexible, therefore, meeting the

#### 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. During the review of our processes we will ensure they are LEAN.

#### Stage 3: Assessing impact and analysis

Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	-
Age					At this stage of process it is not possible to evidence impact for the different characteristics, however, detailed assessments will be undertaken throughout the development and implementation stages to ensure impact does not fall disproportionately on particular protected groups
Disability					See above

Gender Reassignment	See above
Marriage and Civil	See above
Partnership	
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.

X 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).

l	Negative impact/ gap in nformation 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?
i t	To review proposals and mplementation at key points to ensure EA is not disproportionate.	Undertake EA's at key stages of the process: design; implementation	EA's undertaken	To be determin ed as part of program me	Existing	CSF Busines s partner	
нagu							
TO L							

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

Programme management to include an overview and actions to mitigate any potential negative equalities implications, to be developed with HR Business Partner and DMT (CSF).

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



### 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	To reduce the overheads of the organisation by reducing the back office support costs.
• How does this contribute to the souncil's corporate priorities?	Improved efficiencies due to a reduction in expenditure and more cost effective ways of working
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

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

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

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
	X		

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:			



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?	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.
	The proposal will lead to reduction in resources of 5 FTE Civil Enforcement Officers ENV02 and 1 CEO Team Leader ENV03
	There will be a need to consult with staff as this will be change to their terms and conditions.
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,	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.  This will lead to a reduction of 5 Civil Enforcement Officers and 1 Civil Enforcement Team Leaders
deletion of posts, changing criteria etc)	This will tead to a readstion of o olvir Emorgement officers and if olvir Emorgement ream Educate
2. How does this contribute to the council's corporate priorities?	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.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The public and motorists who use our services will benefit whilst reducing the cost to run the service.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall	The responsibility is not shared with any other department



#### 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.

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

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.

	tage 4: Conclusion of the Equ	uality Analysis		
₽aα̈́e 157	Which of the following state Please refer to the guidance for outcomes and what they mean for	ements best describe the outco carrying out Equality Impact Assess or your proposal	me of the EA (Tick one box onl ments is available on the intranet for	y) further information about these
	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:			



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	
முlame 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 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

#### 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

(D

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

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	
<u></u>	

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
X			

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:						



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.
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

#### 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

Φ								
Protected characteristic	Tick wh	ich applies	Tick which	n applies	Reason			
equality group)	Positive impact Potential		ntial	Briefly explain what positive or negative impact has been identified				
No quanty group,		•	negative	impact	Sum or production of the game			
	Yes	No	Yes	No				
Age		X		X				
Disability		X		X				
Gender Reassignment		X		X				
Marriage and Civil		X		X				
Partnership				1				
Pregnancy and Maternity		X		Х				
Race		X		X				
Religion/ belief		X	•	X				
Sex (Gender)		X		Х				
Sexual orientation		X		Х				
Socio-economic status		Χ		Х				

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.

	tage 4: Conclusion of the Equ	uality Analysis		
₽age 163	Which of the following state Please refer to the guidance for outcomes and what they mean f	ements best describe the outcom carrying out Equality Impact Assessmoor your proposal		
	OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4

Stage 5: Sign off by Director/ Head of Service										
Assessment completed by	Assessment completed by Paul Walshe Head of Parking and CCTV Signature: Date:									
Improvement action plan signed off by Director/ Head of Service	John Hill Head of Public Protection	Signature:	Date:							



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
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

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

<b>P</b> rotected characteristic	Tick whi	ich applies	Tick which	applies	Reason
equality group)	Positiv	e impact	Poter	ntial	Briefly explain what positive or negative impact has been identified
<u>a</u>			negative	impact	
_	Yes	No	Yes	No	
Age Disability		X		X	
Disability		X		X	
Gender Reassignment		X		X	
Marriage and Civil		X		X	
Partnership					
Pregnancy and Maternity		X		Х	
Race		X		Χ	
Religion/ belief		X		Χ	
Sex (Gender)		Х	-	Χ	
Sexual orientation		Х		Х	
Socio-economic status		Χ		Х	

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	

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
X			

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:



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 detc)	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

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

<u>я</u>					
Protected characteristic	Tick whi	ich applies	Tick which	applies	Reason
(equality group)	Positiv	e impact	Poter	ntial	Briefly explain what positive or negative impact has been identified
			negative	impact	
68	Yes	No	Yes	No	
Age		X		X	
Disability		X		X	
Gender Reassignment		X		X	
Marriage and Civil		X		X	
Partnership					
Pregnancy and Maternity		X		Х	
Race		Х		Х	
Religion/ belief		X		Χ	
Sex (Gender)		Х		Х	
Sexual orientation		Х		Х	
Socio-economic status		Χ		Χ	

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	<b>Equality</b>	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
X			

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:



### ENV08 ENV09 ENV10. Replacement Saving ER10

What are the proposals being assessed?	ENV08 Funding of EH FTE by Public Health Subsidy
	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
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 g. reduction/removal of service, deletion of posts, changing criteria etc)	To introduce efficiency savings, utilise alternative funding sources and maximise income opportunites 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.

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

П

Protected characteristic	Tick whi	ich applies	Tick which	n applies	Reason
(Qequality group)	Positiv	e impact	Poter	ntial	Briefly explain what positive or negative impact has been identified
		-	negative	impact	Jan
7,	Yes	No	Yes	No	
Age		X		X	
Disability		X		X	
Gender Reassignment		X		X	
Marriage and Civil		X		X	
Partnership				1	
<b>Pregnancy and Maternity</b>		X		X	
Race		X		X	
Religion/ belief		X	· ·	X	
Sex (Gender)		X		X	
Sexual orientation		X		X	
Socio-economic status		Χ		X	

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.

tage 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

OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4
X			

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**



• • •	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
What are the aims, objectives and desired outcomes of your	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
proposal? (Also explain proposals	Outcomes: To achieve savings
e.g. reduction/removal of service, deletion of posts, changing criteria	To externalise Arts & Leisure Development function
etc)	Potential reduction in scope of services
D '	Loss of 3 ftes
2. How does this contribute to the council's corporate priorities?	Contributes to the council's saving plans.
. Who will be affected by this	These proposals are set to make savings for the council. Those affected will be:
proposal? For example who are	Arts & Leisure Development Officers
the external/internal customers, communities, partners, stakeholders, the workforce etc.	<ul> <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

#### 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

<u> </u>					
Protected characteristic		ch applies	Tick which		Reason
(equality group)	Positiv	e impact	Poter	ntial	Briefly explain what positive or negative impact has been identified
			negative	impact	
4	Yes	No	Yes	No	
Age				X	
Disability				X	
Gender Reassignment				X	
Marriage and Civil				X	
Partnership					
Pregnancy and Maternity				Х	
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				Х	
Socio-economic status			Х		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.
- X 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**

Page

#### 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	СР	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

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

# **Equality Analysis – ENV12**



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

Stage 1: Overview	
Name and job title of lead officer	Christine Parsloe, Leisure & Culture Development Manager
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)      How does this contribute to the	Aims: To reduce expenditure and rationalise service provision to complement other service changes within Greenspaces and Leisure & Culture Development Outcomes: To achieve savings To rationalise and suitably structure remaining services as part of service transformations Loss of 1 ftes Contributes to the council's saving plans.
council's corporate priorities?	Contributes to the council's saving plans.
8. Who will be affected by this roposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	These proposals are set to make savings for the council. Those affected will be:  • Leisure & Culture Development Manager and the Greenspaces Manager
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

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).

Ν	O	n	е
IN	o	n	е

#### Stage 3: Assessing impact and analysis

Protected characteristic	Tick whi	ich applies	Tick which	n applies 🍙	Reason
(Requality group)	Positiv	e impact	Potei	ntial	Briefly explain what positive or negative impact has been identified
Φ 11 3 3 117		negati		impact	game an parameter and a second
1	Yes	No	Yes	No	
Og Age				X	
Disability				X	
Gender Reassignment				X	
Marriage and Civil				X	
Partnership					
<b>Pregnancy and Maternity</b>				X	
Race				Х	
Religion/ belief				Χ	
Sex (Gender)			X		The staff loss could be female
Sexual orientation				X	
Socio-economic status				X	

7.	7. If you have identified a negative impact, how do you plan to mitigate it?					
En	courage staff to take up council training and development courses and support them through applying for jobs elsewhere.					
Sta	age 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.					
X	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.					
Pag	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.					

### **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).

Outcome 4 – The EA shows actual or potential unlawful discrimination. Stop and rethink your proposals.

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

### ၂၀. 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

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

# **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
What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals)	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.
e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Outcomes: To achieve savings  To rationalise and suitably structure contact with customers through the customer contact centre as part of service transformations
U	Loss of 3 ftes
2. How does this contribute to the council's corporate priorities?	Contributes to the council's saving plans and service transformations.
who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	These proposals are set to make savings for the council. Those affected will be:  • Leisure Support Services Officers
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

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).

Ν	O	n	е
IN	o	n	е

#### Stage 3: Assessing impact and analysis

<b>T</b>					
Protected characteristic	Tick whi	ch applies	Tick which	h applies 🍙	Reason
Qequality group)	Positiv	e impact	Pote	ntial	Briefly explain what positive or negative impact has been identified
(D)			negative	impact	
12	Yes	No	Yes	No	
<b>∞</b> NAge				X	
Disability				X	
Gender Reassignment				X	
Marriage and Civil				X	
Partnership					
Pregnancy and Maternity				X	
Race			X		Some of the staff losses are from an ethnic minority background
Religion/ belief				Х	
Sex (Gender)			X		Some of the staff losses will be women
Sexual orientation				Х	
Socio-economic status			Х		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.
 X
 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?
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

nis 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 and 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:			



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 g.g. reduction/removal of service, deletion of posts, changing criteria (Petc)	Increase in income from rent reviews of c60 properties.
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.

### 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

Ψ					
Protected characteristic	Tick whi	ich applies	Tick which	n applies	Reason
opequality group)	Positive impact		Potential		Briefly explain what positive or negative impact has been identified
o		•	negative	impact	Summer and the summer
	Yes	No	Yes	No	
Age		Х		X	
Disability		Х		Х	
Gender Reassignment		Х		Х	
Marriage and Civil		х		Х	
Partnership				,	
Pregnancy and Maternity		Х		Х	
Race		Х		Х	
Religion/ belief		Х	Ţ	Х	
Sex (Gender)		Х		Х	
Sexual orientation		Х		Х	
Socio-economic status		Х		Х	

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	on of the Ed	quality 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
Х			

Stage 5: Sign off by Director/ Head of Service								
Assessment completed by								
Improvement action plan signed off by Director/ Head of Service	James McGinlay. Head of Sustainable Communities	Signature:	Date:					



## 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

Stage 1: Overview	
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 g. reduction/removal of service,	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.
deletion of posts, changing criteria etc)	ENV 24: £10k saving by ceasing subscription to Urban Design London training and ceasing support to Open House London
A. 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,	ENV 15: community benefit from new lighting but requires capital upfront (invest to save) ENV 16: N/A
communities, partners, stakeholders, the workforce etc.	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.

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**

$\mathbf{C}$					
Protected characteristic	Tick whi	ich applies	Tick which	applies	Reason
(equality group)	Positive impact		Potential		Briefly explain what positive or negative impact has been identified
(equality group)		negative impact		impact	
0	Yes	No	Yes	No	
Age				Х	
Disability				Х	
Gender Reassignment				Х	
Marriage and Civil				Х	
Partnership					
Pregnancy and Maternity				Х	
Race			•	Х	
Religion/ belief				Х	
Sex (Gender)				Х	
Sexual orientation	·			Х	
Socio-economic status				Х	

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	
<u></u>	

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
X			

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:					



#### **ENV18 ENV19 ENV21 ENV 22.**

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

Stage 1: Overview	
ame and job title of lead officer	Doug Napier Leisure & Culture Greenspaces Manager
1. What are the aims, objectives and desired outcomes of your roposal? (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.

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

<b>T</b>					
Protected characteristic	Tick whi	ich applies	Tick which	n applies 🍙	Reason
(Gequality group)	Positiv	e impact	Poter	ntial	Briefly explain what positive or negative impact has been identified
(D) 1 3 0 17		-	negative	impact	State Production
16	Yes	No	Yes	No	
<b>A</b> ge		Х		X	
Disability		X		X	
Gender Reassignment		X		X	
Marriage and Civil		X		X	
Partnership					
<b>Pregnancy and Maternity</b>		X		X	
Race		X		Х	
Religion/ belief		X		Χ	
Sex (Gender)		X		X	
Sexual orientation		Χ		X	
Socio-economic status		Χ		X	

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.

St	age 4: Conclusion of the Equality Analysis
_	Which of the following statements best describe the outcome of the EA (Tick one box only)  Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4
	X		

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:	



## ENV20

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

Stage 1: Overview	
Name and job title of lead officer	Neil Milligan. Building and Development Control Manager
What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, eletion of posts, changing criteria etc)	ENV20 Increased income from Building Control Services  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 ontop of those already identified in the commercialisation plans.
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 proving 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.

### 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

<u>Q</u>					
Protected characteristic	Tick whi	ch applies	Tick which	applies	Reason
equality group)	Positive impact		Potential		Briefly explain what positive or negative impact has been identified
05	neg		negative	impact	
<u> </u>	Yes	No	Yes	No	
Age		Х		Х	service provision should be enhanced
Disability		Х		X	service provision should be enhanced
Gender Reassignment		х		Х	service provision should be enhanced
Marriage and Civil		Х		Х	service provision should be enhanced
Partnership				1	
Pregnancy and Maternity		Х		Х	service provision should be enhanced
Race		Х		Х	service provision should be enhanced
Religion/ belief		Х		Х	service provision should be enhanced
Sex (Gender)		Х		Х	service provision should be enhanced
Sexual orientation		Х		Х	service provision should be enhanced
Socio-economic status		Х		Х	service provision should be enhanced

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	

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
X			

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:	



## 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	To assist in meeting the savings targets of the Department, whilst maintaining quality of Service, by selecting a service provider with partner boroughs.
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

### 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

(i)					
Protected characteristic	Tick whi	ich applies	Tick which	n applies	Reason
დequality group)	Positiv	e impact	Potei	ntial	Briefly explain what positive or negative impact has been identified
Φ g. σαρ,		•	negative	impact	Summer of the su
	Yes	No	Yes	No	
Age		X		X	
Disability		X		X	
Gender Reassignment		X		X	
Marriage and Civil		X		X	
Partnership				1	
Pregnancy and Maternity		X		Χ	
Race		X		X	
Religion/ belief		X	•	X	
Sex (Gender)		X		X	
Sexual orientation		Χ		Х	
Socio-economic status		Χ		Х	

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.

S	tage 4: Conclusion of the Equ	ality Analysis		
مَو	. Which of the following state Please refer to the guidance for outcomes and what they mean fo	carrying out Equality Impact Assessi	me of the EA (Tick one box only ments is available on the intranet for the	r) iurther information about these
	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:				



## 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	ormac Stokes, Head of Street Scene & Waste					
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals pe.g. reduction/removal of service,	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					
deletion of posts, changing criteria	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  Waste Collection and recycling					
	Commercial waste					
	Street Cleaning					
	Winter Maintenance					
	Vehicle Maintenance					
2. How does this contribute to the council's corporate priorities?	To provide robust commercial acumen and identify areas of further savings.					
Who will be affected by this proposal? For example who are	The current proposal is for the procurement to provide the same level of service minimising any impact on residents					
the external/internal customers, communities, partners, stakeholders, the workforce etc.	The staff delivering these universal service are directly impacted and may be required to transfer to a new provider under full TUPE regulations					
Stationard, the Worldood Co.	The staff that remain with the council will be required to adapt to changing roles and responsibilities.					

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



## 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

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

7.	If you have iden	tified a negative	impact, how do	you plan to mitigate it?
	II you mate mon	unou a nogativo	minpact, men ac	you plain to miningate 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

$\checkmark$	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?

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

## tage 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.

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





## ENV27

What are the proposals being assessed?	ENV27 Changes in waste collection 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 G.g. reduction/removal of service, deletion of posts, changing criteria (petc)	1) Removal of food waste liners
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.

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

Protected characteristic	Tick wh	ich applies	Tick which	n applies	Reason
(equality group)	Positiv	e impact	Potential		Briefly explain what positive or negative impact has been identified
$\boldsymbol{\omega}$		-	negative	impact	3
ıge	Yes	No	Yes	No	
∕Age		<b>✓</b>	<b>√</b>		Removal of free liners may lead to the food waste being put back into the
0					residual waste stream increasing the weight of the residual sacks which
7					will make these sacks heavier to lift for presentation.
Disability		✓		<b>✓</b>	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		<b>✓</b>		✓	
Marriage and Civil		<b>✓</b>		<b>✓</b>	
Partnership					
Pregnancy and Maternity		✓		✓	
Race		✓		✓	
Religion/ belief		✓		✓	
Sex (Gender)		✓		✓	
Sexual orientation		✓		✓	
Socio-economic status		<b>✓</b>	<b>√</b>		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.

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	
Pag						

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
	$\checkmark$		

## 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:			





ENV28

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

Stage 1: Overview	
Name and job title of lead officer	Cormac Stokes
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals .g. reduction/removal of service, deletion of posts, changing criteria metc)	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.

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

Protected characteristic	Tick wh	ich applies	Tick which	n applies	Reason
ປequality group)	Positiv	e impact	Poter negative		Briefly explain what positive or negative impact has been identified
age	Yes	No	Yes	No	
Age		X		X	
Disability		X		X	
Gender Reassignment		X		X	
Marriage and Civil Partnership		X		Х	
Pregnancy and Maternity		X		X	
Race		X		X	
Religion/ belief		X		X	
Sex (Gender)		X		X	
Sexual orientation		X		X	
Socio-economic status		X		Х	

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	
0	

- No. 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
$\checkmark$			

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 &b Waste	Signature:	Date:				



## ENV29

What are the proposals being assessed?	Changes in waste collection arrangements ENV29
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	1) Realign budget to reflect actual income achieved through sale of textiles
M2. How does this contribute to the council's corporate priorities?	To deliver potential savings.
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.

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

<b>T</b>					
Protected characteristic	Tick wh	Tick which applies  Tick which applie		n applies 🍙	Reason
(Requality group)	Positiv	e impact	Poter	ntial	Briefly explain what positive or negative impact has been identified
(D) 1 3 17		-	negative	impact	13.1
2	Yes	No	Yes	No	
₽Age		X		Х	
Disability		X		Х	
Gender Reassignment		X		Х	
Marriage and Civil		X		Х	
Partnership					
Pregnancy and Maternity		X		X	
Race		X		X	
Religion/ belief		X		X	
Sex (Gender)		X		X	
Sexual orientation		X		X	
Socio-economic status		X		Х	

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	۸٠	Conclusion	of the	Equality	, Analysis
Stage	4.	Conclusion	or trie	Equality	Allalysis

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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
$\checkmark$			

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:



## ENV30

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

Stage 1: Overview	
Name and job title of lead officer	Cormac Stokes
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals G.g. reduction/removal of service, deletion of posts, changing criteria metc)	1) Increase annual subscription fees by £5 p.a.
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.

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	Tick wh	ich applies	Tick which	n applies	Reason
ປequality group)	Positiv	e impact	Potential negative impact		Briefly explain what positive or negative impact has been identified
age	Yes	No	Yes	No	
Age		✓	<b>✓</b>		May not be able to afford increase
– <b>P</b> isability		✓			May not be able to afford increase
Gender Reassignment		✓			
Marriage and Civil Partnership		<b>√</b>			
Pregnancy and Maternity		<b>✓</b>			
Race		✓			
Religion/ belief		✓			
Sex (Gender)		✓			
Sexual orientation		✓			
Socio-economic status		✓	✓		May not be able to afford increase

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	

Two te that the full impact of the decision r	nay only be known after the	e proposals have been in	plemented; therefore it is
$^{\mathfrak{Q}}_{\mathbf{m}}$ mportant the effective monitoring is in p			

tage 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:				

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:				





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, pleletion of posts, changing criteria etc)	1) Commencing charging schools for recyclable waste (17/18) and food waste (18/19) collection
Mow 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.

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	Tick whi	ich applies	Tick which	annlies	Reason
(equality group)		e impact	Potential		Briefly explain what positive or negative impact has been identified
e de la company			negative	ımpact	
<del>)</del> e	Yes	No	Yes	No	
Age		✓		~	
Disability		✓		<b>√</b>	
Gender Reassignment		✓		V	
Marriage and Civil		✓		<b>√</b>	
Partnership					
Pregnancy and Maternity		<b>✓</b>		<b>V</b>	
Race		✓		✓	
Religion/ belief		✓		<b>✓</b>	
Sex (Gender)		✓		✓	
Sexual orientation		✓		✓	
Socio-economic status		✓		✓	

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	

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

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

OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4
<b>✓</b>			

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:			



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 g.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.
3. 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

## 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)?

Φ					
Protected characteristic	Tick whi	ich applies	Tick which	n applies	Reason
(vequality group)	Positiv	e impact	Pote	ntial	Briefly explain what positive or negative impact has been identified
4 1 3 3 1 1 7		-	negative	impact	13.1 a partition of the state o
	Yes	No	Yes	No	
Age		X		X	
Disability		X		X	
Gender Reassignment		X		X	
Marriage and Civil		X		X	
Partnership				1	
Pregnancy and Maternity		X		Х	
Race		X		Х	
Religion/ belief		X	_	Х	
Sex (Gender)		X		Х	
Sexual orientation	·	X		Х	
Socio-economic status	·	Χ		Х	

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			
O The state of the			

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
	X		

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:			

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## **ENV34 Property Management**

What are the proposals being assessed?	Increased income from the non-operational portfolio £8k in 2017/18 40k in 2018/19
Which Department/ Division has the responsibility for this?	Environment & Regeneration Department - 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, pleletion of posts, changing criteria etc.)	Increased income from the non-operational portfolio.
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.

## 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

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	Tick whi	ch applies	Tick which	applies	Reason
vequality group)	Positiv	e impact	Poter negative		Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age		Х		Х	
Disability		Х		Х	
Gender Reassignment		X		Х	
Marriage and Civil		Х		Х	
Partnership					
Pregnancy and Maternity		X		Х	
Race		Х		Х	
Religion/ belief		Х		Х	
Sex (Gender)		Х		Х	
Sexual orientation		Х		Х	
Socio-economic status		Χ		Х	

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	y Analy	/sis
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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
X			

Stage 5: Sign off by Director/ Head of Service					
Assessment completed by	Howard Joy Property Management and Review Manager	Signature:	Date:10.11.2015		
Improvement action plan signed off by Director/ Head of Service	James McGinlay Head of Sustainable Communities	Signature:	Date:		



## **ENV35 Waste Operations**

What are the proposals being assessed?	Efficiency Measures – Reduction of 1 domestic residual waste crew.
Which Department/ Division has the responsibility for this?	Env & Regeneration /Street Scene & Waste

Stage 1: Overview	
Name and job title of lead officer	Brian McLoughlin
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 increase the efficiency of the Service; maintaining service standards whilst lowering costs.
2. How does this contribute to the council's corporate priorities?	Provides a contribution to the Corporate savings target
Who will be affected by this proposal? For example who are	This is an efficiency saving; it is envisaged that the customers of the service will not be adversely affected.
the external/internal customers, communities, partners, stakeholders, the workforce etc.	The staff delivering these service are directly impacted and may be required to transfer to a new provider under full TUPE regulations
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	This saving will be delivered once the contract relating to Phase C of the South London Waste Partnership is in place.

## 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 Partnership's strategic steering group.

### Stage 3: Assessing impact and analysis

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

Protected characteristic	Tick whi	ch applies	Tick which	n applies	Reason
pequality group)	Positiv	e impact	Poter negative		Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age		Χ		Х	
Disability		Χ		Х	
Gender Reassignment		Χ		Х	
Marriage and Civil		Х		Х	
Partnership					
Pregnancy and Maternity		Х		Х	
Race		Х		Х	
Religion/ belief		Х		Х	
Sex (Gender)		Х		Х	
Sexual orientation		Х		Х	
Socio-economic status		Х		Х	

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.

U Sta	age 4: Conclusion of the Eq	uality Analysis		
je <b>2</b> 32	Which of the following state Please refer to the guidance for outcomes and what they mean	ements best describe the outcome carrying out Equality Impact Assessn for your proposal	me of the EA (Tick one box only nents is available on the intranet for for	) urther information about these
	OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4
		X		

Stage 5: Sign off by Director/ Ho	ead of Service		
Assessment completed by	Charlie Baker; Waste Strategy & Commissioning Manager	Signature:	Date: 18th Nov 2015
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes Head of Street Scene & Waste	Signature:	Date:



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?	Removal of the neighbourhood recycling centres. (NRC) (ENV36)
Which Department/ Division has the responsibility for this?	Waste Services – Environment and Regeneration

Stage 1: Overview	
Name and job title of lead officer	Charles Baker
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, eletion of posts, changing criteria etc.)	The aim is to remove the borough wide NRC in order to reduce the level of fly tipping associated with these locations.
2. How does this contribute to the council's corporate priorities?	To identify savings in the services disposal cost.
Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	This reduces the ability for residents who whish to participate in recycling initiatives but do not have the facility to do so within their home environment.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None - The aim to keep and or relocate the existing textiles / book banks.

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

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

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

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

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

# stage 3: Assessing impact and analysis

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

Protected characteristic	Tick wh	ich applies	Tick whic	h applies	Reason
(equality group)	Positiv	/e impact	Pote negative		Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age		✓		✓	
Disability		✓		✓	
Gender Reassignment		✓		✓	
Marriage and Civil		✓		✓	
Partnership					
Pregnancy and Maternity		✓		✓	
Race		✓		✓	
Religion/ belief		✓		✓	
Sex (Gender)		✓		✓	
Sexual orientation		✓		✓	
Socio-economic status		✓	✓		
					Residents who live in house of multiple occupancies and or above shops who have restricted access to domestic recycling

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?
Restricted access to Recycling facilities	Promote and engage with impacted residents on recycling initiatives	Maintained current level of recycling	TBC	Existing Resource	Charles Baker	Incorporated into Team Plan

Note that the full im	pact of the decision ma	y only be known after	the proposals have l	been implemented; t	herefore it is
	tive monitoring is in plac				

## 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
	<b>~</b>		

Stage 5: Sign off by Director/ Head of Service					
Assessment completed by	Charles Baker – Commissioning Manager	Signature:	Date:		

Stage 5: Sign off by Director/ Head of Service					
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:		



## **ENV37 Tacho Centre Business Opportunities**.

What are the proposals being assessed?	Business opportunities - Tacho Centre marketing (Transport).			
Which Department/ Division has the responsibility for this?	Environment and Regeneration Dept (Street Scene & Waste Division)			

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, beletion of posts, changing criteria etc)	Develop business opportunities to market Tacho Centre to external third parties
How does this contribute to the council's corporate priorities?	Increased income from selling surplus capacity and technical skills to off-set costs of providing statutory duties.
3. Who will be affected by this proposal? For example who are 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?	Potentially: Phase C successful bidder will be responsible for the output of the workshops

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)?

<b>P</b> rotected characteristic	Tick whi	ch applies	Tick which	n applies	Reason
equality group)	Positiv	e impact	Poter	ntial	Briefly explain what positive or negative impact has been identified
e i			negative	impact	
2	Yes	No	Yes	No	
ge Disability		X		X	
Disability		X		Х	
Gender Reassignment		Х		Х	
Marriage and Civil		X		Х	
Partnership					
Pregnancy and Maternity		X		X	
Race		Х		Х	
Religion/ belief		Х		Х	
Sex (Gender)		Х		Х	
Sexual orientation		Х		Х	
Socio-economic status		Χ		Х	

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.

Pst O	age 4: Conclusion of the Eq	uality Analysis		
<del>D</del>	Which of the following state Please refer to the guidance for outcomes and what they mean	ements best describe the outco carrying out Equality Impact Assessr for your proposal	me of the EA (Tick one box only nents is available on the intranet for f	urther information about these
	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: 10th Nov 2015		
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes (Head of Street Scene & Waste)	Signature:	Date:		



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.
How does this contribute to the acouncil'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

### 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**

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	Tick whi	hich applies Tick which applies Reason		Reason	
(equality group)	Positive impact		Potential negative impact		Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age		<b>√</b>	<b>✓</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.
Disability		✓	✓		As above
Gender Reassignment		✓	✓		As above
Marriage and Civil Partnership		✓	✓		As above
Pregnancy and Maternity		✓	✓		As above
Race		✓	✓		As above
Religion/ belief		<b>√</b>	✓		As above
Sex (Gender)		✓	✓		As above

Sexual orientation	✓	✓	As above
Socio-economic status	✓	<b>✓</b>	As above

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	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.
Action required to mitigate	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.
D	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.
Page	An equalities analysis will be undertaken on the specific staffing reductions.
How will you know this is	Revised structure and self-help tools in place
Achieved? e.g.	
Performance measure /	
target	NA 1 0047
By when	March 2017
Existing or additional	Existing
resources?	
Lead Officer	Steve Langley
Action added to divisional /	Included in the Housing Needs TOM
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**

OUTCOME 1

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

OUTCOME 2

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

	00.002	00.00		
		<b>✓</b>		
To D Stage 5: Sign off by Director/ H	ead of Service			
Assessment completed by	Steve Langley, Head of Housing Needs and Strategy	Signature: Steve Langley	<b>Date:</b> 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	

OUTCOME 3

**OUTCOME 4** 



	Proposed budget saving CH67, CH68 and CH69 – Shared service and rationalisation of staffing structure (2017/18 and 2018/19)
Which Department / Division has the responsibility for this?	Community and Housing, Library & Heritage Service

Stage 1: Overview	
Name and job title of lead officer	Anthony Hopkins, Head of Library and Heritage 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	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 customers, taking in to account previous budget savings and the cumulative effect on service delivery. It is intended to do this via the provision of a shared service which should ensure frontline service levels are not affected.
etc) U O O O O O O O O O O O O O O O O O O	This proposal would mean the merger of the management teams across two boroughs and will also enable some resilience and a level of capacity to be able to undertake key projects. The shared service structure should have minimal impact on the frontline and the customer experience.
3. How does this contribute to the council's corporate priorities?	The Libraries 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.	Staff will be affected by the changes but the merging will create some resilience in challenging times.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	HR and Legal input will be required. TUPE is likely to apply for some staff.

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

The sharing of services and in particular management teams has become more common and is in practice across a number of authorities. Merton has some successful examples of sharing services with other boroughs and the expertise and knowledge in this area has fed into this work. Specific Library & Heritage Service shared structures have also been reviewed, some in London and in other regions. In considering this assessment the impact on staff from both services has been considered and the equalities implications. The impact on customers has also been considered although this has been mitigated by trying to protect frontline services wherever practical.

### Stage 3: Assessing impact and analysis

## ৰ্ত্ত. 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		✓	✓		Staff from this protected characteristic could be made redundant
Disability		✓	✓		Staff from this protected characteristic could be made redundant – however this is unlikely
Gender Reassignment		✓		<b>√</b>	N/A
Marriage and Civil Partnership		✓		<b>√</b>	N/A
Pregnancy and Maternity		✓	✓		Staff from this protected characteristic could be made redundant – however this is unlikely
Race		✓	✓		Staff from this protected characteristic could be made redundant
Religion/ belief		✓		✓	N/A
Sex (Gender)		✓	✓		Staff from this protected characteristic could be made redundant
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	Impact on staff who may be made redundant.
Action required to mitigate	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.
	The Library & Heritage Service TOM reflects the approach to transforming service delivery.
	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.
	A further EA will be needed to be undertaken by HR when the staff who may be at risk have been identified.
How will you know this is	Shared service in place and efficiencies delivered.
achieved? e.g. performance measure / target	
By when	March 2017
Existing or additional Vesources?	Existing
ead Officer	Anthony Hopkins
ΦAction added to divisional /	Included in the Library & Heritage Service TOM and service plan
Yeam plan?	

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

## Stage 4: Conclusion of the Equality Analysis

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

OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4
		$\checkmark$	

The EA has not identified any

The EA has identified adjustments

The EA has identified some

The EA shows actual or potential

potential for discrimination or negative impact and all opportunities to promote equality are being addressed. No changes are required. to remove negative impact or to better promote equality. Actions you propose to take to do this should be included in the Action Plan. potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. unlawful discrimination. Stop and rethink your proposals.

Stage 5: Sign off by Director/ Head of Service							
Assessment completed by	Anthony Hopkins, Head of Library & Heritage Service	Signature: Anthony Hopkins	<b>Date:</b> 10.11.15				
Improvement action plan signed off by Director/ Head of Service	Simon Williams, Director of Community and Housing	Signature: Simon Williams	<b>Date:</b> 10.11.15				



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

Stage 1: Overview					
Name and job title of lead officer	Rahat Ahmed-Man, Head of Assessment and Commissioning				
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)  0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	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.				
	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.				
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.				

responsibility?	

## 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) ackgrounds 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 Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age		<b>√</b>	<b>√</b>		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		<b>√</b>	<b>√</b>		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
∦larriage and Civil ©Partnership		✓		<b>√</b>	N/A
Pregnancy and Maternity		<b>√</b>	<b>√</b>		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		<b>√</b>	<b>√</b>		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		<b>√</b>	<b>√</b>		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.

Negative impact / gap in information identified in the Equality Analysis	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.
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.
	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.
Page 252	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.
	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.
	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.
	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	National performance indicators (ASCOF) and local performance monitoring.
By when	March 2017
Existing or additional	Existing
resources?	
Lead Officer	Rahat Ahmed-Man

Action added to divisional /	Included in the Adult Social Care re-design programme.
team plan?	

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

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

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



Stage 5: Sign off by Director/ He	ad of Service		
Assessment completed by	Rahat Ahmed-Man, Head of Assessment and Commissioning	Signature: Rahat Ahmed-Man	<b>Date:</b> 12.10.15
omprovement action plan signed off by Director/ Head of Service	Simon Williams, Director of Community and Housing	Signature: Simon Williams	<b>Date:</b> 12.10.15



	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	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.
Mouncil'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

#### 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		ch applies	Tick whicl	h applies	Reason
(equality group)	Positive impact		Potential negative impact		Briefly explain what positive or negative impact has been identified
ָּ <u></u>	Yes	No	Yes	No	
e GAge Φ	✓			<b>√</b>	There will be no impact on the protected characteristics as the prevention activity will continue to be provided.
ໜ່isability ປັ່ງ	✓			<b>√</b>	There will be no impact on the protected characteristics as the prevention activity will continue to be provided.
Gender Reassignment	✓			<b>√</b>	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	✓			<b>√</b>	There will be no impact on the protected characteristics as the prevention activity will continue to be provided.
Race	✓			<b>√</b>	There will be no impact on the protected characteristics as the prevention activity will continue to be provided.
Religion/ belief	<b>√</b>			<b>√</b>	There will be no impact on the protected characteristics as the prevention activity will continue to be provided.
Sex (Gender)	<b>√</b>			<b>√</b>	There will be no impact on the protected characteristics as the prevention activity will continue to be provided.
Sexual orientation	<b>√</b>			<b>√</b>	There will be no impact on the protected characteristics as the prevention activity will continue to be provided.
Socio-economic status	<b>√</b>			<b>√</b>	There will be no impact on the protected characteristics as the prevention activity will continue to be provided.

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)

Pag	OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4
e 256	$\checkmark$			

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Rahat Ahmed-Man, Head of Assessment and Commissioning	Signature: Rahat Ahmed-Man	<b>Date:</b> 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



	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	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.
How does this contribute to the douncil'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

Page 258

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

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	Reduced access to services relating to residential and domiciliary care.
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.
Page	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.
Page 260	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.
	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.
	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.
	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	National performance indicators (ASCOF) and local performance monitoring.
achieved? e.g.	
performance measure / target	
By when	March 2018
Existing or additional	Existing

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

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

Stage 4: Conclusion of the Equality Analysis	

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

OUTCOME 1	OUTCOME 2	OUTCOME 3	OUTCOME 4

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



What are the proposals being assessed?	Budget saving CH62 – Cease the supported accommodation provision from Family Mosaic
Which Department/ Division has the responsibility for this?	Community and Housing, Adult Social Care

Stage 1: Overview	
Name and job title of lead officer	Rahat Ahmed-Man, Head of Assessment and Commissioning
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria detc)	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.
3. 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

#### 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

Erom 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	Tick whi	ch applies	Tick which	h applies	Reason
(equality group)	Positive impact		Potential negative impact		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		✓		✓	N/A
Partnership					
Pregnancy and Maternity		✓		✓	N/A
Race		✓		✓	N/A
Religion/ belief		✓		✓	N/A
Sex (Gender)		✓		✓	N/A
Sexual orientation		✓		✓	N/A

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	There may be a delay in accessing suitable accommodation when this service ceases to be provided.
How will you know this is achieved? e.g. performance measure /	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.  Contract will cease.
target oBy when	March 2016
Existing or additional resources?	Existing
ead 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)

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	<b>Date:</b> 12.10.15		
Improvement action plan signed off by Director/ Head of Service	Simon Williams, Director of Community and Housing	Signature: Simon Williams	<b>Date:</b> 12.10.15		



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.
How does this contribute to the acouncil's corporate priorities?  O  O  O  O  O  O  O  O  O  O  O  O  O	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	Tick which	ch applies	Tick which	n applies	Reason
(equality group)	Positive impact		Potential negative impact		Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
<b>Ģ</b> ge		✓		✓	N/A
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

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**

Page 269

#### 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	
$\checkmark$				

Stage 5: Sign off by Director/ Head of Service				
Assessment completed by	Karin Lane, Business Partner	Signature: Karin Lane	<b>Date:</b> 12.10.15	
Improvement action plan signed off by Director/ Head of Service	Simon Williams, Director of Community and Housing	Signature: Simon Williams	<b>Date:</b> 12.10.15	



Wh	hat are the proposals being assessed?	Proposed budget saving CH65 – Reduce management costs through "Joint Posts" in a shared service arrangement with a nearby LA/NHS Organisation (2018/19).
Wh	hich 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	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 via the provision of a shared service which should ensure service levels will not be affected.
<b>e</b> tc) <b>270</b>	As the saving is for 2018/19, it is not currently known which area of Adult Social Care will be identified for a shared service. However, the savings will be met through reduced management costs e.g. shared office accommodation and possible staff savings.
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.	Staff will be affected.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	HR and Legal input will be required.

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

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.

Consultation with staff will be undertaken.

#### 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	Tick whi	ch applies	Tick which	n applies	Reason
(equality group)	Positive impact Potential			Briefly explain what positive or negative impact has been identified	
			negative	impact	
	Yes	No	Yes	No	
Age		✓	✓		Staff from this protected characteristic could be made redundant
Disability		✓	✓		Staff from this protected characteristic could be made redundant

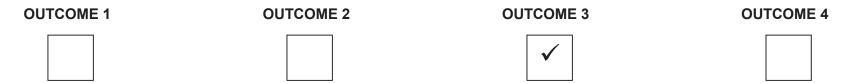
Gender Reassignment	✓		✓	N/A
Marriage and Civil	✓		✓	N/A
Partnership				
Pregnancy and Maternity	✓	✓		Staff from this protected characteristic could be made redundant
Race	✓	✓		Staff from this protected characteristic could be made redundant
Religion/ belief	✓		✓	N/A
Sex (Gender)	✓	✓		Staff from this protected characteristic could be made redundant
Sexual orientation	✓		✓	N/A
Socio-economic status	✓		✓	N/A

Negative impact / gap in information identified in the Equality Analysis	Impact on staff who may be made redundant.					
Action required to mitigate ປ	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.					
Page 27	The TOM and the corresponding delivery mechanism of the Adult Social Care redesign programme reflect the approach to transforming service delivery.					
2	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.					
	A further EA will be needed to be undertaken by HR when the staff who may be at risk from redundancy have been identified.					
How will you know this is achieved? e.g. performance measure / target	Shared service in place.					
By when	March 2018					
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)



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.

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.

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.

The EA shows actual or potential unlawful discrimination. Stop and rethink your proposals.

Stage 5: Sign off by Director/ He	ad of Service		
Assessment completed by	Rahat Ahmed-Man, Head of Assessment and Commissioning	Signature: Rahat Ahmed-Man	<b>Date:</b> 10.11.15
Improvement action plan signed off by Director/ Head of Service	Simon Williams, Director of Community and Housing	Signature: Simon Williams	<b>Date:</b> 10.11.15



• •	Proposed budget saving CH66 – Look at opportunities for shared services for inhouse services (2018/19)
Which Department / Division has the responsibility for this?	Community and Housing, Adult Social Care

Stage 1: Overview	
Name and job title of lead officer	Andy Ottaway-Searle, Head of Direct Provision
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	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 via the provision of a shared service which should ensure service levels will not be affected.
age 27	As the saving is for 2018/19, it is not currently known which area of Direct Provision will be identified for a shared service. However, the savings will be met through reduced costs e.g. shared office accommodation, possible staff reductions and potential opportunities for raising income through acquiring other contracts.
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.	Staff will be affected.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	HR and Legal input will be required.

#### Stage 2: Collecting evidence/ data

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

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.

Consultation with staff will be undertaken.

#### 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	Tick whi	ch applies	Tick which	n applies	Reason
(equality group)	Positiv	e impact	ct Potential		Briefly explain what positive or negative impact has been identified
			negative	impact	
	Yes	No	Yes	No	
Age		<b>✓</b>	<b>✓</b>		Staff from this protected characteristic could be made redundant
Disability		✓	✓		Staff from this protected characteristic could be made redundant

Gender Reassignment	✓		✓	N/A
Marriage and Civil	✓		✓	N/A
Partnership				
Pregnancy and Maternity	✓	✓		Staff from this protected characteristic could be made redundant
Race	✓	✓		Staff from this protected characteristic could be made redundant
Religion/ belief	✓		✓	N/A
Sex (Gender)	✓	✓		Staff from this protected characteristic could be made redundant
Sexual orientation	✓		✓	N/A
Socio-economic status	✓		✓	N/A

Negative impact / gap in information identified in the Equality Analysis	Impact on staff who may be made redundant.	
Action required to mitigate ປ	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.	
Page 276	The TOM and the corresponding delivery mechanism of the Adult Social Care redesign programme reflect the approach to transforming service delivery.	
တ	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.	
	A further EA will be needed to be undertaken by HR when the staff who may be at risk from redundancy have been identified.	
How will you know this is achieved? e.g. performance measure / target	Shared service in place.	
By when	March 2018	
Existing or additional resources?	Existing	
Lead Officer	Andy Ottaway-Searle	
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)



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.

Т

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.

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.

The EA shows actual or potential unlawful discrimination. Stop and rethink your proposals.

Stage 5: Sign off by Director/ He	ead of Service		
Assessment completed by	Andy Ottaway-Searle, Head of Direct Provision	Signature: Andy Ottaway- Searle	<b>Date:</b> 12.10.15
Improvement action plan signed off by Director/ Head of Service	Simon Williams, Director of Community and Housing	Signature: Simon Williams	<b>Date:</b> 12.10.15

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#### **Second Draft Service Plans**

Attached are our 27 Second Draft Service Plans, in departmental order.

It should be noted that as these are Second Draft Service Plans they are subject to being revised as the Service Planning process continues.

Capital information is compiled based on October Financial Monitoring information and the 2016-20 Capital Programme as presented to Cabinet on 7 December 2015

Overheads will be updated for the Final Service Plans.

Final plans will be completed on the 30 January 2016 and these plans will form part of our 2016/20 Business Plan.

#### **Index of Departmental Service Plans**

Children, Schools and Families	Community and Housing	Corporate Services	Environment and Regeneration
Children's Social Care	Adult Social Care	BusinessImprovement	Commercial Services (Waste)
Commissioning, Strategy & Performance	Housing Needs & Enabling	CorporateGovernance	Development & Building Control
Education	Libraries	CustomerServices	Future Merton
	Public Health	Human Resources	Leisure & Culture Development
		Infrastructure & Transactions	Parking
		Resources	Parks & Green Spaces
		Shared Legal Services	Property
			Regulatory Service Partnership
			Safer Merton
			Street Cleaning
			Traffic & Highways
			Transport
			Waste Management

# Children Schools & Families

# Children's Social Care Clir Maxi Martin, Cabinet Members for Children Services & Education Enter a brief description of your main activities and objectives below Children's Social Care (CSC) delivers a range of government prescribed & legislated functions to children at risk of harm, children in care, care leavers & young offenders, as well as wider services for families. CSC works within an integrated context co-ordinating multi agency suppor to those families at all levels of Merton's Child & Young Person (CYP) Well-being Model. The

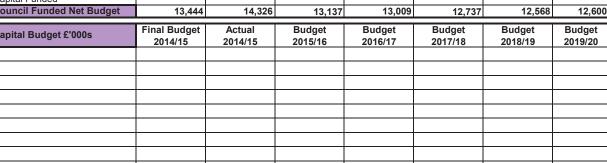
Children's Social Care (CSC) delivers a range of government prescribed & legislated functions to children at risk of harm, children in care, care leavers & young offenders, as well as wider services for families. CSC works within an integrated context co-ordinating multi agency support to those families at all levels of Merton's Child & Young Person (CYP) Well-being Model. The service works with approximately 1,300 children at any one time who have the greatest needs in the borough across a range of outcomes: safety, well-being, health, education & life chances. Merton's CYP Well-being Model sets out Merton's approach to supporting families which seeks to provide services at the time they are needed to prevent further need arising & escalation up the model. This is the most efficient use of resources & CSC undertakes a range of family support activity to prevent children entering either child protection or care systems at every stage of childhood. This necessitates a strong commitment to robust assessment & thresholds, which require a quality assurance function to ensure on-going success of the model. Merton has lower numbers of children subject to child protection plans in the care system than the majority of London Boroughs, as well as lower numbers of first time entrants, and seeks to continue this approach, therefore ensuring that we minimise the use of costly high end interventions with our families & promote family strengths to enable them to care for their own children.

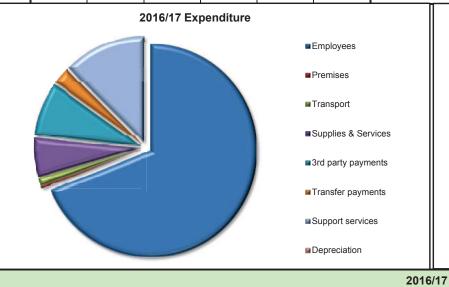
Youth Inclusion provides a targeted service to support vulnerable young people & their parents to prevent offending & re-offending. It also supports the transforming families programme, helping targeted families to get back into work, & improve the outcomes for their children by preventing reoffending or going into care. It also leads on participation for CSF.

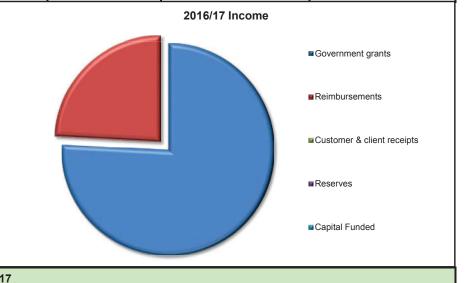
		Planning Assur	mptions				The Corporate strategies your
Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	service contributes to
Population growth - looked after children		15	-30				Children & Young person's Plan
Population growth - Child Protection Plans		30	-60				Anti Social Behaviour
Increase in 0-19 population		3180					Health & Wellbeing
Increased pressure on more expensive specialist targeted services due to EIP savings & statutory duty.		Reduced EIP activ	Social Inclusion Strategy				
Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Community Plan
Staff (FTE) - reflects transfer of YS to Ed.	207	215	208	203	190		Corp Equality Scheme
Adoption & fostering		More children t	o be placed for permanenc	y in shorter time	•		Family Poverty
							LAC Strategy & Care Leavers
							Youth Crime
Performance indicator	Performance Targe	ts (T) & Provisional Perfo	ormance Targets (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not

Performance indicator	Perfor	mance Targe	ets (T) & Prov	visional Perfo	ormance Tarç	gets (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)				met
% single assessments completed within agreed timescales	92	82	85	85			High	Monthly	Business critical	Safeguarding issues
Care application average duration (national target 26 weeks)	35	37	35	33			Low	Monthly	Quality	Safeguarding issues
Children in care adopted or receiving a Special Guardianship Order	13	13	13	13			High	Monthly	Outcome	Reduced customer service
% CYP on Child Protection Plan for 2nd or subsequent time	10	13	16	16			Low	Monthly	Quality	Safeguarding issues
% NEET aged 16-19	6	5	4.7	4.7			Low	Monthly	Outcome	Social exclusion
Number YJS first time entrants	80	80	70	70			Low	Monthly	Outcome	Social exclusion
% LAC (2.5 years or more) in same placement for 2 years	n/a	n/a	66	66			High	Monthly	Outcome	Social exclusion
% LAC experiencing 3 or more placements moves	n/a	n/a	12	12			Low	Monthly	Outcome	Social exclusion

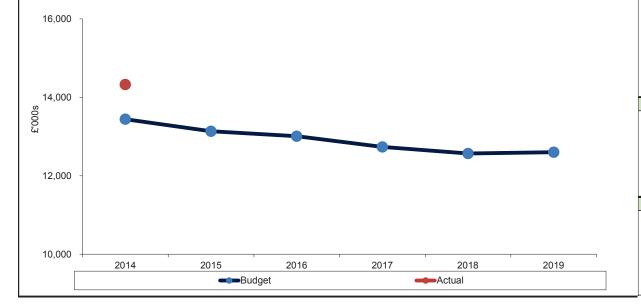
	DE	PARTMENTAL	BUDGET AND F	RESOURCES			
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	15,023	16,095	14,544	13,987	13,714	13,546	13,578
Employees	10,243	10,633	9,841	9,661	9,357	9,157	9,158
Premises	103	108	93	53	55	56	57
Transport	201	181	188	165	168	171	173
Supplies & Services	1,376	1,489	1,084	833	843	853	863
3rd party payments	954	1,323	1,242	1,161	1,179	1,196	1,214
Transfer payments	398	510	341	369	369	369	369
Supportservices	1,738	1,841	1,744	1,744	1,744	1,744	1,744
Deprezation	11	11	11	0	0	0	0
Revenue £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget
	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Incom	1,580	1,769	1,408	978	978	978	978
Government grants	1,021	1,062	881	741	741	741	741
Reimbursements	559	707	526	236	236	236	236
Customer & client receipts							
Reserves							
Capital Funded							
Council Funded Net Budget	13,444	14,326	13,137	13,009	12,737	12,568	12,600
Capital Budget £'000s	Final Budget	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget	Budget 2018/19	Budget







Staff reductions in Family and Adolescent Services stream: £100,000 Serious case reviews: £70,000 Service managent review across the CSF dept: £23,000



Review of CSF staffing structure beneath management level: £189,000  $\,$ 

2018/19

Review of CSF staffing structure beneath management level: £201,000

2019/20

2017/18

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF Children's Social Care	TO OVER THE FOUR TEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFITS		Risk	_
Proi	ject 1	Project Title:	Deliver transforming families year 2 & year 3 programme (CYPWB & TOM)	Select one major benefit	Likelihood	Impact	Score
Start date	2013-14	Project Details:	Continues programme of TF programme and claiming of performance based grant funding.  Implementation of TF exit strategy & realigning TF team into CSF family intervention for the future.		2	3	6
End date	2016-17		2015-16 - Claim Transforming Families performance by results funding.				
Proj	ject 2	Project Title:	MOSAIC (CYPWB & TOM) Cross-cutting project to provide system for both CSF & C&H casework, including financial aspects;	Select one major benefit			
Start date	2013-14	Project Details:	led by Corporate Services. Will encompass capability to deal with new statutory requirements including C&F Bill in relation to CYP with SEND, management information & reporting for inspection		3	3	9
End date	2016-17	,,	purposes. Implementation phase will include extensive work to improve associated processes. Also interim improvements re data quality & reporting in CF. Involves parts of Education Division dealing with casework. System also used by R&I & ART within CSP.				
Proj	ject 3	Project Title:	Preparation for new inspection regime	Select one major benefit			
Start date	2013-14	Project Details:	To improve data quality, case records & management, filing & retention, & reporting to provide required information for inspection purposes. To improve assessment, case management &		4	3	12
End date	2017-18	r rojout Botaile.	associated quality assurance. Primarily CSC project but also involves parts of Education Division & requires substantial input from CSP Division. Includes Joint Targeted Inspection Preparation.				
Proj	ject 4	Project Title:	Youth Justice	Select one major benefit			
Start date	2014-15	Project Details:	Development of policy framework in response to regulation and likely funding changes.		3	2	6
End date	2016-17	1 Toject Details.	estreament of pency numerick in respense to regulation and meny functing entanged.				
Proj	ject 5	Project Title:	Joint work with Housing (CYPWB & TOM)	Select one major benefit			
Start date	2014-15	Project Details:	To develop joint approaches for older LAC, unaccompanied asylum seekers, families with NRTPF. Relates to commissioning under CSP.		4	2	8
En <b>(1)</b> ate	2015-16						
O Proj	ject 6	Project Title:	CSC & CYPWB/TOM	Select one major benefit			
Sta <b>No</b> nte	2013-14	Project Details:	To deliver the CSC and EH Tom programme through a range of projects and programmes including: recruitment and retention strategy; restructuring of central teams; implementation of QA framework;		4	3	12
EnCuate	2019-20	.,	Flexible working; Care proceedings as outlined in the relevant TOM; rationalisng access points; raising thresholds; increased targeting and practice.				
Proj	ject 7	Project Title:	CYPWB Model Workforce Strands	Select one major benefit			
Start date	2015-16	Project Details:	Develop and deliver Signs of Safety, recruitment and retention and practice developments to support		4	3	12
End date	2019-20	i Tojou Details.	TOM delivery.				
Proj	ject 8	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		i Toject Detalls.					
Proje	ect 10	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		FTOJECT DETAILS.					

Cllrs Maxi Martin & Martin Whelton, Cabinet Members for Childrens Services & Education
Enter a brief description of your main activities and objectives below
The Commissioning, Strategy & Performance Division provides strategic services for

Commissioning, Strategy and Performance

the Children, Schools & Families Department (CSF):

- · policy, planning & performance management;
- commissioning, procurement & contract management;
- access to resources for looked after children/pupils with SEN;
- pupil place planning;
- school admissions;
- school expansion & overall CSF capital programme management;
- some departmental business support.
- Main activities include:

Revenue £'000s

Schools Capital Maintenance

Other

- i) leading on strategic & operational planning for CSF;
- ii) leading on local Children's Trust & partnership development;
- iii) production of management information for internal performance management & external reporting inc.statutory returns;
- iv) production of policy documents & procedural guidance for professional staff;
- v) commissioning operational services & leading on joint commissioning with partners;
- vi) managing schools' Private Finance Initiative contract & other service contracts;

Final Budget

- vii) procuring placements for looked after children/pupils with SEN;
- viii) planning sufficient school places;
- ix) co-ordination of pupil admissions to Merton schools;
- x) project managing school expansions & other capital schemes.

		Planning Assur	mptions				The Corporate strategies your
Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	service contributes to
Increased demand for primary school	2fe	1fe					Capital Programme
Increased demand for secondary school		0-1fe	1-3fe	4-6fe (cumulative)	10-14fe (cumulative)		Children & Young person's Plan
Increased demand for special school places					100 more SEN places by 18-19		Community Plan
Overall demographic		Impact of birth rate -	increase of 40% in births b	etween 2002 & 2011			Core Planning Strategy
Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Corp Equality Scheme
Staff (FTE)	54	45	46	42	38		Corp Procurement Strategy
Contractors		Com	nmissioning of a range of se	rvices to support CSF fun-	ctions		Local Development Framework
							Performance Management Framework
							Social Inclusion Strategy
		·	·			·	

		1		1							
	Performance indicator	Perfo	rmance Targ	ets (T) & Prov	visional Perf	ormance Targets (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
		2014/15(T)	2015/16(T)	2016/17(T)	2017/18(P)	2018/19(P) 2019/20(I	P)			met	
	% reception year surplus places	2	5	5.5	6	8	Low	Annual	Business critical	parental choice	
	% secondary school Yr7 surplus places Inc. Academies	8	5	5	5	5	Low	Annual	Business critical	parental choice	
;	% major capital projects green/amber to time	90	90	90	90	90	High	Quarterly	Business critical	Increased costs	
	% spend on approved capital programme		80	80	80	80	High	Quarterly	Business critical	Increased costs	
	% fostered LAC in external agency foster care placements	36	46	42	42		High	Quarterly	Business critical	Increased costs	
	Numbers of in-house foster carers recruited	20	20	15	15	15	High	Quarterly	Quality	Increased costs	
	% completion rates for parenting programmes	80	80	70	70		High	Quarterly	Business critical	outcomes not improved	
	% commissioned services quarterly monitoring completed	100	100	100	100	100	High	Quarterly	Business critical	reduced contract compliance	
	% statutory returns to government on time	100	100	100	100	100	High	Quarterly	Business critical	Reputational risk	

Revenue £'000s	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Expenditure	16,440	17,594	14,713	13,460	13,543	13,550	13,673
Employees	2,240	2,048	2,208	2,113	2,073	1,958	1,958
Premises	603	503	418	420	426	432	438
Transport	84	55	36	35	35	36	36
Supplies & Services	6,442	7,511	4,317	3,554	3,617	3,681	3,744
3rd party payments	6,495	6,877	7,262	6,862	6,915	6,967	7,020
Transfer payments	0	0	0	0	0	0	0
Support services	576	601	472	477	477	477	477
Deprepation							
	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget
Revenue £'000s	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Incolo	2,756	3,742	585	557	557	557	557
Government grants	284	309	77	68	68	68	68
Reimbursements	394	426	283	206	206	206	206
Customer & client receipts	2,078	3,007	225	282	282	282	282
Reserves							
Capital Funded							
Council Funded Net Budget	13,684	13,853	14,127	12,904	12,986	12,994	13,116
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Primary Schools Expansions		21,760	10,777	2,852			
Secondary School Expansions			430	8,467	13,549	9,690	3,200
SEN Expansions		391	2,350	1,870	5,994	850	850
Inflation							
Devolved Formula Capital/FSM		767	569				

879

407

15,412

650

104

13,943

650

104

20,297

650

11,190

650

105

4,805

DEPARTMENTAL BUDGET AND RESOURCES

Budget

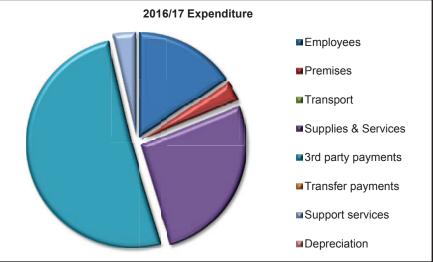
Budget

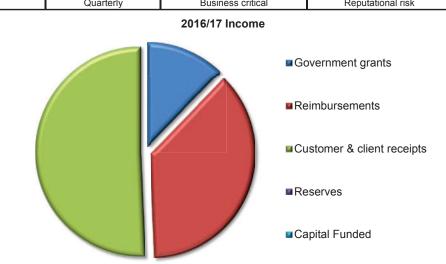
Budget

Budget

Budget

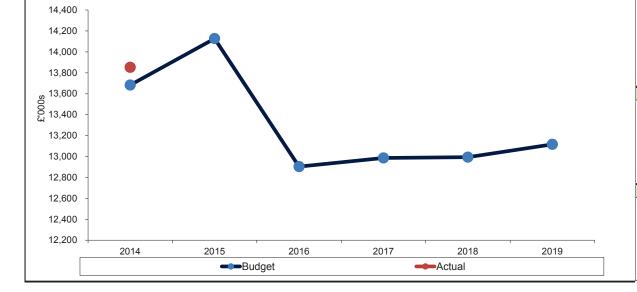
Actual





Reduce expenditure on LAC and SEN placements: £50,000 Reduce expenditure on post 16 LAC/Care Leavers placements: £50,000 Reduce early intervention commissioning budgets: £340,000 Commissioning part of youth saving: £279,730 Increased income from schools and/or reduced LA service offer to schools: £56,630

Data review & centralisation: £40,000



577

23,495

2018/19

2016/17

2017/18

Commissioning rationalisation: £60,000 Property and contracts: £55,000

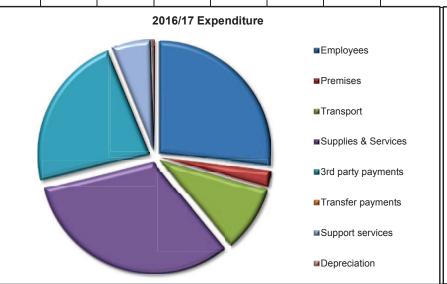
2019/20

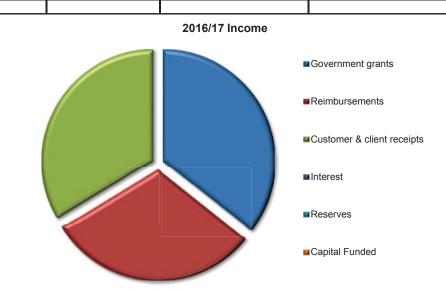
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) -				
			Commissioning, Strategy ar	nd Performance		Risk	
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFITS	Likelihood		Score
Pr	oject 1	Project Title:	Commissioning (Departmental TOM)	Improved effectiveness			
Start date	2015-16	- Project Details:	Further development of joint commissioning with Public Health and Merton CCG. Ensure effective mobilisation of new community health contract from April 2016. Drive implementation of new CAMHs strategy. Progress work with PH and CCG to explore and implement more integrated models for the		3	2	6
End date	2017-18		future commissioning of services for CYP & families.				
Pro	oject 2	Project Title:	Children's Home Procurement (Departmental TOM)	Improved effectiveness			
Start date	2015-16	Project Details:	Secure mandate from MIB and Procurement Board to tender for provision of a small children's home		3	2	6
End date	2016-17		in Merton for adolescent LAC. Progress procurement during 2016-17.				
Pro	oject 3	Project Title:	Implementation of Secondary School Places Strategy (EducationTOM)	Infrastructure renewal			
Start date	2014-15	Project Details:	Continue liaison with Education Funding Agency and Harris Federation to deliver a new secondary (Free) school in the Wimbledon area. Implement expansion of 2/3 secondary schools in east of the		4	2	8
End date	2018-19	,	borough to achieve overall additional places needed. Undertake statutory processes and procure/plan/deliver construction contracts.				
Pro	oject 4	Project Title:	Implementation of Special School (SEN) Places Strategy (Education TOM)	Infrastructure renewal			
Start date	2015-16	Project Details:	Develop overall strategy for provision of sufficient and suitable SEN places in Merton; undertake		3	2	6
End date	2018-19	,	capital bidding and procure/plan/deliver construction contracts.				
Pro	oject 5	Project Title:	Release of Assets (Departmental TOM)	Improved efficiency (savings)			
Start date	2015-16	- Project Details:	Implementation of flexible working for CSP services in the Civic Centre; review of asset release		3	1	3
date date	2016-17		possibilities inc CSF current delivery sites and school caretakers' houses.				
	oject 6	Project Title:	Departmental Restructure (Departmental TOM)	Improved efficiency (savings)			
SUM date	2015-16	- Project Details:	Undertake preparatory work for the major departmental restructure planned for 2017-18 in respect of CSP Division services.		2	2	4
End date	2017-18						
Pro	oject 7	Project Title:	Frameworki/MOSAIC (Departmental TOM)	Improved effectiveness			
Start date	2015-16	- Project Details:	Continue to support implementation of new system across CSF. Ensure capability to deliver statutory returns post implementation and support further development of internal performance reporting from		2	2	4
End date	2016-17		new system.	Infrastructure renewal  Infrastructure renewal  Improved efficiency (savings)  Improved efficiency (savings)			
Pro	oject 8	Project Title:	Personal Budgets (Education TOM/C+F Act)	Improved customer experience			
Start date	2014-15	Project Details:	Progress further rollout of Personal Budgets for families of children subject to education, health and care plans (ex SEN Statements). Work with SENDIS service to maintain focus of encouraging PBs for		3	2	6
End date	2016-17	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	SEN travel assistance and support implementation of next phase of PBs for Short Breaks services.				

Education		The Corporate strategies your						
Clirs Maxi Martin & Martin Whelton, Cabinet Members for Children's Services & Education	Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	service contributes to
Enter a brief description of your main activities and objectives below	Forecast increase in population 5-19			24	100			Children & Young person's Plan
Merton School Improvement (MSI) will improve outcomes for all pupils in Merton Schools by:	Increase in compulsory education to 18							Community Plan
monitoring, analysing & evaluating pupil & school performance	Forecast increase in targeted SEND services		Corp Equality Scheme					
developing skills in planning, teaching, assessment, leadership & management working with schools to reduce inequality & improve achievement for vulnerable groups	Forecast increase in population 0 - 4		Performance Management Framework					
strengthening partnership working and school to school support	Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Social Inclusion Strategy
Special Education Needs & Disabilities Integrated Service (SENDIS)will improve outcomes for CYP	Staff (FTE)	253	270	269	257	251		LAC & Care Leavers
with SEND by:  building early help capacity in schools & settings, families & the community	School to school support		Youth crime					
focus on safeguarding, early intervention & prevention as well as direct support for families	Voluntary Services		Family poverty					
· implementing the requirements of the Children and Families Act ensuring that families are central and receive a joined up service	Voluntary Services	Volunteers in schools, youth and early years						Health & wellbeing
Early Years Services will improve outcomes for all children aged 0-5 by: managing the childcare market to ensure the supply of good quality funded early education provision for	Performance indicator	Performance Targe	ets (T) & Provisional Per	ormance Targets (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not

Early Years Services will improve outcomes for all children aged 0-5 by: Imanaging the childcare market to ensure the supply of good quality funded early education prove children aged 2, 3 and 4 in accordance with statutory duties. In delivering Children's Centre services through a locality model with a focus on early help & target services for vulnerable families. It is ingoing the CASA to inform robust planning and case work for identified families. It working with the early years sector to improve quality, reduce inequality and improve outcomes vulnerable children and their families. It is developing the work force to work more holistically with vulnerable families and young children introducing a more robust performance management framework.									1			
	managing the childcare market to ensure the supply of good quality funded early education provision for	Performance indicator	Perfor	rmance Targe	ets (T) & Pro	visional Perfe	ormance Targets (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not	
			2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P) 2019/20(P)				met	
	services for vulnerable families	% 5 or more GCSE graded A*-C including English & maths	65	64	61	61		High	Annual	Outcome	Reputational risk	
		% outcome of Ofsted school inspections good or outstanding	85	86	86	86		High	Monthly	Outcome	Inspection outcomes	
	vulnerable children and their families	% Level 4 and above in reading, writing and maths	82	79	79	80		High	Annual	Outcome	Reputational risk	
		% secondary school attendance (LA only)	94.5	94	94	94		High	Quarterly	Outcome	Increased costs	
	Youth Inclusion will improve outcomes for Young People by:	% primary school attendance (LA only)	95	95	95	95		High	Quarterly	Outcome	Breach statutory duty	
	· providing universal & targeted in house & commissioned services for YP & schools	% of new EHCP requests completed within 20 weeks	85	85	85	85		High	Annual	Outcome	Reputational risk	
	<ul> <li>providing support to prevent bullying, substance misuse &amp; teenage pregnancy, to improve attendance &amp; to encourage emotional &amp; social development</li> </ul>	% achieving a good level of development in the Early Years	65	60	60	60		High	Annual	Outcome	Increased costs	
	· developing alternative education offerings to enable YP to stay in education, training & employment	% Good or Outstanding children's centres per Ofsted	100	100	100	100		High	monthly	Outcome	Inspection outcomes	
	· leading on the council's partnership with the police & CAMHS for education											
	· improving attendance and reduce PA in Morton echocle						·	T T				

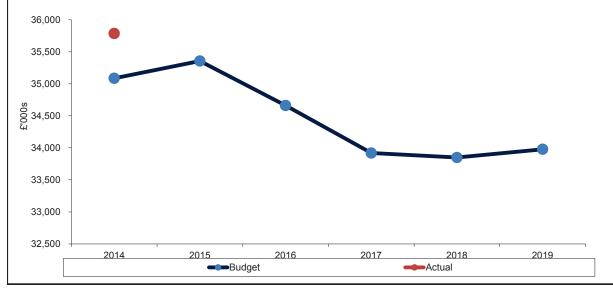
<ul> <li>improving attendance and reduce</li> </ul>			DUDGET AND I				
	DE	PARIMENIAL	BUDGET AND F	RESOURCES			
Revenue £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget
Revenue 2 0003	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Expenditure	41,514	43,290	44,692	42,355	41,762	41,866	41,995
Employees	10,815	10,698	10,955	11,355	10,709	10,709	10,710
Premises	851	804	908	1,028	1,031	1,035	1,038
Transport	3,091	4,226	3,150	4,101	4,147	4,193	4,240
Supplies & Services	14,602	13,544	15,369	13,696	13,681	13,740	13,799
3rd party payments	9,743	11,536	11,761	9,591	9,611	9,606	9,626
Trans(e) payments	19	7	19	19	19	19	19
Supportservices	2,175	2,257	2,358	2,388	2,388	2,388	2,388
Depreciation	218	218	172	176	176	176	176
	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget
Reverus £'000s	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Incon	6,427	7,503	9,335	7,692	7,842	8,017	8,017
Gove Pent grants	951	991	3,243	2,740	2,740	2,740	2,740
Reimbursements	3,160	3,864	3,292	2,369	2,369	2,369	2,369
Customer & client receipts	2,316	2,648	2,800	2,583	2,733	2,908	2,908
Interest							
Reserves						ĺ	
Capital Funded							
Council Funded Net Budget	35,086	35,787	35,356	34,662	33,920	33,849	33,978
			5 1 1	5	5	5 1 1	D 1 1





Capital Budget £'000s	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	0	0	0	0	0	0	(

Reduce Early Years service to pais-for childcare with very limited targeted service for highly vulnerable families: £271,000 Reduced youth service to VCS provision: £200,270 Public Health: £400,000 Increased income from schools/ reduced LA service offer: £343,370



Substantial reduction in EY budgets whilst retaining existing Children's Centres targeted work in areas of higher deprivation: £546,000 Reduced service offer from school improvement: £75,000 Increased income from schools/ reduced LA service offer: £200,000

Increased income from schools/ reduced LA service offer: £200,000

2019/20

2016/17

2017/18

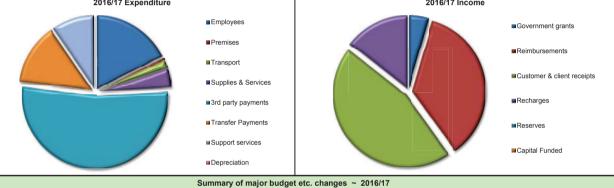
2018/19

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF Education					
					Risk			
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS	Likelihood		Score	
Pro	oject 1	Project Title:	Improving pupil outcomes at KS2 & KS4 (Edn TOM)	Select one major benefit				
Start date	2013-14	Project Details:	Rigorous support and challenge for schools in RI or vulnerable to RI including maintenance of Securing Good Schools Programme. Training and briefings on Ofsted, assessment,curriculum amd		2	3	6	
End date	2017-18		improving teaching. New outstanding teacher courses for primary and secondary teachers.					
Pro	oject 2	Project Title:	School Improvement through partnership (Edn TOM)	Select one major benefit				
Start date	2013-14	Project Details:	Ongoing support for the development of the Merton Education Partnership and brokerage of school to school support through Merton Leaders of Education, primary expert teachers and liaison with		3	2	6	
End date	2019-20	r roject Details.	Teaching Schools. Parnership with schools on redefining LA functions as part of Education TOM.					
Pro	oject 3	Project Title:	Transforming Early Years (EY's TOM)	Select one major benefit				
Start date	2013-14	Project Details:	Securing supply of good quality sufficient number of funded education places for 2, 3 and 4 year olds.; On-going development of the Locality Model to reorganise Children's Centre provision to maximise outcomes within available funding. Service realignment and standardisation across back office functions. Develop further		3	2	6	
End date	2019-20	.,	alternative / shared / mixed use for the centres to include an accommodation review and ICT infrastructure review. To increase income and develop a charging framework across the service, includes customer contact and self serve options for fee paying customers.					
Pro	oject 4	Project Title:	Implementation of requirements of Children & Families Act (Edn TOM & CYPWB)	Select one major benefit				
Start date	2013-14	Project Details:	Implementation of legislative requirements including assessment framework, Ed, Health & Care Plan, development of the local offer, preparation for adulthood pathways, secure web portal, personal budgets for those families that want them. Related to SCIS Programme. Addressing new statutory		4	3	12	
End date	2019-20		duty for age 19-25. Develop plan and manage process within available funding streams.					
Pro	oject 5	Project Title:	Development of AltED & linked provision	Select one major benefit				
Start date	2013-14	Project Details:	Development of Melbury College and commissioning of AltEd provision. Including addressing new		3	2	6	
date	2016-17		statutory duty for age 19-25. Develop plan and manage process within available funding streams.					
	oject 6	Project Title:	Youth transformation phases 3 & 4 (Edn TOM)	Select one major benefit				
Start date	2013-14	Project Details:	Implementation of new funding models for PB & PH.		4	3	12	
End date	2017-18	r roject Detaile.						
Pro	oject 7	Project Title:	Education TOM/CYPWB Model	Select one major benefit				
Start date	2015 -2016	Project Details:	Develop and deliver the Education TOM & CYPWB Model across CSF Services, Including		4	3	12	

# Community & Housing

	Adult Soc	ial Care							Planning Assumptions									The Corporate strateg	egies your
Cllr Caroline Cooper	-Marbiah Cabinet N	lember for Adu	ult Social Care 8	k Health		Anticipated	d demand		2016/17		2017/18		201	8/19	2019/20	2019/20	2020/21	service contribut	utes to
Enter a brief desc	cription of your ma	in activities an	nd objectives be	low	N	o. of people red	quiring service	es	6920		7012		71	05				Voluntary Sector St	Strategy
			-			People ag	ed 85-89		2500		2500		25	00				Community Pla	lan
Adult Social Care is a state	utory service, unde	erpinned by se	veral pieces of I	legislation.		People as	ged 95+		1900		2005		21	17				Social Inclusion Str	trategy
whereby the council has a	duty to provide or	commission s	support, based of	on an	No.	of people aged	65+ with dem	nentia	2047		2072		20	98				Children & Young pers	rson's Plan
assessment of need for pe					Anti	ipated non fir	nancial resou	urces	2016/17		2017/18		201	8/19	2019/20	2019/20	2020/21	Corp Procurement S	Strategy
due to disability or illness.	Once a need has	been defined,	there is a duty t	o meet it.		Staff (	FTE)		321.87		319.87		294	.87				Customer Services S	Strategy
There are eligibility criteria	to define need an	d to keen this	in line with reso	nurces as far		Staff (I	FTC)		0		0		(	)				Homelessness Stra	trategy
as possible.	to define need an	u to keep tills	iii iiiie wiiii resc	Juices as iai		,												Older People's Ho	ousing
																		Workforce Developme	ment Plan
Our approach to redesign resources. This means ma	aintaining some foo	cussed investr	ment in preventi	ion and		Performance	e indicator				. ,		ormance Targ	, ,	Polarity	Reporting cycle	Indicator type	Main impact if in met	
recovery in order to limit so needed, we do this in a pe				pport is	No of carers re	eiving a servic	е		996	1075	1140	1140	1140	1140	High	Monthly	Business critical	Breach statut	utory duty
independence, minimises				or	% Older people	still at home fol	lowing Reable	ement	85.9	86	86.1	86.1	86.1	86.1	High	Annual	Outcome	Increased	d costs
taxpayers, to work in partn					% People receiv	ing 'long term'	Community S	ervices	72	73	74	75	76	76	High	Monthly	Business critical	Increased	d costs
everyone to contribute to t	heir own or others	support along	gside what is fu	nded by the	% People with 'I	ong term' service	ces receiving	Self-Directed	95	95	95	95	95	95	High	Monthly	Unit cost	Government in	ntervention
taxpayer.					The rate of Dela (both NHS and I		of care from h	ospital	5	5	5	5	5	5	Low	Monthly	Business critical	Increased	d costs
Looking ahead there is a		challenge to i	ncorporate in ou	ur redesign,															
namely the integration with	n nealth services.																		
	DE	PARTMENTAL	BUDGET AND	RESOURCES					2016/17 Expenditure								2016/17 Income		
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	]				ponuncio	-5	mployees					
Expenditure	77,043	81,211	78,340	73,697	72,705	70,973	71,655		4				-	IIIPIUYEES				■Government grants	ts
Employees	14,786	15,594		12,987		11,203							-0	remises					
Premises Transport	562	322		360		382		4	//			■ Premises				■Reimbursements			
Supplies & Services	1,168 3,282	1,705 2,605		1,364 3,050		1,199 2.135	1,211 2,174	1	11					rananart				Treimbursements	
3rd party payments	3,262 2,005 4,459 3,000 2,765 2,135 2,174 40,585 44,524 41,400 38,927 38,894 38,162 38,787			16	■Transport														
Transfer Fayments	9 394			10.001		10 901		1								■Customer & client r	receipts		

	DE	PARTMENTAL	BUDGET AND	RESOURCES			
Revenue £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget
Revenue 2 0003	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Expenditure	77,043	81,211	78,340	73,697	72,705	70,973	71,6
Employees	14,786	15,594	14,375	12,987	12,436	11,203	11,2
Premises	562	322	376	360	382	382	3
Transport	1,168	1,705	1,188	1,364	1,199	1,199	1,2
Supplies & Services	3,282	2,605	4,459	3,050	2,785	2,135	2,1
3rd party payments	40,585	44,524	41,400	38,927	38,894	38,162	38,7
Transfer Fayments	9,394	9,393	9,551	10,001	10,001	10,901	10,9
Support services	7,187	6,989	6,932	6,932	6,932	6,932	6,9
Depreciation	79	79	59	76	76	59	
Reven 0000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget
	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Income	20,080	21,659	22,644	22,408	22,408	22,408	22,4
Government grants	194	348	965	961	961	961	9
Reimbu streents	6,496	7,570	8,092	8,045	8,045	8,045	8,0
Custom ( Custom receipts	10,125	10,671	10,342	10,157	10,157	10,157	10,1
Recharges	3,265	3,070	3,245	3,245	3,245	3,245	3,2
Reserve				0			
Capital Funded				0			
Council Funded Net Budget	56,963	59,552	55,696	51,289	50,297	48,565	49,24
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
IT Schemes		7	90	43			
The Gables Mitcham		1	576				
JMC Extension		179					
					i		



Growth for Concessionary fares increase - £0.450m Total Savings - £5.060m

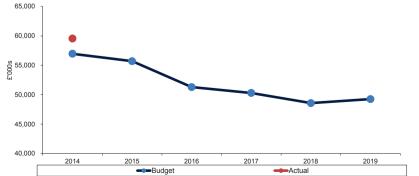
Better Care Fund allocation - assumed as same level as 2015/16 - To be updated Care Act Implementation grant - assumed as same level as 2015/16 - To be updated

Growth for Concessionary fares increase - £0.450m Total Savings - £2.198m

# 2017/18

2018/19

187 666



Growth for Concessionary fares increase - £0.450m Total Savings - £2.870m

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - Adult Social Ca				
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	Service redesign	Improved efficiency (savings)	Likelinood	Шрасс	Score
Start date  End date	01/04/2016	Project Details:	The proposed structural changes will support the focus on the customer, the customer journey and the customer experience. It will also complement the Merton Agile approach for social care. The approach represents a change from current service delivery models and structures, requiring a move from defined job roles to skills based flexible working, with wider and deeper partnership working with other parts of the Council, the Voluntary parts and the Private Sector.		2	3	6
			other parts of the Council, the Voluntary sector and the Private Sector.				
Pro	oject 2	Project Title:	Grant Funded Prevention Programme	Improved effectiveness			
Start date	01/06/2015	Project Details:	Older people supported to live behind their own front doors for as long as possible, in a way that is inclusive, personalized, inter generational as far as possible locality based, and enables them to make whatever contribution they can.		1	2	2
End date	2017-18						
Pro	oject 3	Project Title:	Reablement	Improved effectiveness			
Start date	2015-16	Project Details:	Review of the new Reablement Service to optimise its cost effectiveness.		4	2	8
End date	2017-18						
Pro	oject 4	Project Title:	Equipment and Adaptations	Improved customer experience			
Start date	2015-16						
		Project Details:	Review of equipment and adaptation pathways to promote/maximise independence within available		3	2	6
End date	2017-18	D : 17:11	resources.				
Pro	oject 5	Project Title:	Transition	Improved customer experience			
Start date	2015-16	Project Details:	Review, redesign and deliver improved processes and approaches for supporting people in transition from childhood to adulthood		3	2	6
date	2017-18						
O Pro	oject 6	Project Title:	Challenging Behaviour Offer	Improved customer experience			
Stat date	01/11/2015	Project Details:	Review, redesign and deliver an improved local offer to meet the needs of adults with behaviour that challenges services.		3	3	9
End date	2016-17		and inguistration of the control of				
Pro	oject 7	Project Title:	LD Day Activities	Improved effectiveness			
Start date	01/06/2015	Project Details:	Review and continuous improvement of LD day/evening activities and associated transport		4	2	8
End date	2016-17	-					
Pro	oject 8	Project Title:	MH Accommodation and Support	Improved efficiency (savings)			
Start date	2015-16	Project Details:	Option appraisals of the possible accommodation and support offer identified in review of MH		4	2	8
End date	2016-17	-	Accommodation and Support by Alder.				
Pro	oject 9	Project Title:	Social capital / Access to Universal Services	Improved effectiveness			
Start date	2016-17	Project Details:	Increased use of social capital to meet eligible needs as opposed to funded specialist support services		4	3	12
End date	2016-17	D	Good National Advisors Davis				
Pro	ject 10	Project Title:	Good Neighbours/Volunteers Review	Improved effectiveness			
Start date	2016-17	Project Details:	Redesign and deliver a plan to promote "good neighbours" whereby neighbours/ volunteer's increasingly help to support each other rather than being dependent on formal support services.		2	3	6
End date	2017-18						

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXI Adult Social Care	IMUM OF 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS		Risk	
		Project Title:			Likelihood	Impact	Score
Start date	01/08/2015	Project Title.  Project Details:	Dementia Friendly Community  Make Merton a more "Dementia Friendly" place for adults and older people who live with dementia.	Improved customer experience	4	2	8
End date	2018-19	,					
		Project Title:	Information Portal	Improved customer experience			
Start date	2015-16	Project Details:	Evaluate the options available to provide a comprehensive information portal accessible all who live in Merton.		3	3	9
End date	2016-17						
		Project Title:	Face to Face/Telephone Contact	Improved customer experience			
Start date	2015-16	Project Details:	Review, redesign and deliver a plan to ensure people seeking 1 to 1 advice are consistently provided with relevant, accurate and up to date information.		3	3	9
End date	2016-17						
		Project Title:	Developing a workforce fit for the future	Improved effectiveness			
Otental	0045.40			·			
Start date	2015-16	Project Details:	Identify skills and other capacity gaps in the care and support workforce in Merton and plan how to		4	3	12
End date	2016-17	,	close each gap identified.				
٠ , ١		Project Title:	Income Generation	Economic outcomes			
Set date	30/11/2015	Project Details:	Identify current and potential new income sources and maximise income levels.  Productivity and Efficiency		4	3	12
date	2016-17		I roddouvity and Emolency				
N		Project Title:	Assessment & Care Management Processes	Improved effectiveness			
Start date	01/07/2015		Review, redesign and deliver a plan to ensure that all assessment and care management processes including those related to safeguarding, the Mental Capacity Act and DOLS are efficient, effective,		2	3	6
End date	2016-17		consistently promote independence and adequately resourced.				
		Project Title:	Financial Assessment and Debt Minimisation	Improved effectiveness			
Start date	30/06/2015	Project Details:	Review, redesign and deliver a plan to ensure that processes for financial assessment, invoicing services users and debt collection are efficient, effective and contribute to maximising income levels.		4	3	12
End date	2016-17		services users and debt concedion are emolent, enective and contribute to maximising income levels.				
		Project Title:	Shared Services	Improved efficiency (savings)			
Start date	2016-17	Project Details:	Generate and evaluate options for a shared service with a neighbouring local authority or NHS		4	3	12
End date	2017-18		organisation				
		Project Title:	In-House Organisational Structures	Improved efficiency (savings)			
Start date	2016-17	Project Details:	Generate/evaluate options to outsource in-house services into a non-profit making organisational form		5	2	10
End date	2017-18		such as a community trust, LA trading company etc.				
		Project Title:	SCIS	Improved effectiveness			
Start date	2014-15	Project Details:	Ensure that the new Core Logic Mosaic social care information system (SCIS) is fit for purpose for the foreseeable future. Achieve this by ensuring that the needs of adult social care are fully in scope when		3	4	12
End date	2016-17		decisions are made and by having oversight of its implementation for adult social care.				

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF Adult Social Care	10 OVER THE FOUR YEAR PERIOD			
				MAJOR PROJECTS BENEFITS		Risk	
		I D :	PROJECT DESCRIPTION		Likelihood	Impact	Score
Start date	2015-16	Project Title:	Customer Profiling  Use data about the population in Merton and about service users and carers to ensure the right	Improved effectiveness	4	3	12
End date	2017-18	- Project Details:	resources are in the right place at the right time and that customers can more easily be matched (or match themselves) to services or service providers in an open/transparent market.				
		Project Title:	Carers Support	Improved customer experience			
Start date	2015-16	- Project Details:	Review, redesign and deliver an improved local offer to meet the needs of carers in Merton.		3	4	12
End date	2016-17						
I		Project Title:	Rebalanced Homecare Services Portfolio	Improved efficiency (savings)			
Start date	2015-16	- Project Details:	Shift of emphasis to outcomes based services, Pay-for-Results, and Restorative Care for agency delivered services. More shared data & systems to enable an optimised Agile Social Care System.		3	3	9
End date	2017-18		More coordinated and integrated end-to-end hospital to home system with predictive analytics.				
		Project Title:	Micro-Direct Commissioning System	Improved efficiency (savings)	<del>-  </del>		
Start date	2016-17	Project Details:	Micro-direct commissioning allows service users to commission their own services. It is a cashless system connecting people needing care with people who can provide it. Providers may be individuals,		3	4	12
End date	2017-18	r roject Details.	working full or part time, agencies, voluntary and other orgs. The system electronically matches users and providers.				
		Project Title:	Bed based care	Improved efficiency (savings)			
Start date	2016-17	Project Details:	Fully evaluate the case for developing 2 x 80 bed careunits for older people outside the borough. Look		3	4	12
date	2017-18	,	at potential for hybrid capitalisation, 3rd party management /operator business model.				
N .		Project Title:	Senior 'AIR BNB' System	Improved efficiency (savings)			
S date	2016-17	- Project Details:	For matching homeowners needing care and individuals who can provide it in exchange for accommodation.		3	4	12
End date	2017-18		accommodation.				
		Project Title:	Shared data/systems/metrics	Improved effectiveness			
Start date	2015-16	Project Details:	With market providers for quality, value and performance. Quality as an integral part of the value		3	4	12
End date	2016-17		equation together with customer feedback.				
		Project Title:	Procurement Efficiencies & Savings:	Improved efficiency (savings)			
Start date	2015-16	- Project Details:	More contracts focused on 'pay for results' and 'outcome'. Contractual obligations to share a wider		3	4	12
End date	2016-17		range of data for performance, value and quality.				
ı		Project Title:	Integration	Improved effectiveness			
Start date	2015-16	- Project Details:	Merton Integration Board (BCF Project) has the following key interfaces with ASC Redesign: - Improving reactive provider response services incl. the reablement restructure - Establishing 7 day working and proactive case management e.g. by locality teams including Home		3	4	12
End date	2016-17		from Hospital - Increasing the use of Telecare and Telehealth			<u> </u>	
		Project Title:		Select one major benefit			
Start date		Project Details:			3	4	12
End date		. Tojoot Dotallo.					

Housing Needs and Enabling Services
Cllr Nick Draper Cabinet Member for Community & Culture
Enter a brief description of your main activities and objectives below

To fulfil statutory housing functions to prevent homelessness and avoid the use of temporary accommodation.

To plan services in response to changes in national policies and in the housing market, and to develop innovative projects or models of delivery that maximise the use of resources and deliver services that minimise costs to the council.

## The purpose of this service is to

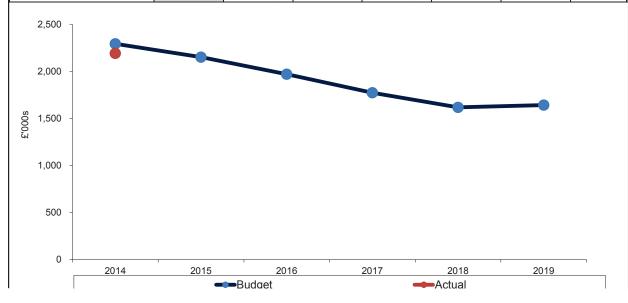
- Prevent homelessness in accordance with statutory housing law
- Provide homes to people in housing need
- Plan for the future delivery of housing via general conformity with the London Housing Strategy
- Formulate and deliver statutory housing strategies for the borough
- Maintain the housing register and choice based lettings process and nominate households to vacant housing association homes
- Maximise supply of affordable homes with registered providers and private landlords
- Provide care and housing support to vulnerable adults
- Relationship management between the council and stock transfer housing associations
- Carry out a statutory duty to enforce Environmental Health (Housing) legislation
- Provide grant assistance for improvements and adaptations

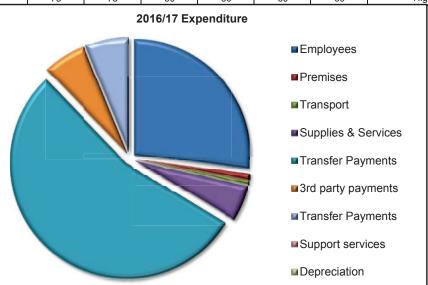
		Planning Assur	nptions				The Corporate strategies your
Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	service contributes to
Housing advice, options, private tenants & landlords advice	11000	11000	11000	11000	11000	11000	Homelessness Strategy
Housing register applicants	8200	8150	8100	8500	8950	9350	Housing Strategy
Housing options casework	1000	1000	1000	1000	1000	1000	
Demand for temporary accommodation	330	380	420	475	475	475	
Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	
Housing Needs Staff (FTE)	26.5	24.5	21.79	17.79	15.79	18	
Environmental Health (Housing)	7.03	6.03	5.03	5.03	4.03	4.03	
	33.53	30.53	26.82	22.82	19.82	22.03	
Performance indicator	Performance Targe	ts (T) & Provisional Perfo	ormance Targets (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not

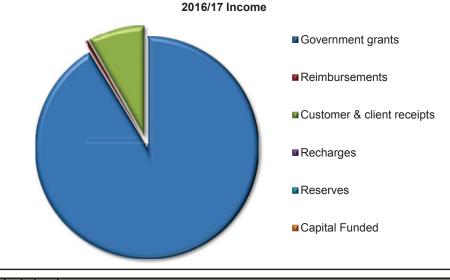
	Performance indicator		mance Targe	. ,			gets (P) 2019/20(P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2014/13(1)	2013/10(1)	2010/17(F)	2017/10(F)	2010/19(F)	2019/20(F)				
	No. of homelessness preventions	550	550	450	450	450	450	High	Monthly	Business critical	Increased costs
	No. of households in temporary accommodation	125	130	225	250	250	250	Low	Monthly	Business critical	Increased costs
	Highest no. of families in B&B	10	10	10	10	10	10	Low	Monthly	Business critical	Increased costs
	Highest no. of adults in B&B	10	10	10	10	10	10	Low	Monthly	Business critical	Increased costs
١	Affordable homes delivered	70	35	30	80	60	30	High	Annual	Outcome	Reputational risk
	Social housing lets	410	415	375	420	380	370	High	Quarterly	Outcome	Increased waiting times
١	Rent deposit - new tenancies	90	90	50	50	50	50	High	Annual	Outcome	Increased waiting times
	No. of enforcement/improvement notices	60	55	55	55	55	55	High	Quarterly	Outcome	Reduced enforcement
	Number of Disabled Facilities Grants approved	75	75	60	60	60	60	High	Quarterly	Outcome	Customer hardship

DEPARTMENTAL BUDGET AND RESOURCES										
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20			
Expenditure	3,651	4,196	3,443	4,157	3,960	3,805	3,830			
Employees	1,348	1,326	1,222	1,119	933	753	753			
Premises	38	38	39	39	40	40	41			
Transport	28	28	28	28	28	29	29			
Supplies & Services	247	184	203	209	176	245	248			
Transfer Payments	1,375	2,011	1,396	2,262	2,283	2,294	2,315			
3rd party payments	338	327	304	249	249	193	193			
Transfe Payments	0	0	0	251	251	251	251			
Suppon services	277	282	251	0	0	0	0			
Depreciation	0	0	0	0	0	0	0			
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20			
Income Government grants	1,359	2,004	1,292	2,188	2,188	2,188	2,188			
Government grants	1,140	1,680	1,140	2,000	2,000	2,000	2,000			
Reimbursements	5	51	5	10	10	10	10			
Customer & client receipts	214	273	147	178	178	178	178			
Recharges					0					
Reserves										
Capital Funded										
Council Funded Net Budget	2,292	2,192	2,151	1,969	1,772	1,617	1,642			

Council Funded Net Budget	2,292	2,192	2,151	1,969	1,772	1,617	1,642
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Disabled Facilities		519	650	1,189	755	280	280
8 Wilton Road		550	60				
Western Road				875			
	0	1.069	710	2.064	755	280	280







# Summary of major budget etc. changes 2016/17

Savings £56k Reduction of Homelessness Prevention grant (CH8)

Savings £30k Rationalisation of admin budget (CH9)

Newly proposed savings - Deletion of 3.5 posts - £129k (included in reduced FTE staff numbers above) (CH40, CH41, CH42)

Temporary Accomodation Expenditure and Income budgets realigned for increase in number of clients.

# 2017/18

Savings £30k Rationalisation of admin budget (CH9)

Savings -£36k - Deletion of one staffing post ((CH10) Savings -£100k Further Staff reductions (Any areas of HNES & EHH) (CH43)

Savings £50k - Staff reduction in Housing Services (CH57)

# 2018/19

Savings -£62k Further Staff reductions (Any areas of HNES & EHH) (CH43)

Savings £118k - Staff reduction in Housing Services (CH57)

PROJECT OF CORPORATION CONTROL OF CORPORATION CONTROL OF CONTROL O				DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT)  Housing Needs and Enab				
Project   Proj						Likelihood		Score
First date. 2017-19 First date. 2017-19 First date. 2017-10 First	Pr	oject 1	Project Title:	Deliver on-line self-assessment tools	Improved effectiveness	LIKEIIIIOOU	Ппраст	Score
Polycet 2 Project 10st 10st 10st 10st 10st 10st 10st 10s	Start date	2016-17	Project Details:	Implement on-line Housing Register pre-application assessment tool.		3	1	3
Stort case   2016-67   Project   Deals   Implement and monitor the horselese Placement policy   Project	End date	2017-18						
Edit Grain 2011-18  Project 3 Project 16 Project 3 Project 17 Project 4 Project 17 Project 4 Project 17 Project 5 Project 5 Project 6 Project 18 Project 1	Pr	oject 2	Project Title:	Homeless Placement Policy	Risk reduction and compliance			
Project 3 Start cents 2014-15 Project 13 Project 13 Project 14 Project 15 Project 15 Project 15 Project 16 Pro			Project Details:	Implement and monitor the Homeless Placement policy		2	2	4
Start data   2014-15   Project Tiles   Project				0,000				
For claim 2018-19 Project 7 Project 7 Project 7 Project 7 Project 8 Project 9 Project 9 Project 9 Project 9 Project 9 Project 7 Project 9 Project 10 Project 10 Project 10 Project 9 Project 10 Pro	Pr	oject 3	Project Litle:	CHMP Regeneration	Improved reputation			
Project 1	Start date	2014-15	Project Details:	Input to CHMP regeneration with Future Merton.		1	2	2
Start data 2015-16 End date 2015-16 Project Details: Committee any actions arising from the review on whether or mult to keep the Housing Needs and Entating Service in house or outsource, whilst also considering the place of Environmental Health (Nocamp) and the project Details: Start data 2015-16 Project Details: Shared Lives Development (Insurance of Service and	End date	2018-19						
End date 2016-17 Project 5 Project Title: Start date 2017-18 Project Details: Project Details: Project Details: Project Details: Start date 2017-18 Project Title: Start date 2017-18 Project Details: Project Details: Review whether to retain Capital Housing and Home Connections in light of any procurement replacement of MSPP.  Project Title: Start date 2017-18 Project Title: Start date 2017-18 Start date 2017-18 Project Title: Start date 2017-18 Start date 2017-1	Pr	oject 4	Project Title:	Housing Service Review	Economic outcomes			
Project 8 Slart date 2017-18 Project 18 Slart date 2017-18 Project 19 Froject 19 Slart date 2017-18 Project 10 Project 10 Slart date 2017-18 Project 10 Proj	Start date	2015-16	Project Details:	Enabling Service in house or outsource, whilst also considering the place of Environmental Health		3	1	3
Start date 2016-16  But date 2017-18  Project Beats: Explore ways to potentially develop the Shared Lives range of services, considering the business case for any service developments and liase with the appropriate referring agencies to provide any additional funding where necessary.  Project Beats: Technology Review Improved effectiveness  Project Tile: Technology Review Improved effectiveness  Project Tile: Select date 2016-17  Project Tile: Select one major tenefit  Project Tile: EDRMS Workflow Improved effectiveness  Project Tile: EDRMS Workflow Improved effectiveness  Project Tile: EDRMS Workflow Improved effectiveness  Project Select date 2016-17  Project Tile: EDRMS Workflow Improved effectiveness  Project Tile: EDRMS Workflow Improved effectiveness  Project Tile: EDRMS Workflow Improved effectiveness  Project Tile: Work with Corporate to implement EDRMS in Housing and then update workflow processes accordingly  Project 10  Project Tile: Sarvice re-structure Improved effectiveness  Project Tile: Service a service with a reduced workflore.  Project Tile: Service and the project Tile: Service re-structure Improved effectiveness  Project Tile: Service and the project Tile: Service re-structure Improved effectiveness  Project Tile: Service are restructure Improved effectiveness Improved ef	End date	2016-17		(Housing).				
Project Details:  Side of the control of the contro	Pr	oject 5	Project Title:	Shared Lives Development	Improved effectiveness			
Project Title:   Technology Review   Improved effectiveness   2   1   2	<del></del>	2015-16	Project Details:	case for any service developments and liaise with the appropriate referring agencies to provide any		3	1	3
Project Title:   Technology Review   Improved effectiveness   2   1   2	date	2017-18		additional funding where necessary				
Review whether to retain Capita Housing and Home Connections in light of any procurement rules and operating environment. Work with IT / ERR on re-procurement / replacement of MSPP.  Project 7 Start date 2015-18 End date 2015-18  Project Details:  Project Title:  EDRMS Workflow  Improved effectiveness  2 1 2 4  2 2 4  End date 2015-16  Project 9 Project 1itle:  Service re-structure  Improved efficiency (savings)  Project 1itle:  Service re-structure  Develop plans in 2016/17 to re-structure the service in 2017/18 in light of the need to continue to provide a service with a reduced workflore.  Project 1itle:  Service re-structure the service in 2017/18 in light of the need to continue to provide a service with a reduced workflore.  Project 1itle:  Select one major benefit		oject 6	Project Title:	Technology Review	Improved effectiveness			
End date 2017-18  Project 7 Project Title: Selective Licencing Improved effectiveness  End date 2016-16  Project Details: Project B Project Title: EDRMS Workflow  Start date 2016-17  Project Details: Project Details: Project Details: Project Details: Project Details: Project Details: Develop plans in 2016/17 to re-structure  Start date 2016-17  Project 10 Project Title: Develop plans in 2016/17 to re-structure this service in 2017/18 in light of the need to continue to provide a service with a reduced workforce.  Start date 2017-18  Project 10 Project Title: Service re-structure the service in 2017/18 in light of the need to continue to provide a service with a reduced workforce.  Start date Project 10 Project Title: Select one major benefit  Start date Project Details: Project Details: Project Details: Develop plans in 2016/17 to re-structure the service in 2017/18 in light of the need to continue to provide a service with a reduced workforce.	S <b>G</b> date	2016-17	Project Details:			2	1	2
Start date   2015-16   Project Details:   Project Details:   Project Details:   Project Details:   Project Title:   EDRMS Workflow   Improved effectiveness   2   4   2   4   2   4   2   4   4   4	End date	2017-18		and operating environment. Work with 11 / Eart of re-procurement / replacement of MSFF.				
Project Details:  Project Details: Project Details: Project Title:  End date  2016-17  Project Details: Project Title:  End date  2016-17  Project Details: Project Title: Service re-structure Improved efficiency (savings)  Develop plans in 2016/17 to re-structure the service in 2017/18 in light of the need to continue to provide a service with a reduced workforce.  Project Title: Select one major benefit  Start date Project Details: Project Det	Pr	oject 7	Project Title:	Selective Licencing	Improved effectiveness			
End date 2016-17  Project 8 Project Title: EDRMS Workflow Improved effectiveness  Start date 2015-16  End date 2016-17  Project 9 Project Title: Service re-structure Improved efficiency (savings)  Start date 2016-17  Project Details: Project Details: Develop plans in 2016/17 to re-structure the service in 2017/18 in light of the need to continue to provide a service with a reduced workforce.  Project 10 Project Title: Select one major benefit  Start date Project Details: Projec	Start date	2015-16	Project Details:			2	1	2
Start date 2015-16 End date 2016-17 Project 9 Project Title: Service re-structure  Start date 2017-18 Project 10 End date 2017-18  Froject 10 Project 10 Project Details:	End date	2016-17		borough and progress any actions ansing where necessary.				
Project Details: Work with Corporate to implement EDRMS in Housing and then update workflow processes accordingly  Project 9 Start date 2016-17 End date 2017-18 Project 10 Start date Project 10 Project Details: Work with Corporate to implement EDRMS in Housing and then update workflow processes accordingly  Service re-structure Improved efficiency (savings)  Develop plans in 2016/17 to re-structure the service in 2017/18 in light of the need to continue to provide a service with a reduced workforce.  Start date Project 10 Project Details: Proje	Pr	oject 8	Project Title:	EDRMS Workflow	Improved effectiveness			
End date 2016-17 Project 9 Project Title: Service re-structure Improved efficiency (savings)  Start date 2016-17 Project Details: Develop plans in 2016/17 to re-structure the service in 2017/18 in light of the need to continue to provide a service with a reduced workforce.  Project 10 Project Title: Select one major benefit  Start date Project Details: Project Details: Project Details: Project Details: Project Details: Project Title: Select one major benefit	Start date	2015-16	Project Details:			2	2	4
Start date 2016-17 End date 2017-18 Project Details: Develop plans in 2016/17 to re-structure the service in 2017/18 in light of the need to continue to provide a service with a reduced workforce.  Project 10 Start date Project Title:  Project Details: Project Details: Project Details: Project Details:	End date	2016-17		accordingly				
End date 2017-18 Project Details: Develop plans in 2016/17 to re-structure the service in 2017/18 in light of the need to continue to provide a service with a reduced workforce.  Start date Project Details: Develop plans in 2016/17 to re-structure the service in 2017/18 in light of the need to continue to provide a service with a reduced workforce.  Select one major benefit 0  Project Details: Project Details: Project Details: Develop plans in 2016/17 to re-structure the service in 2017/18 in light of the need to continue to provide a service with a reduced workforce.	Pr	oject 9	Project Title:	Service re-structure	Improved efficiency (savings)			
End date 2017-18 Project 10 Project Title:  Start date Project Details: Project Details:	Start date	2016-17	Project Details:			2	3	6
Start date Project Details:				provide a service with a reduced workforce.				
Project Details:	Pro	oject 10	Project Title:		Select one major benefit			
End date	Start date		Project Details:					0
	End date							

Libraries				PI	ınning Assuı	mptions					The Corporate strategies your
Cllr Nick Draper Cabinet Member for Community & Culture	Anticipated demand	201	14/15	20	5/16	201	6/17	2017/18	2018/19	2019/20	service contributes to
Enter a brief description of your main activities and objectives below	Active users	54	,500	55	000	56,	000	56,000	56,000	56,000	Community Plan
The purpose of the service is to provide a 'comprehensive and efficient' library service,	Stock issues	1,00	0,000	1,000,000		950	,000	950,000	900,000	900,000	Corp Equality Scheme
addressing the 'needs of adults and children' according to the Public Libraries and	Registered members	130	0,000	13	,000	135	,000	135,000	135,000	135,000	Customer Services Strategy
Museums Act 1964.	Visitor figures	1,15	0,000	1,20	0,000	1,200	0,000	1,210,000	1,210,000	1,210,000	Voluntary Sector Strategy
	Anticipated non financial resources	201	14/15	20	5/16	201	6/17	2017/18	2018/19	2019/20	Performance Management Framework
Local authorities have a statutory duty to make provision for a library service but may decide on how this is delivered.	Staff (FTE)		47	4	.71	43	.56	40.56	39.56	39.56	ICT Policy
decide off flow this is delivered.	Accommodation (Libraries)	7			7		7	7	7	7	Performance Management Framework
Certain aspects of the service must be provided for free:	Equipment (PC's)	1	44	1	44	14	44	144	144	144	Workforce Development Plan
Free lending of books											Asset Management Plan
Free access to information	Performance indicator	Perfor	mance Targ	ets (T) & Pro	isional Perf	ormance Tar	gets (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
Free library membership	renormance indicator	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	Polarity	Reporting cycle	illulcator type	met
The Library Service aims to provide a modern, high quality and cost effective service that	Number of visitors accessing the library service online	115,000	170,000	200,000	210,000	220,000	230,000	High	Monthly	Business critical	Reduced uptake of service
is responsive to the needs of customers. Our vision is to remain the most efficient library	Active users - peoples network terminal	54,500	55,000	56,000	56,000	56,000	56,000	High	Monthly	Business critical	Reduced uptake of service
service in London whilst continuing to achieve some of the highest customer satisfaction	% self service usage for stock transactions	95	95	96	97	97	97	High	Monthly	Outcome	Increased costs

200

£316.000

30

78

210

£316.000

78

220

£346,000

30

78

230

£346,000

30

78

230

£346,000

30

78

180

£327.000

30

78

Active volunteers in libraries

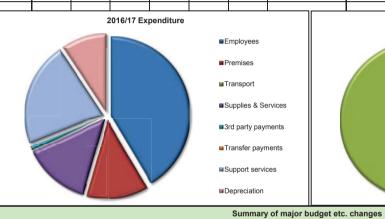
Maintain Income

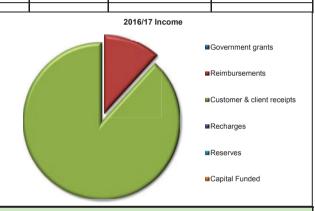
Partnership numbers

% customer satisfaction (ARS)

								_
								_
	DEP	PARTMENTAL B	BUDGET AND R	ESOURCES				
Revenue £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget	ĺ
10101100 2 0000	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	1
Expenditure	3,568	3,523	3,405	3,235	2,969	2,934	2,947	ı
Employees	1,329	1,261	1,325	1,348	1,068	1,020	1,020	ĺ
Premises	452	463	397	408	414	421	426	ĺ
Transport	4	4	4	4	4	4	4	ĺ
Supplies & Services	576	588	465	449	455	460	468	
3rd party payments	38	38	28	27	29	30	30	ı
Transfer payments				0	0	0	0	
Support services	689	689	696	696	696	696	696	ĺ
Depreciation	480	480	490	303	303	303	303	ĺ
Revenue 2000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	l
Income	413	364	316	358	358	388	388	ĺ
Government grants							0	ĺ
Reimbursements	86	84		42	42	42	42	ĺ
Custome ient receipts	327	280	316	316	316	346	346	ĺ
Recharges							0	ĺ
Reserves							0	ĺ
Capital Funded							0	ĺ
Council Funded Net Budget	3,155	3,159	3,089	2,877	2,611	2,546	2,559	ı
	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget	r
Capital Budget £'000s	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	ı
Colliers Wood Library Re-Fit	2011110	2011110	2010/10	200	2011710	2010/10	2010/20	ı
Library Self Service	1		350					Γ
West Barnes Library Re-fit		ĺ			200			
Library Management System					100			
								1

levels.





Business critical

Unit cost

Quality

Outcome

Customer hardship

Increased costs

Customer hardship

Reduced customer service

Monthly

Monthly

Monthly

Annual

High

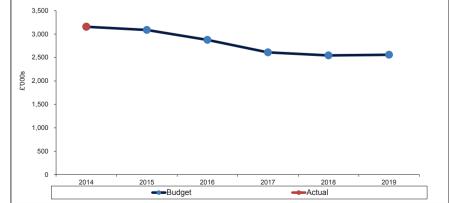
High

High

High

2016/17
Savings - Activities - £2k

Savings - Staffing - £26k Savings - PLUS Consultation - £3k Savings - Volunteer Contract - £20k Savings - Reduction in Media Fund - £45k



200

300

Savings - Introduce self-serve Libraries at off peak times - £90k

Savings - Staffing - £60k

Savings Proposal -Shared Management Structure - £130k(CH67)

## 2018/19

2017/18

Savings - Letting of space for coffee shop franchise in libraries - £30k

Completion of Shared Library & Heritage Service Management Structure with another borough - £25k (CH68)

Full rationalisation of staffing structures and building usage with another borough (phase 2) – £23k (CH69)

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OI Libraries	F 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	E-communications	Improved customer experience	Likeliilood	ппрасс	Ocore
Start date	2015-16	- Project Details	Continue to channel shift communication through digital methods: 1. Channel shift more customers towards receiving e-mail and SMS notifications: 2. Develop social networking tools and replace current e-newsletter structure; 3. Continue to develop library website; 4. Support with channel shift as		2	1	2
End date	2017-18		part of the Customer Contact project				
Pro	oject 2	Project Title:	Heritage Strategy	Improved effectiveness			
Start date	2015-16	- Project Details	Promote the new Heritage Strategy and increase community participation in heritage activities.  Continue to draw in external funding and improve income streams.		3	1	3
End date	2019-20						
Pro	oject 3	Project Title:	Stock efficiency program	Improved efficiency (savings)			
Start date	2015-16	- Project Details	Continue to deliver efficiencies in the way that stock is managed. Deliver media fund savings for 2016/17 and consolidate team structure. Maximise usage of e-resources.		3	1	3
End date	20 16/17 and consolidate team structure. Maximise usage of e-resources.		2010/1/ and consolidate team structure. Maximise asage of c resources.				
Pro	oject 4	Project Title:	Children & Young People's projects	Improved customer experience			
Start date	2013-14	- Project Details	Complete the rollout of the universal library membership scheme for all school children and students		3	1	3
End date	te 2017-18						
Pro	oject 5	Project Title:	Outreach and Community Engagement plan	Improved customer experience			
Start date	2013-14	Project Details	Deliver an annual outreach plan to increase usage of libraries including the rollout of Library Connect (pop up library solution). Complete annual user surveys and conduct research and engagement work		2	1	2
god date	2017-18		with under represented groups to shape services accordingly.				
N Pro	oject 6	Project Title:	IT Projects	Improved efficiency (savings)			
Start date	2013-14	- Project Details	Implement new self-service technology and develop payment services online. Rollout new hall booking system in line with corporate systems. Implement self-service libraries at off peak times in		3	2	6
End date	2017-18		branch libraries.				
Pro	oject 7	Project Title:	Assisted digital support	Improved customer experience			
Start date	2013-14	- Project Details	Increase volunteer numbers and skills in supporting customers with more complex IT needs. Support national initiatives such as National Numeracy Challenge and 6 Book Reading Challenge to improve		2	1	2
End date	2016-17		residents skills.				
Pro	oject 8	Project Title:	Security services contract	Improved efficiency (savings)			
Start date	2015-16	- Project Details	Re-tender of contract and on-going monitoring of performance.		3	2	6
End date	2018-19	1 Toject Betaile					
Pro	Project 9 Project Title: Library redevelopments		Library redevelopments	Improved customer experience			
Start date	Project Details  Project Details  Project Details  Progress redevelopment plans for West Barnes and Donald Hope libraries. Investigate co-location opportunities with other council services and partners.				3	2	6
End date	2017-18		Special and Suite States Services and partitions.				
Pro	ject 10	ect 10 Project Title: London Libraries Consortium		Improved efficiency (savings)			
Start date	Work with LLC to improve systems and drive through efficiencies. Implement actions in LLC Strategy		Work with LLC to improve systems and drive through efficiencies. Implement actions in LLC Strategy and procure new solution.		3	2	6
Projects	2018-19		and produce new solution.				

# Public Health Clir Caroline Cooper-Marbiah Cabinet Member for Adult Social Care & Health Our vision for the public's health in Merton over the next five years is to stem the increase in the significant inequalities in health outcomes between the East and West of Merton, providing more equal opportunities for all residents of Merton to be healthy.

Our vision for the public health team is to make health everyone's business, working with partners in the Council, Merton Clinical Commissioning Group and the voluntary sector to increase understanding of their contribution to and involvement in prevention and in reducing health inequalities, using evidence of best practice.

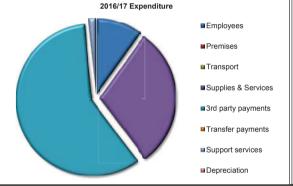
#### Public Health services comprise

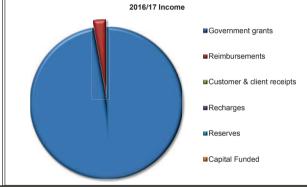
- Mandatory: sexual health, NHS health checks, Healthy Child 0-5 services (from October 2015), National Child Measurement Programme, Support to Clinical Commissioning groups, and assurance of health emergency preparedness
- · Universal: Smoking cessation, drugs and alcohol, obesity
- Other

		Planning Assu	imptions				The Corporate strategies your
Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	service contributes to
Sexual health	20,201	20,554	20,913	21,243	21,667	TBC	Health & Wellbeing Strategy
Drugs & alcohol	438 Drugs/205 alcohol	452 Drugs/253 Alcohol	TBC	TBC	TBC	TBC	Adult SMS are currently being re designed
Support to CCG	40% of PH staff capacity	40% of PH staff capacity	40% of PH staff capacity				
NHS Health Checks	5723	6211	6300	6300	TBC	TBC	Based on Practice list sizes which vary
National Child Measure Programme	Reception Cohort : 2,526 Year 6 Cohort: 2,006	Reception Cohort : 2,610 Year 6 Cohort: 2,012	Reception Cohort : 2,655 Year 6 Cohort: 2,068	Reception Cohort : 2,700 Year 6 Cohort: 2,125	TBC	TBC	
NHS Smoking Cessation	1580	1168	TBC	TBC	TBC	TBC	Integrated service currently being procure
Health Visiting New Birth Visits	Estimated new births: 3274	Estimated new births:3237	Estimated new births:3170	Estimated new births:3104	TBC	TBC	
Prevention services	1119	1238	1234	1295	TBC	TBC	
Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	
Staff (FTE)	14.77	14.77	15.43	13.77	TBC	TBC	
Staff (Trainees)	2	1	2	2			
High quality data for JSNA and joint projects	n/a	n/a	n/a	n/a	n/a	n/a	
Performance indicator	Performance Targe	ts (T) & Provisional Perfe	ormance Targets (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not

Performance indicator	Performance Targets (T) & Provisional Performance Targets (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not
Feriorillance indicator	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	Polarity	Reporting cycle	indicator type	met
Chlamydia diagnosis	2200	2200	2300	2300	2300		High	Quarterly	Output	Failure to meet PHOF target
Late diagnosis of HIV rate	43.2%	42%	42%	40%	38%		Low	Annual	Outcome	Failure to meet PHOF target
NEW: Successful completion of drug treatment	52%	54.2%	TBC	TBC	TBC					Adult SMS currently being retendered
Signed Memo Of Understanding (MOU) with MCCG 2014-15	MOU	MOU	MOU	MOU						
% NHS health checks uptake of those offered service	58.5%	58.5%	59%	60%	62%	64%	High	Quarterly	Output	Increased prevalence of cardiovascular diseases,
% excess weight in children age 4-5 years	TBC	TBC	TBC	TBC			Low	Annual	Outcome	Increased prevalence of long-
% excess weight in children age 10 - 11 years	TBC	TBC	TBC	TBC			Low	Annual	Outcome	term conditions
Number of successful 4-week smoking quits	790	584	TBC	TBC			High	Quarterly	Outcome	Increase prevalence of lung cancer, heart disease and COPD
NEW: % New birth visits undertaken in under 15 days	TBC	TBC	TBC	TBC				Quarterly	Outcome	
% of participation in National Child Measurement Programme		96%	TBC	TBC			High	Annual	Outcome	

DEPARTMENTAL BUDGET AN	D RESOURCES						
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	10,092	10,016	10,047	11,497	11,463	11,451	11,45
Employees	993	858	995	1,126	1,126	1,126	1,12
Premises	2	1	2	2	2	2	
Tr nsport	2	2	2	2	2	2	
Supplies & Services	5,317	5,417	4,721	3,438	3,404	3,392	3,392
ord party payments	3,668	3,628	4,155	6,757	6,757	6,757	6,75
Transfer payments	0	0	0	0	0	0	(
Support services Sepreciation	110	110	172	172	172	172	172
Sepreciation	0	0	0	0	0	0	(
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Gome -	9,727	10,016	9,727	11,481	11,447	11,435	11,43
vernment grants	9,236	9,236	9,236	11,181	11,147	11,135	11,13
Reimbursements	491	415	491	300	300	300	300
Customer & client receipts							
Recharges							
Reserves		365					
Capital Funded							
Council Funded Net Budget	365	0	320	16	16	16	16





Capital Budget £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget
Supital Bauget 2 0000	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
·							
·							
·	0	0	0	0	0	0	0

# Dependent on Government grant, exact figures to be confirmed (CSR in Nov 2015 announced: Ring Fence remains; to 2017/18 Recurrent 6.2% savings (from 2015/16) plus additional 2.2% in 2016/17. In summary, PH funding will be cut by 9.6 per cent between 2015/16 and 2020/21 in cash terms, this represents average real terms cut of 3.6 per cent per annum)

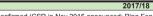
Summary of major budget etc. changes

Council savings targets of £400k (contribution to CSF)
Re-specification and re-procurement of two large Public Health services , contracts to start during 2016/17 (integrated healthy lifestyles and weight management; substance misuse services);

Procurement of two large Public Health services , contracts to start during 2016/17 (integrated healthy lifestyles and weight management; substance misuse services);

procurement process will include target setting with the successful bidder. New contract for Healthy Child 0-19 and CASH services to start 2016/17.

New DPH starts in Feb 2016, and it has been agreed corporately that revision of the Public Health TOM is on hold until the new DPH is in post, It may therefore make sense to align the Service Plan with this process, particularly in light of the above.



Dependent on Government grant, exact figures to be confirmed (CSR in Nov 2015 announced: Ring Fence remains to 2017/18 Recurrent 6.2% savings (2015/16) plus 2.2% in 2016/17 plus additional 2.5% in 2017/18)

The government announced in the Spending Review it will consult in 2016 on options to fully fund local authorities' public health spending from their retained business rate receipts

Council savings targets of £600k (For contribution to C&H) - may be reviewed in light of significant national savings announced in Nov 2015 Spending review

#### 2018/19

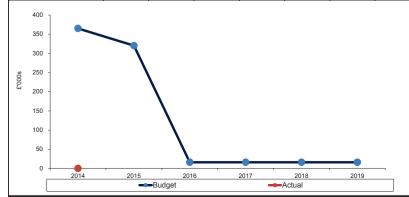
Dependent on Government grant, exact figures to be confirmed (CSR in Nov 2015 announced: Ring Fence removed; from 2018/19 Recurrent 6.2% savings (2015/16) plus 2.2% in 2016/17 plus 2.5% in 2017/18 plus additional 2.6% in 2018/19)

Recurrent council savings of £1 million (£400k CSF & £600k C&H) - may be reviewed in light of significant national savings announced in Nov 2015 Spending review

### 2019/20

Dependent on Government grant, exact figures to be confirmed (CSR in Nov 2015 announced: Ring Fence removed from 2018/19; Recurrent 6.2% savings (2015/16) plus 2.2% in 2016/17 plus 2.5% in 2017/18 plus 2.6% in 2018/19 plus additional 2.6% in 2019/20). In summary, PH funding will be cut by 9.6 per cent between 2015/16 and 2020/21 in cash terms, this represents average real terms cut of 3.6 per cent per annum.

Recurrent council savings of £1 million (£400k CSF &£600k C&H) - may be reviewed in light of significant national savings announced in Nov 2015 Spending review



Projec			Public Health				
Project			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS	Likelihood	Risk	Score
i roje	ect 1	Project Title:	Integrated sexual health service	Improved effectiveness	Likelinood	impuot	00010
Start date  End date	2014-15	Project Details:	Commissioning an integrated tier 2 sexual health service which incorporates existing provision in Contraceptive and Sexual Health (CaSH) and extends this provision to tier 2 testing and treatment of sexually transmitted infections. This service would be commissioned on a Payment by Results or tariff basis and allowing for cross-charging of non-Merton residents.		3	3	9
Projec	ect 2	Project Title:	Embedding Chlamydia screening programme	Improved efficiency (savings)			
Start date	2014-15	Project Details:	To move from a separately commissioned service to embedding Chlamydia screening into existing primary care services - GPs, Pharmacists, CaSH. These services will then have responsibility for meeting the diagnostic target for Chlamydia which is a PHOF indicator.	Ps, Pharmacists, CaSH. These services will then have responsibility for get for Chlamydia which is a PHOF indicator.			
End date	2015-16	D : (T'')					
Projec	ect 3	Project Title:	Review of local HIV services	Improved effectiveness			
Start date  End date	2014-15	Project Details:	Analyse local need in relation to HIV, review existing services which are funded through pan-London and South London partnerships to ensure they are fit for purpose and meet local need, and increase HIV testing in the community. Re-commission HIV prevention and support services to more effectively meet the changing needs relating to HIV and late diagnosis.	ommunity. Re-commission HIV prevention and support services to more effectively			9
Projec	ect 4	Project Title:	Integrated Health Improvement service (LiveWell)	Improved effectiveness			
Start date	2015-2016	Project Details:	This evidence based service covers health improvement, stop smoking, tier 2 weight management for adults, tier 3 weight management for adults, tier 2 weight management for children and training for		2	1	2
End date	2017-2018		front line workers. It is currently being procured and will start mobilisation in early 2016.				
Projec	ect 5	Project Title:	Prevention Public Health work with a range of partners on the prevention agenda, ranging from the direct	Improved effectiveness			
Start date	2014-15	Project Details:	commissioning of programmes (e.g. LiveWell, Healthy Workpalce Outreach) to the influencing of local policy to create an environment that supports healthy choices (e.g. alcohol licensing policy). Work from across the council e.g. the contract to manage the boroughs leisure centres, complements the		2	1	2
date	2017-18		public health led activity and has an important role to play in reducing the health inequalities between least and west Merton.				
S date	ect 6 2015-16	Project Title:	Transition of responsibility for Health Visiting Service to Local Authority  Responsibility for Health Visiting Services transferred from NHS England to LB Merton in October 2015. Project required to manage transition (including establishment of Task group; agreeing vision	Improved effectiveness	3	3	9
End date	2016-17	Project Details:	for health Visiting and Early Years; developing Project Plan with key timelines; participation in pan- London transition programme) and work with Merton CCG to recommission and mobilise Community Health Services (including Health Visiting) from April 2016.				
Projec	ect 7	Project Title:	National Child Measurement Programme	Improved effectiveness			
Start date	2015-16	Project Details:	Children aged reception year and Year 6 are weighed and measured and schools that are identified with larger numbers of children who are overweight or obese are targeted with weight management classes for families. This is undertaken by the School Nursing Service, which is part of the		2	2	4
End date	2017-18		recommissioning of Community Health Services.				
Projec	ect 8	Project Title:	NHS Health Checks	Improved effectiveness			
Start date	2013/14	Project Details:	People aged 40 -74 with no known heart disease (or other specified conditions) are offered an NHS		2	2	4
End date	2017/18		Health Checks every five years to detect early signs of heart disease and risk factors.				
Projec	ect 9	Project Title:	Substance Misuse Prevention and Treatment	Improved efficiency (savings)			
Start date	2015/16	Project Details:	The substance misuse service is being redesigned in partnership with Merton CCG to cover the entire patheway from prevention to treatment. The service will include a component of shared care that, over time, will provide a more cost effective and local service to residents.		3	3	9
	2017/2018						
Projec	ct 10	Project Title:	Support to Merton Clinical Commissioning Group	Improved effectiveness			
Start date	Project Details: MCCG. Public Health sta		Public Health is required to provide up to forty per cent of its staff capacity to support the work of the MCCG. Public Health staff participate in 5 of the 6 work streams that represent MCCG priorities,		2	2	4
End date			providing data analysis, needs assessment and evidence of best practice.				

# **Corporate Services**

- Operate as a Centre of Excellence for Project and Programme Management (PPM), raising	
the capacity of the organisation to consistently plan and deliver projects/programmes	
successfully.	

Business Improvement

Cllr Mark Allison Cabinet Member for Finance

Enter a brief description of your main activities and objectives below

- successfully.

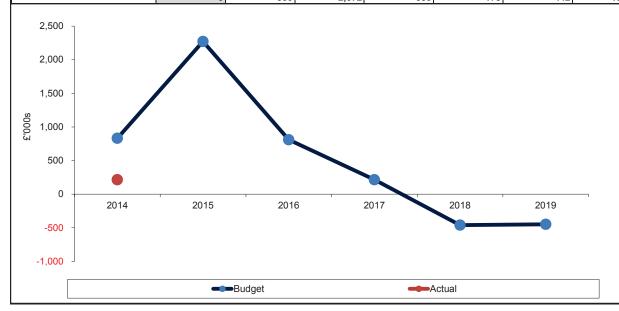
   Support DMTs to embed a culture of continuous business improvement within the organisation through the provision of tools, techniques, advice and support including but not limited to lean.
- Manage and deliver adhoc Projects and Programmes of work at the direction of CMT and Merton Improvement Board.
- Through the Programme Management Office (PMO), ensure that the corporate improvement portfolio is directed and monitored through DMTs, MIB and CMT so that resources, dependencies, risks and issues are managed effectively and benefits aligned to
- organisational objectives (especially LBC 2020) are realised.
- Ensure change is effectively managed across the organisation and strong change management principles and methodologies are embedded within improvement projects and programmes.
- Work with businesses and I&T to establish under the direction of CMT the strategy for IT, an associated implementation plan and manage its delivery.
- Lead and coordinate the Technical Design Authority (TDÁ), ensuring the organisation takes a
  coordinated and planned approach to systems implementation that complies with and drives
  agreed corporate strategy, standards and supportability.
- Proactively advise businesses of opportunities to exploit emerging technologies and to leverage existing systems investments for improved business efficiency and service.
- Provide support to the business for operational and maintenance related tasks for applications including upgrades, housekeeping, periodic scheduled tasks and batch processing, thus sustaining business continuity: availability, performance, and capability of the systems.

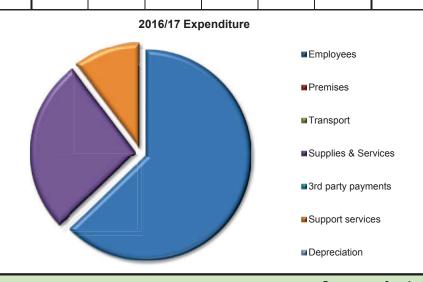
		Planning Assu	mptions				The Corporate strategies your
Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	service contributes to
Core service request (days)	4493	4023	3555	3355	3355	3355	Customer Services Strategy
Non Core service requests (days)	1800	1620	1450	1450	1350	1350	ICT Policy
Support for continuous/business improvement (days)	880	880	880	880	880	880	Capital Programme
Project/Programmes	11 FTE	21 FTE	19 FTE	0 FTE	0 FTE	0 FTE	Children & Young person's Plan
							Information Governance Policy
Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	
Staff -Magt & Programme Office (FTE)	4	6.46	6	3.5	2.5	2.5	
Staff - Business Systems Team (FTE)	26	25	23	21	21	21	
Staff - Programmes and projects (fixed term)	11	21	20	0	0	0	
Apprentices	2	0	0	0	0	0	
Desferons a leadle des	Performance Targe	ets (T) & Provisional Perf	ormance Targets (P)	Dalanita.	Donostino conto	la all a ata a tama	Main impact if indicator not

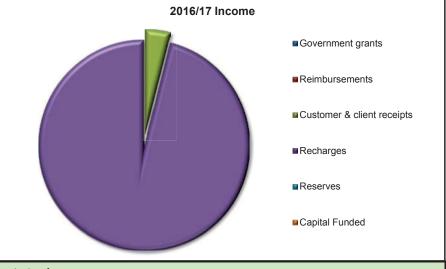
	Apprentices		2	'	0	(	)	0	0	0	
	Performance indicator	Performance Targets (T) & Provisional Performance Targets (P)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not
	renormance mulcator	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	rolunty	Reporting cycle	indicator type	met
	Systems availability	95%	97%	98%	99%	99%	99%	High	Monthly	Business critical	Reduced service delivery
Τ,											
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			1	1	ı	1					

	DE	PARTMENTAL	BUDGET AND	RESOURCES			
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	3,554	3,649	5,196	3,763	3,170	2,495	2,505
Employees	2,368	2,380	3,576	2,363	1,759	1,076	1,076
Premises				0			
Transport	3	1	3	3	3	4	4
Supplies & Services	860	791	1,230	1,011	1,022	1,029	1,040
3rd party payments				0			
Supportservices	323	476	386	386	386	386	386
Depre <b>D</b> tion							
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Income	2,722	3,433	2,924	2,954	2,954	2,954	2,954
Government grants		8					
Reimbursements		12					
Customer & client receipts	84	133	84	114	114	114	114
Recharges	2,638	3,280	2,840	2,840	2,840	2,840	2,840
Reserves				·			
Capital Funded							·
Council Funded Net Budget	832	215	2,272	810	216	(459)	(448)

Council Funded Net Budget	832	215	2,272	810	216	(459)	(448)		
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20		
Document management system			799						
Plan Web/Capita Housing			42		100	42			
Customer contact programme			785		Outstanding				
Data Labeling		124	170						
Replace Social Care System		226	686						
Electronic Asset Management			190				190		
M3 LP and PP related Projects				550	75				
Revenues & Benefits						400			
	0	350	2,672	550	175	442	190		







# Summary of major budget etc changes 2016/17

Reorganisation of systems development and support arrangements CS63 £88k.

CSD37 PO Restructure 64k

CSD38 Reduction in hardware/software costs 5k

CSD39 Phase 2 of Business Systems team restructure 50k

CSD40 Additional income from Gazetteer 30k

CSD41 Consolidation of systems support 20k

# 2017/18

Reorganisation of systems development and support arrangements CS63 £74k. CSD42 Restructure functions, delete 1 AD and other elements of management 170k CS2015-08 Staffing support savings 13k

# 2018/19

CS2015-01 Rationalisation of IT systems, removal of support for some systems 3k CS2015-02 Expiration of salary protection 16k

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Business Improv				
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	Customer Contact programme		LIKEIIIIOOO	impact	Score
Start date  End date	01/04/2013	Project Details:	Lead and deliver CC programme; to deliver improvements (technology and service redesign) set out in CC Strategy.	The programme is part of the move to a 21st Century organisation, with technology that supports a more comprehensive and cohesive service to customers and recognises the new, modern ways in which they wish to access services. Through channel shift and a reduction in avoidable contact/failure demand we expect the programme to support and enable the achievement of savings and efficiencies within individual services.	2	2	4
Pro	oject 2	Project Title:	Electronic document and records management system				
Start date	01/04/2013	Project Details:	Procure and implement a replacement EDRMS to support and enable flexible/remote working and Customer Contact.	EDRMS will enable flexible and remote working, more efficient and cost effective storage and retrieval of documentation.	3	2	6
End date	31/07/2016						
Pro	oject 3	Project Title:	Social Care Information System				
Start date	01/06/2014	Project Details:	Procure and implement a Social Care Information system to support adults social and children and families integrated care.	A fit for purpose system that supports efficient business practices and care management now and into the future	1	3	3
End date	30/03/2016						
Pro	oject 4	Project Title:	Data Labelling System				
Start date	01/06/2014	Project Details:		Ensures compliance with legislative requirements on categorisation and storage of data and information.	2	1	2
End date	ТВС		going forward.				
Pro	oject 5	Project Title:	SCIS Phase 2				
Start date	01/04/2016						
		Project Details:	Expand the new SCIS solution into other business areas and develop integration with EDRMS and	A fit for purpose system that supports efficient business practices and care management now and into Customer Contact solutions.  A fit for purpose system that supports efficient business practices and care management now and into the future			
and date	ТВС		oustomer contact solutions.				
D.	oject 6	Project Title:	EAMS				
S date	01/01/2015	Project Details:	Reprocure and implement the council's Asset Management solution and ensure end-to-end channel shift is achieved.	A fit for purpose system that supports channel shift and end-to-end process improvement	1	2	2
End date	ТВС		SHILLIS ACHIEVEU.				
Pro	oject 7	Project Title:	MADI				
Start date	01/07/2015	Project Details:	Cleansing and geocoding the council's geospatial data and establishing arrangements for the ongoing maintenance of data.	Customers can access and interact with geospatial data to achieve online reporting.	1	2	2
End date	31/09/16	-	maintenance of data.				
Pro	oject 8	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
Pro	oject 9	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
Pro	oject 10	Project Title:		Select one major benefit			
Start date							0
End date		Project Details:					U

Corporate Governance			Planning Ass	sumptions				The Corporate strategies your
Cllr Mark Allison Cabinet Member for Finance	Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	service contributes to
Enter a brief description of your main activities and objectives below	Residents	208,822	211,569	214,229	216,806			Corp Equality Scheme
Corporate Governance is made up of 7 core services:	Officers	4081	1	1	1			Customer Services Strategy
Information Governance - manages complaints, MP & Member enquiries, Freedom of Information	Councillors	60	60	60	60			Risk Management Strategy
requests, ensuring organisational compliance with Data Protection Act and the Transparency agenda, including maintaining the Publication Scheme. Also provides the Local Land Charges								Information Governance Policy
function.	Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Corp Procurement Strategy
	Staff (FTE)	47	39.05	30.7 (excl. Invest&audit	29.7	29.7	29.7	Performance Management Framework
<u>Democracy Services</u> - maintains independent scrutiny function, support to Councillors and Mayor	Staff - Election	900	800	800	800			Select Strategy delivery
& ensures council has robust decision making arrangements.	Staff - Canvas	150	150	150	150			Central Government
Electoral Services - maintains registers of electors whilst managing the move to individual								

<u>Electoral Services</u> - maintains registers of electors whilst managing the move to individual electoral registration, administers elections & referendums and undertakes boundary & electoral reviews

There is also the shared <u>Legal service</u> with the London Borough of Richmond, which has its own Service Plan.

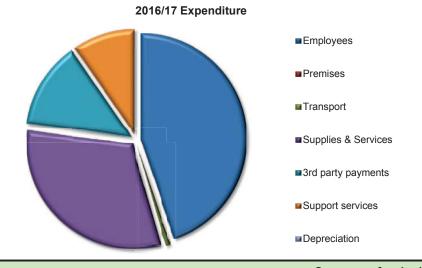
Corporate Governance attends the shared Audit Investigations service hosted by Richmoned and Wandsworth

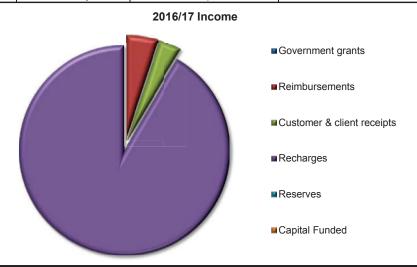
Internal Audit and Investigations- are an outsrourced servcice. Investigaitons covered under SWLFP and Internal Audit by SWLAP (covering Merton, kingston and richmond- & sutton from 1st April 2016) They provide independent, objective appraisal of risk management, governance & internal control processes and fraud risks including planned & unplanned audits. Investigates allegations of poor control and conflicts of interest. Co-ordinates the Annual Governance Statement. Reviews and updates anti fraud polices.

Staff - Canvas	150		150		150		150			Central Government
Performance indicator			. ,		formance Targets (P)		Polarity	Reporting cycle	Indicator type	Main impact if indicator not
renormance mulcator	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	Folality	Reporting cycle	illulcator type	met
Audit actions implemented by agreed date	90%	90%	90%	90%			High	Quarterly	Business critical	Increased fraud
Audits completed against plan	90%	90%	90%	90%			High	Quarterly	Business critical	Increased fraud
Complaints - dealt with in time	90%	90%	90%	90%			High	Monthly	Perception	Reduced customer service
Complaints progressed to stage 2	9%	9%	9%	9%			High	Quarterly	Perception	Reduced customer service
FOI requests - dealt with in time	90%	90%	90%	90%			High	Monthly	Perception	Reduced customer service
Number of supplementary agendas issued	26	24	22	20			High	Monthly	Perception	Government intervention
Ombudsman complaints answered in time	90%	90%	90%	90%			Low	Quarterly	Quality	Rework
Ombudsman complaints partially or fully upheld	N/A	N/A	TBC	TBC			High	Monthly	Perception	Government intervention
% of FOI refusal notices not upheld at review	N/A	N/A	TBC	TBC				Monthly	Perception	Government intervention

	DEPARTMENTAL BUDGET AND RESOURCES											
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20					
Expenditure	4,303	4,027	3,789	3,654	3,526	3,471	3,476					
Employees	2,302	2,376	2,289	1,643	1,530	1,470	1,470					
Premises	14	11	1	0	0	0	0					
Transport	26	30	23	24	25	25	25					
Supplies & Services	1,259	1,158	1,123	1,148	1,133	1,137	1,142					
3rd party payments				486	486	486	486.19					
Support services	703	452	352	352	352	352	352					
Depreciation												
Revet £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20					
Income	2,539	2,418	2,019	2,035	2,035	2,035	2,035					
Gover ment grants	202	181	•		•							
Reimbursements	59	105	99	99	99	99	99					
Custom & client receipts	213	289	54	70	70	70	70					
Recharges	2,065	1,843	1,866	1,866	1,866	1,866	1,866					
Reserves												
Capital Funded												
Council Funded Net Budget	1,764	1,609	1,770	1,619	1,491	1,436	1,441					

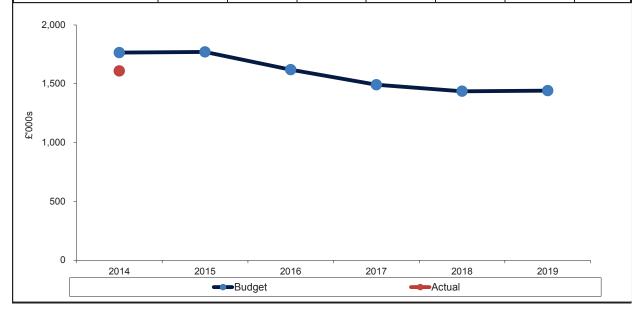
Council Funded Net Budget	1,764	1,609	1,770	1,619	1,491	1,436	1,441
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
	0	0	0	0	0	0	0





Summary of major budget etc changes 2016/17

CSD44 Stop web casting meetings, remove scrutiny support fund and other supplies 35k CSD45 Share audit and investigation service 60k



CSD43 Share FOI and information governance policy £40k CSD45 Share audit and investigation service 20k CS2015-13 Shared Investigation Service 40k CS2015-14 Shared audit service 33k

CSD43 Share FOI and Information Governance policy 10k CS2015-06 Delete auditor post and fees 50k

2018/19

2017/18

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - N	MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD				
			Corporate Governa					
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS	I line lile e e el	Risk		
Pro	oject 1	Project Title:	2013/17 Implement individual electoral registration	Select one major benefit	Likelihood	Impact	Score	
Start date	01/04/2013		Introduce new system of Individual Electoral Registration by implementing new processes to register		3	3	9	
End date	31/12/2016	Project Details:	residents, whilst undertaking data matching and public awareness strategies to seek to maximise the accuracy and completeness of the register of electors.					
Pro	oject 2	Project Title:	2013/17 Administer statutory elections, referendums and ballots.	Select one major benefit				
Start date	01/04/2013	Project Details: Administer GLA elections in 2016, and European Referendum before the end of 2017, plus						
End date	31/03/2017	Wimbledon BID ballot in 2016, together with any other referendums and ballots that may be required.						
Pro	oject 3	Project Title:	Committee report workflow	Select one major benefit				
Start date	01/06/2014	Project Details:	To improve workflow through implementation of features within new software system. Will enable report authors to submit electronically, receive deadline reminders and get legal and finance		2	1	2	
End date	01/10/2017		comments as well as sign off by Directors and Cabinet Members. 2015/16 rolled out to Cabinet and Council. 2016/17 rollout to other committees.					
Pro	oject 4	Project Title:	Scrutiny Improvement Programme	Select one major benefit				
Start date	01/04/2014	Project Details:	To continue to improve effectiveness and impact of the scrutiny function and to engage new councillors in scrutiny activities. Programme comprises objectives and actions agreed by the		2	1	2	
End date	31/03/2018		Overvieww and Scrutiny Commission each year when it receives the Annual Member Survey.					
Pro	oject 5	Project Title:	LLC service delivery	Select one major benefit				
Start date	01/04/2014	Project Details:	Review of LLC service delivery; dependent on national directive		3	1	3	
date	31/03/2016	·						
Sent date	oject 6	Project Title:		Select one major benefit				
End date		Project Details:					0	
End date								
Pro	oject 7	Project Title:		Select one major benefit				
Start date		Project Details:					0	
End date								
Pro	oject 8	Project Title:		Select one major benefit				
Start date		Project Details:					0	
End date		,						

-					Customer Services																
											Planning Assumptions			1	2010/22	The Corporate strategies your					
	Mark Allison Cabin					Anticipated			2014/		2015/16		2016/17	2017/18	2018/19	2019/20	service contributes to				
Enter a brief de	scription of your ma	ain activities an	d objectives be	low	Benefit/Council T	- ''	imants		16,00		16.000		15,000	14,000	14,000		Customer Services Strategy				
					Telephone caller				600,0		600,000		500,000	450,000	400,000		Homelessness Strategy				
There are 5 core services:	la fan Carrail Tarr 0	Durings Dates	aallaatiaa Dabt		Face to face cust				100,0		90,000		85,000	80,000	70,000		Medium Term Financial Strategy				
Local Taxation - responsib Bailiff collection services; - t					Council tax prope	erties			82,50		83,000		83,000	83,000	85,000		Social Inclusion Strategy				
Housing Benefit - respons					Antio	•	nancial resour	ces	2014/		2015/16		2016/17	2017/18	2018/19	2019/20					
identification and prevention						Staff (	FTE)		140.	4	148.3		134	133	133	133					
Merton Link - first point of face or via telephone - also						Apprentic	es(FTE)		3												
Registrars - responsible for																					
citizenship ceremonies & na																					
Communications - respons						Performanc	e indicator						ormance Targets (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not				
promoting Merton as a good have access to services; en											2016/17(P) 201						met				
decisions; and engaging co							in full (exc parki	,	58%	58%		58%	58%	High	Monthly	Outcome	Loss of income				
committed to putting custon					% OT p	Business Rat	utral coverage	tone	92% 97.25%	92% 97.50%		92% 7.50%	92% 97.50%	High High	Monthly Monthly	Perception Business critical	Reputational risk  Loss of income				
Front line service for University  front line services for university						Council Tax			97%	97.25%		7.25%	97.25%	High	Monthly	Business critical	Loss of income				
It is anticipated that this new						First contact			60%	65%		75%	75%	High	Monthly	Perception	Reduced customer service				
are vague due to the uncert					Event inco		s, Civil Partners	ships etc)	415,000	400,000	415,000 42	25,000	450,000	High	Monthly	Business critical	Loss of income				
of Universal Credit will impa						% of on-line t			N/A	N/A	,	5,000	60,000	High	Monthly	Business critical	Reduced customer service				
	3						tion with webs		N/A	N/A	TBC		44.1	High	Monthly	Perception	Reduced uptake of service				
							Housing Bener		N/A	11 days		days	11 days	Low	Monthly	Business critical	Customer hardship				
					Time taken	to process nev	w Housing Ben	etit claims	N/A	21 days	21 days 21	days	21 days	Low	Monthly	Business critical	Customer hardship				
			BUDGET AND				1			2	016/17 Expen	diture				2016/17 Income					
Revenue £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget			_	•										
Expenditure	2014/15 9,289	2014/15 9,662	2015/16 8,991	2016/17 8,674	2017/18 8,421	2018/19 8,397	2019/20 7 8,422						■Employees				- Covernment areat-				
<u> </u>	5,089			5,151	4,947	4,947							==:::::::::::::::::::::::::::::::::::::				■ Government grants				
Employees Premises	5,089					4,94 <i>7</i> 29															
Transport	63					72					14.3		Premises				■ Reimbursements				
Supplies & Services	1,448					1,002											- Reimbursements				
3rd party payments	577	449				438			/				■Transport								
Support services	2,089	2,113	1,910	1,910	1,910	1,910	1,910	4									■ Customer & client receipts				
Depreciation				0	0									.							
Revenue £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget						■Supplies & Se	rvices			-B 1				
Incom	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	E									■ Recharges				
	6,917 1,743	<b>6,948</b> 1,754				<b>6,419</b> 1,232							■3rd party payr	nents							
Government grants Reimbursements	930					970		,	\								Reserves				
Custager & client receipts	2,184					2,253							-0				- Neserves				
Reimeursements Customer & client receipts Recharges	2,060	1,914	,	1,964		1,964					1		■Support service	es							
Reserves																	■ Capital Funded				
Capital Funded													Depreciation								
Council Funded Net Budge	t 2,371	2,715	2,394	2,279	2,002	1,978	2,003						•								
Capital Budget £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget						Summary	of major budget e	tc changes						
- Capital Baagot 2 0000	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20						Cummury	, ,	io onungoo						
														2016/17							
											on services 10k	k									
							<b></b>	CS39 Impact													
							<b></b>	Reduction in	discretionar	y relief pay	ments 81k (to	replace	CS12 and CS13). CSI	D16_reduction in dic	retionary relief payments	3231k					
								CSD9, 10 an	d 11 Saving	s from syst	tem savings (E	-captur	e, Risk based verification	on, Experian) 41k							
											Officer post 3	0k									
								CSD15 Incre	ase in court	costs 40k											
	0	0	0	0	0	0	0							2017/18							
								CS60 Deletion	on of Assista	nt Director	post £109k										
3,000 ¬												ervice a	and reduce designer co	sts 73k							
								CS2015-04 I	ncrease in r	egistrars' ir	ncome 25k		g								
										- 3											
2,500 -																					
				_		_															
2,000 -														2018/19							
soc								00540	At - ·					2010/13							
\$,000 3								CSD19 My N	nerton savin	gs 49k											
1,500 -																					
4.000																					
1,000 -																					
500														2019/20							

0 +

**──**Budget

----Actual

End date 3	01/01/2016	Project Title:	PROJECT DESCRIPTION Customer Services	MAJOR PROJECT BENEFIT	Likelihood	Risk			
Start date 0 End date 3	01/01/2016	Project Title:			I Likelihood l	Impact	Score		
End date 3			Universal Credit Implementation	Economic outcomes			333.0		
	04/00/0040	Project Details:	Implement the role out of UC in Merton and provide a support framework to assist claimants claim UC and receive budgeting advice		2	1	2		
	31/03/2019		and receive budgeting advice						
Projec	ct 2	Project Title:	Implement an Outside Wedding Venue	Improved efficiency (savings)					
Start date 0	01/04/2013	Project Details:	Seek planning permisson and implement outside wedding venue at Morden Park House.		1	1	1		
End date 3	31/03/2016								
Projec	ct 3	Project Title:	Council Tax support scheme	Economic outcomes					
Start date 0	01/04/2016	Project Details:	During 16/17 options for a revised scheme will be reviewed for Council decision and possible implementation for 17/18		2	1	2		
End date 3	31/03/2017		Implementation for 1771e						
Projec	ct 4	Project Title:	Review Debt Collection Processes	Improved effectiveness					
Start date 0	01/04/2015	Project Details:	With the implementation of the new Financial management computer systems a review of the existing debt collection processes will be undertaken as part of the system implementation.		2	1	2		
End date 3	31/03/2017		dest collection processes will be undertaken as part of the system implementation.						
Projec	ct 5	Project Title:	Redesign of Merton Link	Improved customer experience					
	01/10/2015		Implement the re-design of Merton Link area to improve the customer experience and increase self		2	1	2		
ව ලෝ date 3	31/03/2017	Project Details:	service						
ω Projec	ct 6	Project Title:		Select one major benefit					
Stad date		Project Details:					0		
End date							l		
Projec	ct 7	Project Title:		Select one major benefit					
Start date		Project Details:					0		
End date							l		
Projec	ct 8	Project Title:		Select one major benefit					
Start date		Project Details:					0		
End date		i roject Details.							
Projec	ct 9	Project Title:		Select one major benefit					
Start date		Project Details:					0		
End date									
Project	t 10	Project Title:		Select one major benefit					
Start date		Decised Det 11					0		
End date		Project Details:							

	Human Reso	ources								Planning	Assum					The Corporate strategies your
Cllr Mai	rk Allison Cabinet	Member for F	inance			Anticipate	d demand	201	4/15	2015/16		2016/17	2017/18	2018/19	2019/20	service contributes to
Enter a brief descri	ption of your main	activities and	d objectives be	low	Employees in		payroll, advice, L&D		100	4,400		4,400	4.200	4.000		Workforce Development Plan
1) Support effective people	e management a	cross the or	canisation thr	rough		New recruits to	be appointed	1	60	160		160	150	140		Economic Development Strategy
development of a workforce				oug.,	N	lew Apprentices	s to be appointed					33	33	33		Workforce Development Plan
Implement and maintain	efficient HR tran	people layer reactions for	r recruitment	induction	Ant	icipated non fi	nancial resources	201	4/15	2015/16		2016/17	2017/18	2018/19	2019/20	·
employee data, payroll, pe						Staff (			-			43.5	TBC	TBC		
development	SHOTHIGH CO HIGHE	agement, ap	opiaisai, icairi	ing and		Otan (	( /						1.50	.20		
3) Provide HR business pa	artner cupport aci	ross the Cou	uncil													
4) Produce HR metrics, an				nnronriato											1	
actions	lalyse people-rela	ateu problei	iis and take a	ippropriate												
			4	4 - 66 - 45		Performano	e indicator					rmance Targets (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
5) Produce HR strategies,	policy framework	ks and syste	erns to suppor	renective		T OTTOTTHATIO	o maioator	2014/15(T) 2015/16(T)		2016/17(P) 2017	7/18(P)	2018/19(P) 2019/20(	P) 1 Olamy	responding eyele	maioator typo	met
people management		Manalaana				Time t	to hire	90	90	90 8	88	86	Low	Monthly	Outcome	Increased costs
6) Support and develop ca	pacity building in	wembers			Average numb	er of working days l	lost to sickness, excluding	g schools 8	8	8	7	7	Low	Monthly	Outcome	Increased costs
						% Appraisals	s completed	98%	98%	98% 98	8%	98%	High	Annual	Outcome	Poor decision making
						% Members L8	· · · · · · · · · · · · · · · · · · ·	82%	83%		3%	83%	High	Quarterly	Outcome	Poor decision making
						,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		0270	0070	30,0	0 70	3070				
									+	-	+					+
											$\rightarrow$					
	DEP	ARTMENTAL	BUDGET AND	RESOURCES					21	016/17 Expendi	ituro				2016/17 Income	
Revenue £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget		20	C.O. I. Expellul	itui <del>C</del>				20 10/17 IIICOIIIC	
	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20					■ Epoployess				,
Expenditure	3,473	3,472	3,442		2,891	2,457						Employees				■Government grants
Employees	2,455	2,431	2,463		1,958	1,516										
Premises	15	21	15		15	16	16					■ Premises				■ Doimburgomenta
Transport	5	4	5	7	0	0	0			A						■ Reimbursements
Supplies & Services	294	292	216		211	214					<b>\</b>					
3rd party payments	259 447	347 377	263 480		228 480	232 480						Transport				■Customer & client receipts
Support services	447	3//	480	480	480	480	480									Customer & client receipts
Depreciation  Reven £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget					■Supplies &	Services			
Reven £'000s	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20					■ Cupplies α	oci vices			■Recharges
Incom	3,128	3,469	3,151		3,303										_	=
Government grants	3,120	3,403	3,131	3,131	3,303	3,300	5,303					■3rd party pa	yments			
Reimbusements		70	20	20	20	20	20				,					■Reserves
Custor & client receipts	569	560	569		721	721				, ,	,	-0				
Rechal 998	2,559	2,839	2,562	2,562	2,562	2,562	2,562					■Support ser	vices			
Reserves																■Capital Funded
Capital Funded												Depreciatio	n II			
Council Funded Net Budget	345	3	291	146	(412)	(846)	(833)									
Capital Budget £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget					Summa	ry of major budge	ote changes		
Capital Budget 2 0003	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20					Julilli		etc changes		
													2016/17			
							L CS	49 Introduction of ne	w applicatio	n tracking syste	m 10k					
								50 Occupational Hea								
							cs	74 Review of L&D sp	end 69k	,	. 5					
								D32 Review of HR b		port 5k.						
								D35 L&D Budget 18								
							HR	staffing savings defe	erred to 201	8/19 due to HR	redesio	an programme				
							<del>                                     </del>					p. 0 g. c				
	n	n	n	0	n	n							2017/18			
	· •	<u> </u>		. •				S75 Review of COT s	toffing FOL							
600 ¬												.l				
]								SD30 Schools COT st		ery of schools b	buy-bac	ck service) £152k				
								SD34 L&D Admin Sup								
400 -							CS	SD35 L&D Budget 13	4K							
200 -																
ω 0													2018/19			
2014	2015	2016	6	2017	2018	2019	CS	S48 Further rationalis	aton of HD	services 130k						
] i4	20.0							S51 HR Transactions								
-200 -							00	651 HR Transactions 649 HR Business Par	there Furth	O I BUK Der concolidation	n of 니다	advisory work 140	k			
								SD17 COT Review 38		iei consolidation	וו טו חא	auvisory work 140	n.			
-400 -			·	<b>7</b>						w EOk						
							CS	SD29 Recruitment an	n DR2 Levie	W DUK						
-600 -																
													2019/20			
-800 -						_										
-000																

-1,000

**──**Budget

----Actual

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMU Human Resources	UM OF 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	Workforce Strategy	Improved staff skills and development			300.0
Start date	01/04/2014	Project Details:	Deliver the 5 key strands of the Council's workforce stratgey to support the wider TOM programme for		3	3	9
End date	31/03/2017		organisational change				
Pro	oject 2	Project Title:	Establishment and workforce	Improved staff skills and development			
Start date	01/04/2015	Project Details:	Embed systems to maintain, monitor and control an accurate establishment and vacancy position across the Council for both permanent and interim staff		3	4	12
End date	31/03/2017						
Pro	oject 3	Project Title:	Review HR policies	Improved effectiveness			
Start date	01/04/2015	Project Details:	Embed a new suite of simplified and business-focussed HR policies, supported by appropriate management development		3	3	9
End date	31/09/2016		International development				
Pro	oject 4	Project Title:		Select one major benefit			
Start date							0
End date		Project Details:					
Pro	oject 5	Project Title:		Select one major benefit			
Start date							0
Pag date							
	oject 6	Project Title:		Select one major benefit			
S date		Project Details:					0
End date							
Pro	oject 7	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		-					
Pro	oject 8	Project Title:		Select one major benefit			
Start date							0
End date		Project Details:					
Pro	oject 9	Project Title:		Select one major benefit			
Start date							0
End date		Project Details:					
Pro	eject 10	Project Title:		Select one major benefit	1		
Start date		Project Details:					0
End date		Froject Details.					

Infrastructure and Transactions			Planning Assur	nptions				The Corporate strategies your
Cllr Mark Allison Cabinet Member for Finance	Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	service contributes to
Enter a brief description of your main activities and objectives below	Repairs & Maintenance of Corporate Buildings (Revenue)	800,00	780,000	740,000	740,000	700,00	700,00	Asset Management Plan
Infrastructure & Transactions Division (I&T) is a support service made up of five	IT Service Calls	25,700	27,800	26,500	25,000	22,500	22,500	Customer Services Strategy
functions which are:-	Health & Safety Statutory Inspections	60	60	60	60	60	60	Risk Management Strategy
IT Service Delivery - IT(SD) supports the councils operations by providing IT infrastructure,	Transactions requested by departments	130,000	120,000	115,000	110,00	105,00	105,00	Customer Services Strategy
desktop equipment and associated software. Fixed and mobile telecommunications, Service	Number of Client Affairs cases being managed	N/A	220	250	250	250	250	Customer Services Strategy
Desk facilities, IT Disaster Recovery and Business Continuity arrangements together with IT								
governance and data security.	Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	
Facilities Management - FM provides the infrastructure to deliver services through	FM (FTE)	36.9	31.9	30.9	28.9	28.9	28.9	
accommodation, building repairs and maintenance for the portfolio of corporate buildings,	Transactional Services (FTE)	14.7	13.3	13.3	13.3	10.3	10.3	
energy management and conservation, cleaning, catering, print and post room services,	IT Service Delivery (FTE)	32.8	32	30	30	30	30	
security and other associated hard and soft FM services.	Safety Services (FTE)	5.5	5.5	5.5	4.5	3.5	3.5	
Transactional Services - Incorporates Accounts Pavable. Accounts Receivable. Carefirst	Client Financial Affairs (FTE)	N/A	6	7	7	7	7	

Administration and Vendor Maintenance. Ensuring prompt and accurate payment for all goods and services provided to LBM. Raise and issue invoices promptly and accurately to maximise revenue received. Ensuring that Vendor Maintenance database is controlled, accurate and cleansed, Providing training and support for all users of the systems required for payments or invoicina

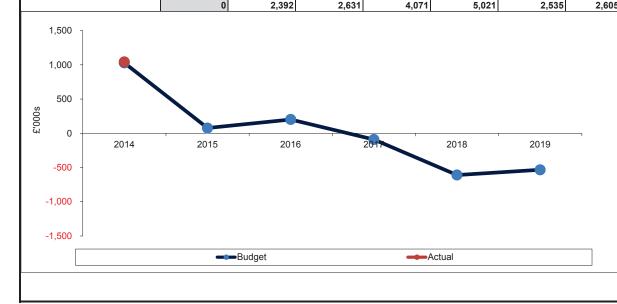
Safety Services - Provides Health and Safety, Emergency Planning and Business Continuity services across the Council as required by duties imposed under the Health and Safety At Work Etc Act 1974, The Management of Health and Safety At Work Regulations 1999, The Civil Contingencies Act 2004 and all sister regulations.

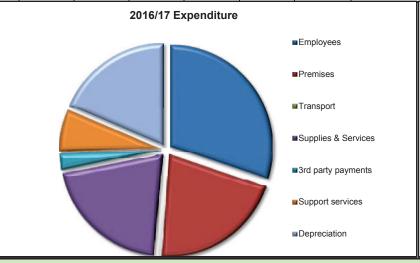
Client Financial Affairs - Act as court appointed deputy's for vulnerable clients who do not have the capacity to make their own decisions or manage their own personal financial affairs. These decisions are for issues involving the person's property, financial affairs and health and welfare working in accordance with the statutory principles set out in the Mental Capacity Act Code of Practice to ensure that they act in the best interests of the person who lacks capacity.

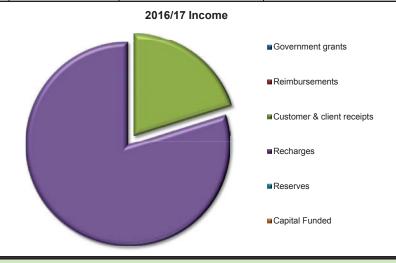
Client Financial Affairs (FTE)	N/A		б			1	1	1	7	
Management		2	:	2		2	2	2	2	
Performance indicator	Perfor	mance Targ	ets (T) & Prov	isional Perfo	ormance Targ	gets (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
Performance malcator	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	Polarity	Reporting cycle	indicator type	met
CO2 emissions corporate buildings (tonnes)	4,100	4,000	3,900	3,800	3,800		Low	Quarterly	Output	Environmental issues
Customer Satisfaction - IT incident resolution	90%	90%	90%	90%	90%	90%	High	Monthly	Outcome	Reduced customer service
First time fix rate for IT Service Desk	64%	68%	70%	72%	75%	75%	High	Monthly	Outcome	Reduced service delivery
Health and Safety workplace inspections completed on time	60	60	60	60	60	60	High	Quarterly	Outcome	Breach statutory duty
Income - External Fees	225,000	235,000	285,000	320,000	320,000	320	High	Quarterly	Output	Loss of income
Invoices paid within 30 days from invoice date (Carefirst)	93%	95%	95%	95%	95%	95%	High	Monthly	Business critical	Increased costs
Invoices paid within 30 days of receipt by LBM	93%	95%	95%	95%	95%	95%	High	Monthly	Business critical	Reduced service delivery
Number of staff working from Civic Centre	1,275	1,400	1,400	1,400	1,400	1,400	High	Quarterly	Outcome	Underused resource
Repairs & Maintenance ratio of Reactive to Planned	40/60	30/70	30/70	30/70	30/70	30/70	High	Annual	Outcome	Increased costs
New referrals processed within 21 days	N/A	90%	92%	93%	94%	95%	High	Monthly	Outcome	Reduced customer service
Client Post Office voucher acc't balance falls below £2.5K	N/A	0	0	0	0	0	Low	Monthly	Outcome	Customer hardship

	DE	PARTMENTAL	BUDGET AND I	RESOURCES			
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	12,858	14,098	12,238	12,426	12,134	11,615	11,691
Employees	3,923	4,344	3,655	3,738	3,553	3,423	3,423
Premises	2,669	2,718	2,645	2,628	2,512	2,081	2,115
Transport	35	30	36	29	29	29	30
Samplies & Services	2,914	3,098	2,812	2,547	2,552	2,590	2,628
She party payments	206	40	210	326	330	333	336
Support services	875	1,631	837	837	837	837	837
Depreciation	2,236	2,236	2,045	2,322	2,322	2,322	2,322
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Income	11,829	13,055	12,161	12,224	12,224	12,224	12,224
Government grants			•		•		
Reimbursements		20					
Customer & client receipts	2,315	2,810	2,406	2,469	2,469	2,469	2,469
Recharges	9,514	10,225	9,755	9,755	9,755	9,755	9,755
Reserves							
Capital Funded							
Council Funded Net Budget	1.029	1.043	77	202	(91)	(609)	(533)

								ᆫ
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	
Information Technology		1,155	848	1,525	2,021	785	1230	
Facilities Management		1,016	710	1,246	2,700	1,450	1075	
Invest to Save		221	1,073	1,300	300	300	300	
		0.000	0.004	4.074	5 004	0.505	0.005	Г







# Summary of major budget etc changes

CS5 Review procurement of support , maintenance & license contracts 50k, CS7 Re-procurement of mobile telephone contract 20k CS8 Reduction of WAN costs 20k, CS10 Outsourcing of service 20k, CS12 Deletion of Information governance post 37k, CS16 (deferred from 14/15 )Surrender overtime budget 35k,

CS23 Outsourcing building services and security services 50k, CS28 Amalgamation of intruder alarm contract 20k,

CSD2 Energy Savings 150K, CSD3 Rationalise ITSD support and maintenance contracts 86k

CSD4 Rationalise FM buildings repair and maintenance budgets 15k, CSD5 Increase income genereration at Chaucer Centre 40k

CSD6 Vehicle reduction 5k

# 2017/18

CS70 Apply admin charge to customer requesting hard copy paper invoice 35k

CS71 Deletion of two posts 85k

CS72 Consolidation of budgets 34k

CSD2 Energy savings 150k

CSD7 Restructure Print and Post service and delete two posts 47k

CS2015-09 Restructure of Safety Services and Emergency Planning 18k

# 2018/19

CS2015-03 Restructure of Transactional Services team 100k CS2015-09 Restructure of Safety Services and Emergency Planning 30k CS2015-10 Facilities Management - Energy 'Invest to Save' Initiatives 465K

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Infrastructure and Tra				
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	Implementation of IT Strategy & Plan	Improved efficiency (savings)	Likeiiiioou	impact	Score
Start date	01/11/2014	Project Details:	Implementation of corporate IT Strategy & Plan which has been developed on the basis of information derived from departmental Target Operating Models.		3	2	6
End date	31/03/2017						
Pro	oject 2	Project Title:	Digital Archiving of existing paper records	Improved efficiency (savings)			
Start date	01/06/2014	Project Details:	Scanning of paper records into a digital format which will be prioritised in order to support the roll out of the Flexible Working Programme. This project also links directly to the Customer Contact programme which includes the implementation of a new Electronic Documents and Records		1	2	2
End date	31/03/2018		Management System (EDRMS).				
Pro	oject 3	Project Title:	Upgrading of IT Disaster Recovery Arrangements	Risk reduction and compliance			
Start date	01/12/2013	Project Details:	Replacement of Storage Area Network (SAN) equipment and associated hardware to provide improved disaster recovery arrangements for the Councils main IT systems and minimise any		2	3	6
End date	31/03/2016		potential loss of service in the event of a major incident or IT equipment failure.				
Pro	oject 4	Project Title:	Flexible Working Programme	Improved efficiency (savings)			
Start date	01/04/2012	Project Details:	The Flexible Working Programme is the innovative use of modern IT technology, infrastructure and office accommodation to enable the council to deliver services in the most efficient and cost effective		2	2	4
End date	31/03/2016		manner possible.				
Pro	oject 5	Project Title:	Refurbishment of 4 main passenger lifts at Civic Centre	Risk reduction and compliance			
Start date	01/01/2014	Project Details:	Project to refurbish the 4 main passenger lifts at the Civic centre which were installed in 1960 and that are now 'Life Expired' in terms of maintenance and obtaining spare parts in the event of a breakdown or mechanical failure. The project is essential to ensure that the premises are safe and compliant with		1	2	2
a) date	30/06/2016		statutory requirements.				
	oject 6	Project Title:	Energy "Invest to Save" Initiatives	Improved efficiency (savings)			
S <del>talt</del> date	01/04/2007		Completion of a range of projects across the councils entire portfolio of properties which will reduce		1	1	1
End date	01/04/2018	Project Details:	energy consumption and associated CO2 emissions and that are designed to have a maximum financial pay back of between 7 and 10 years.				
Pro	oject 7	Project Title:	Process review of Accounts Payable and Receivable functions	Improved efficiency (savings)			
Start date	01/04/2015	Project Details:	Review the Councils current processes and procedures for managing the AR and AP functions in order to maximise any potential efficiency gains and cost reductions that are available through the		1	2	2
End date	31/03/2017		development and use of E-Billing and electronic invoicing.				
Pro	oject 8	Project Title:	Continuation of work on the Locations Layer of the Corporate TOM	Risk reduction and compliance			
Start date	01/10/2015	Project Details:	Works to develop an online corporate asset register covering all of the property related assets owned and operated by the council which will be an essential element of a larger piece of work relating to the		2	2	4
End date	31/03/2016	,	longer term strategic management of property and assets across the authority.				
Pro	oject 9	Project Title:	Online Safety Inspection system	Risk reduction and compliance			
Start date	01/04/2016	Project Details:	Development of an 'Online' data capture system for recording and uploading information from safety inspections directly into a back office system to reduce the double handling of data.		2	2	4
End date	31/03/2017		mispession and a such anies system to reduce the deable nationing of data.				
Pro	ject 10	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							

# Resources Cllr Mark Allison Cabinet Member for Finance Enter a brief description of your main activities and objectives below Resources is made up of five major areas of activity:

Accountancy - manage financial health of the council through advice & support to officers and Members, production of council's financial accounts, revenue & budget setting, profiling and reporting & monitoring. Over the next four years we will transform by improving use of technology /reviewing processes /how information is stored in our financial systems.

Business planning - manage Financial Strategy & Capital Strategy/Monitoring, Financial Systems Liaison & Development, Business & Service Planning, Performance Management (PM) & Risk Management, developing key business metrics to help services transform & facilitate multi-year planning, target resources, manage risk & integrate financial, business & performance information. Over the next four years we will improve robustness of our systems & projections, challenge services to improve their performance management to facilitate transformation, data quality and risk management <u>Commercial & procurement</u> - The purpose of the Commercial Services and Procurement team is to be a

strategic centre of excellence for procurement and contract management, guidance, training and advice including ownership of the Council's Procurement Strategy, involvement in key tender processes, identification of savings opportunities and commercial benefits, compliance with EU and UK procurement legislation, benchmarking and best practice and ownership of the contracts register

<u>Policy and strategy</u> - coordinate corporate strategy & policy; ensure effective & high-quality policy development across the council; promote a positive relationship with the voluntary and community sector; ensure the council meets its responsibilities under equalities & community cohesion policy; lead on effective partnership working by managing the local strategic partnership, including leading on the Stronger Communities agenda and delivery of the Sustainable Community Strategy; and provide a secretariat function for CMT and LSG.

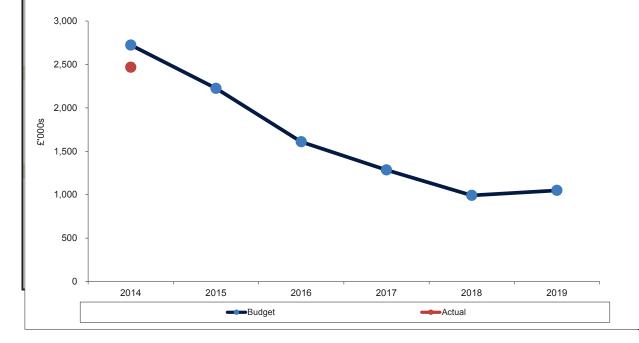
<u>Treasury and pensions</u> - to manage the Council's treasury (including the day to day cashflow, banking

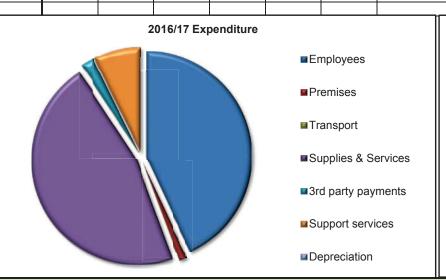
		P	anning Assur	nptions					The	e Corporate strategies your
Anticipated demand	2014/15	20	15/16	2010	6/17	2017/18	2018/19	2019/20		service contributes to
Revenue/Capital Budget Managers	147/23	14	17/23	147	7/23	147/23	147/23	147/23		Asset Management Plan
Voluntary Sector Organisations Supported	150+	1	50+	15	0+	150+	150+	150+		Capital Programme
Budget, Service, Performance & Risk Setting	8 Reports	8 F	eports	8 Re	ports	8 Reports	8 Reports	8 Reports		Central Government
Budget, Service, Performance & Risk Monitoring	8 Reports	8 F	eports	8 Re	ports	8 Reports	8 Reports	8 Reports		Corp Equality Scheme
Budget, Service, Performance & Risk Closing	2 Reports	2 F	eports	2 Re	ports	2 Reports	2 Reports	2 Reports	(	Corp Procurement Strategy
Anticipated non financial resources	2014/15	20	15/16	2010	6/17	2017/18	2018/19	2019/20	Ме	dium Term Financial Strategy
Staff (FTE)	64.2		3.3	54	ł.6	51.6	45.6	57.2	ı	Risk Management Strategy
Staff (Trainees)	4		4	4	1	4	3	4	Tre	easury Management Strategy
Staff (Apprentices)	2		2	(	)	0	0	0		Voluntary Sector Strategy
										Select Strategy delivery
Performance indicator	Performance	Targets (T) & Pro	s (T) & Provisional Perfor		jets (P)	Polarity	Reporting cycle	Indicator type		Main impact if indicator not
renormance indicator	2014/15(T) 2015/	16(T) 2016/17(P	2017/18(P)	2018/19(P)	2019/20(P)	Folarity	Reporting Cycle	mulcator type		met
Accuracy of P8 Revenue Forecast (compared to outurn)	90% 90	% 90%	90%			High	Annual	Outcome		Poor decision making

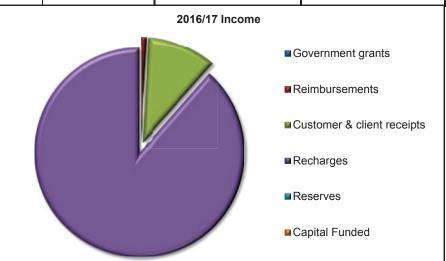
										Select Strategy delivery
Performance indicator			. ,	isional Perfo		, ,	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
renormance mulcator	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	Folarity	Reporting cycle	mulcator type	met
Accuracy of P8 Revenue Forecast (compared to outurn)	90%	90%	90%	90%			High	Annual	Outcome	Poor decision making
Accuracy of P8 (P9 to 2013/14) Capital Forecast	90%	90%	90%	90%			High	Annual	Outcome	Poor decision making
Number of Adjustments to Draft Accounts	0	0	0	0			Low	Annual	Business critical	Government intervention
% of contracts over threshold overseen by Procurement Board	80%	80%	80%	80%			High	Quarterly	Quality	Poor decision making
Action plans in place for 'red' risks	90%	90%	90%	90%			High	Quarterly	Outcome	Poor decision making

	DE1	ANTIMENTAL	BUDGET AND R	LOUNCES			
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	8,744	8,916	9,068	8,426	8,117	7,840	7,898
Employees	3,821	4,191	4,071	3,645	3,390	3,074	3,074
Premises	102	102	100	100	101	103	104
Fransport	4	7	4	2	2	2	2
Supplies & Services	4,032	4,243	4,110	3,906	3,850	3,887	3,943
Brd party payments	178	143	180	171	171	172	172
Supp <u>ort</u> services	608	230	602	602	602	602	602
Depreciation			0	0	0		
Revenue £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget
10 CO 2 0003	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
nco <b>n</b>	6,021	6,448	6,843	6,816	6,832	6,848	6,848
Government grants		9		0	0	0	C
Reimbursements	40	82	54	54	70	86	86
Customer & client receipts	753	1,141	753	726	726	726	726
Recharges	5,227	5,217	6,036	6,036	6,036	6,036	6,036
Reserves	0		0	0	0	0	0
Capital Funded	0		0	0	0	0	C
Council Funded Net Budget	2,724	2,468	2,225	1,610	1,285	992	1,050

Country and a Not Budget	2,727	2,700	2,225	1,010	1,203	332	1,000
Capital Budget £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget
Capital Budget 2 0005	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Financial System re-engineering			454	108			
Civica Icon			125				
Acquisitions Budget			1,497	500			
Transformation Budgets			88	0			
Capital Bidding Fund			1,357	482			
	0	0	2 524	1 000	0	0	0







# Summary of major budget etc changes

# 2016/17

MTFS/Business Planning: Throughout the financial year officers within the team will be compiling the Business Plan for 2017-21, this will include provision of a timetable for compilation and horizon scanning and evaluating the impact of any legislative changes. The modelling assumptions will be reviewed and detailed scenario planning undertaken. Financial System: The new financial system and the adoption of new streamlined processes will facilitate the further savings below.

<u>Savings</u>: Savings of 25k will be delivered by reduction of one posts (CS46) (£78k of the savings have been deferred), and non salary budgets savings 98k through improved processes, consolidation of budgets and review of recharges (CS64, 65 and 67). Further savings of 16k will come through increased income (CSD20), 42k from the rephasing of existing savings (CSD21) and 130k from reductions in running costs and consultancy budgets (CSD23 and 24). An increased charge to the Pension Fund £20k (CSD25) and the deletion of one post in Policy (CSD47) will bring a further 50k of savings.

# 2017/18

MTFS/Business Planning: Throughout the financial year officers within the team will be compiling the Business Plan for 2018-22, this will include provision of a timetable for compilation and horizon scanning and evaluating the impact of any legislative changes. The modelling assumptions will be reviewed and detailed scenario planning undertaken.

Savings: Savings of £78k previously deferred will be delivered from the deletion of two posts (CS46). A review of recharges to the Pension fund will make savings of 47k (CS6). Increased income of 16k (CSD20) and a reduction in running costs 3k (CSD23). One Business Partner to be deleted 78k (CSD26). Reduction of LGCS budget to match contribution 81k (CSD46)

# 2018/19

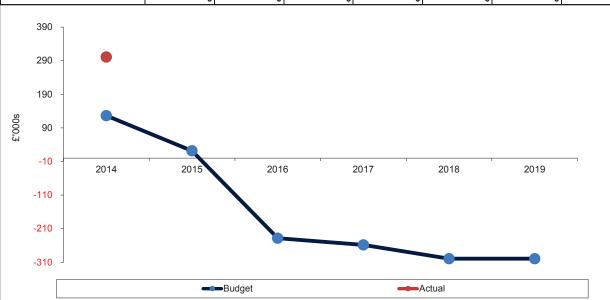
Savings: Savings of 100k will made from further restructuring of the service (CSD27), and a further 16k of increased income (CSD20). Further review of staffing budgets across the division saving 216k (CS2015-05). Reduction of 19k in Corporate Grants budget (CS2015-11)

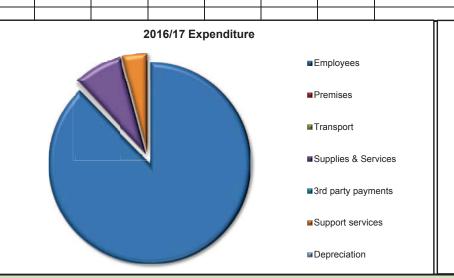
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Resources				
						Risk	
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Impact	Score
Pr Start date	oject 1 01/04/2015	Project Title:	Evaluation of future funding levels  Analysis of all relevant information relating to local government finance. This will include details provided in annual Local Government Finance Settlements, Annual Budgets, Spending Reviews and	Risk reduction and compliance  Requires considerable horizon spotting activity a performance indicator would be developed comparing	2	2	4
End date	31/03/2020	Project Details:	NNDR system will be undertaken along with sensitivity analysis.	the estimated grant levels compared to those actually received.			
Pr	oject 2	Project Title:	Financial systems re-engineering programme	Improved effectiveness			
Start date	01/08/2013	Project Details:	Procurement of a single integrated financial system to replace the suite of products that are current used to provide GL, AP, P2P & AR functions. This will involve a new chart of accounts and new ways of working, driving efficiencies throughout the organisation. The potential for joint working with	Two performance indicators are likely to be developed around the time taken to produce reporting	2	3	6
End date	30/09/2016	-	neighbour boroughs is currently being investigated. Current estimates of the Go live date are 31/03/2016 - project length allows for post implementation review	information comapared to now and the system downtime compared to now			
Pr	oject 3	Project Title:	Develop and implement whole life costing for capital projects	Improved effectiveness			
Start date	01/09/2014	Project Details:	This project will be undertaken in four stages  1) Develop a template to capture appropriate information  2) Pilot the template on two selected schemes		3	2	6
End date	31/03/2016		Amend the template     Apply the temple to selected schemes		<u> </u>		
Pr	oject 4	Project Title:	Improve joint finance and business planning	Improved effectiveness			
Start date	01/04/2016	Project Details:	The project requires the quarterly update of service plans scheduled to start with September 2014 information following the implementation of the new performance and risk management system		2	2	4
End date	31/03/2020	-					
Pr	oject 5	Project Title:	Evaluation of different models of funding the capital programme	Improved effectiveness			
Start date	01/07/2014	Project Details:	In recent years there has been no need to borrow externally to fund capital expenditure, it is anticipated that some external funding will be needed towards the end of the current planning period and therefore a detailed consideration of all reasonable options needs to be done, including leasing,	A model has been developed but it needs refining to facilitate option appraisal, produce clear outcomes that caneasily be understood and increase the funding streams. The performance of this work will be	2	2	4
date date	31/03/2016		renting and borrowing or any other suitable methods of funding capital expenditure.	judged directly by the AD Resources and Director of Corporate Services.	<u> </u>		
Project 7		Project Title:	Capital Review				
S <b>GA</b> date	01/04/2014	Project Details:	In 2012 there was a comprehensive review of the management of the capital programme. This led to	Improved effectiveness	2	2	4
End date	31/03/2015	-	the production of an action plan. It would be appropriate to undertake a follow-up review now.				
Project 8		Project Title:	Recharge Review				
Start date	01/04/2015	Project Details:	Annual reviews of recharges have been undertaken. These have tended to be tactical. In 2015/16 a full scale strategic review will be undertaken. The project will need to dovetail with work undertaken to	Select one major benefit	3	2	6
End date	31/03/2016	,	develop and implement the new financial system.				
Project 9		Project Title:	Infrastructure Assets Accounting	Improved effectiveness			
Start date	31/03/2014	Project Details:		The computer systems used to record incormation will be reviewed by Internal Audit and assessed for the	, , 1	2	2
End date	31/03/2016	-	Environment and Regeneration to gather the required information for account closure and presentation.	adequacy asap.			
Pro	oject 10	Project Title:	Pilot Early closure of Accounts	Improved effectiveness			
Start date	01/07/2015	Project Details:	For the financial year 2017/18 the Authority will have to close its accounts approximately six weeks earlier. This will require very careful planning and will require a different approach to be adopted. The	Current performance indicators will be adjusted for this.	1	3	3
End date	31/07/2018		authority is piloting earlier account closure over the next two financial years in preparation for 2017/18				

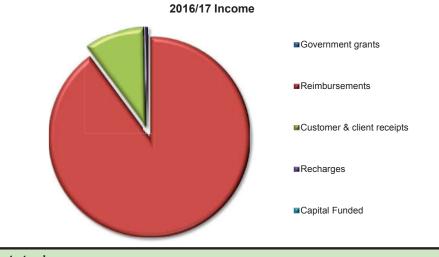
Legal Services				Planr	ning Assun	nptions					The Corporate strategies your
Cllr Mark Allison Cabinet Member for Finance	Anticipated demand	201	14/15	2015/1	16	201	6/17	2017/18	2018/19	2019/20	service contributes to
Enter a brief description of your main activities and objectives below	Chargeable hours for Merton	19	9500	19500	0	19	500				
	Chargeable hours for Richmond	12	2747	1389	5	138	895				
This is a shared legal service with the London Boroughs of Richmond and Sutton and the Royal	Chargeable hours for Sutton	19	9819	19819	9	198	819				
	Chargeable hours for Kingston	9	238	11382	2	11;	382				
ieving for Children and currently ,Sutton Housing Partnership) and council owned	Chargeable hours for Achieving for Children	12	2000	11583	3	11	583				
companies. The service also provides advice in relation to the constitution and decision making	Chargeable hours for Sutton Housing Partnership	2	528	2528	3	25	528				
Cllr Mark Allison Cabinet Member for Finance  Enter a brief description of your main activities and objectives below  his is a shared legal service with the London Boroughs of Richmond and Sutton and the Royal processor of Kingston upon Thames. The service delivers legal advice, support and presentation to all services across all four councils, including to arms length delivery vehicles acrosing for Children and currently "Sutton Housing Partnership" and council owned	Anticipated non financial resources	201	14/15	2015/1	16	201	6/17	2017/18	2018/19	2019/20	
The current agreement for a shared service expires on 1 October 2016	Staff (FTE)	8	7.5	87.5	5	92	2.3	92.3	92.3	92.3	
	Apprentices		1	1		(	0				
	Performance indicator			gets (T) & Provisi			` '	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
		_	<del></del>	2016/17(P) 2	2017/18(P)	2018/19(P)	2019/20(P)				met
	Chargeable hours	76,429	78,707	78,707				High	Monthly	Business critical	Increased costs

	DE	PARTMENTAL	BUDGET AND I	RESOURCES			
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	4,902	7,009	4,945	4,685	4,665	4,624	4,624
Employees	4,252	4,538	4,317	4,117	4,117	4,117	4,117
Premises	5	2	5	5	5	5	5
Transport	9	14	9	9	9	9	9
Supplies & Services	446	2,249	426	366	346	305	305
3rd party-payments		18					
Suppo	190	189	188	188	188	188	188
Depresition							
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Income .	4,776	6,709	4,924	4,924	4,924	4,924	4,924
Government grants			•		·		
Reimbursements	4,280	5,618	4,428	4,428	4,428	4,428	4,428
Customer & client receipts	476	1,061	476	476	476	476	476
Recharges	20	29	20	20	20	20	20
Capital Funded							
Council Funded Net Budget	126	301	22	(238)	(258)	(299)	(299)

Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
	0	0	0	0	0	0	0







# Summary of major budget etc changes 2016/17

2017/18

CS73 £60k savings for Merton are required. Further savings for Sutton, Kingston and Richmond may be required.

CS73 £20k savings for Merton are required. Further savings for Sutton, Kingston and Richmond may be required.

# 2018/19

CS2015-12 £41,000 savings for Merton from expansion of service. Further savings for Sutton, Kingston and Richmond may be required.

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OI Legal Services	F 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECTS BENEFITS	Likelihood	Risk	Score
Pr	oject 1	Project Title:	Shared service	Improved customer experience	Likelineed	impuot	00010
Start date	01/04/2014	Project Details:	To embed the expanded shared service, to identify and exploit the efficiencies of the new service in order to improve the customer experience and to identify further savings		2	2	4
End date	31/03/2016						
Pr	oject 2	Project Title:	Smarter Working	Improved effectiveness			
Start date	01/04/2014	Project Details:	To ensure the service is maximising the use of IT systems and software in order to enable mobile working across four authorities, reduce costs and increase the effectiveness and efficiency of the officers in the service		2	1	2
End date	31/03/2016						
Pr	oject 3	Project Title:	Delivering Savings	Improved efficiency (savings)			
Start date	01/04/2016	Project Details:	To deliver £80,000 of savings to Merton and such savings as required by Sutton, Kingston and Richmond		2	2	4
End date	31/03/2018						
Pr	oject 4	Project Title:	Future Model	Economic outcomes			
Start date	01/02/2016	Project Details:	To consider whether the practice needs to apply to become an Alternative Business Structure in order to deliver legal services to council services provided by external third parties. If so, to set up ABS.		2	2	4
End date	31/03/2017		, and the same of				
Pro	oject 5	Project Title:	Future Model	Improved effectiveness			
Start date	01/04/2015	Project Details:	To evaluate the impact on the shared service of Richmond entering into a partnership with Wandsworth, including the potential expansion of the shared legal service to incorporate Wandsworth		3	2	6
Page date	31/03/2017	-	Legal Services. If approved to deliver the expanded shared service with Wandsworth				
	oject 6	Project Title:	Future Model	Improved effectiveness			
S <b>G</b> date	01/04/2015	Project Details:	To consider the impact on the service of all shared service and alternative delivery models entered into by Merton and partner authorities.		3	2	6
End date	31/03/2018		into by Merton and partirer authorities.				
Pr	oject 7	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		.,					
Pr	roject 8	Project Title:		Select one major benefit	+		
Start date		Project Details:					0
End date		-					
Pr	oject 9	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
Pro	oject 10	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							

# Environment & Regeneration

Comm	nercial Services (Waste Operations)								PI	anning Assu	mptions					The Corporate strategies your
	Cabinet Member for Performance & Implementation	n		Anticipated	d demand		201	14/15		5/16		16/17	2017/18	2018/19	2019/20	service contributes to
	ption of your main activities and objectives below			Residual c			1	183	10	000	1	1100	1200	1300	1300	Waste Management Plan
				Dry recycling	g contracts		9	93	6	00		700	800	800	800	Climate Change Strategy
Commercial Waste & Recyclin	ng, Collection & Disposal directly from local busing council has a duty to arrange for the collection o	esses.														Medium Term Financial Strategy
commercial waste when request	ted to do so. The Act defines commercial waste a	: "waste						4/45		E140		10117		22/2//2	0045/55	
from premises used wholly or ma	ainly for the purposes of a trade or business or the	purposes	Antici		nancial resour	rces		14/15		5/16		116/17	2017/18		2019/20	
of sport, recreation or entertainm	nent.	⊢		Staff (F				3.2 4		3.2 4		13.2	13.2	13.2	13.2	
Objectives		<b>⊢</b>		Hails	pol t		+	7	-	-	<b>-</b>	7	+	*	+ +	
<ul> <li>to make both services more eff market</li> </ul>	ficient, cost effective and competitive in the comme	ercial					1		1		<del>                                     </del>		<b>†</b>		+	
- be more reactive to seasonal d	demands			Danfarra	a localization		Perfor	mance Targe	ets (T) & Pro	visional Perf	ormance Ta	rgets (P)	B. I	. Decretion out	la d'a stanta	Main impact if indicator not
- become competitive in both cor	immercial waste , looking at the marketing of the se	ervices and		Performance			2014/15(T)		2016/17(P)	2017/18(P)	2018/19(P)		Polarity		Indicator type	met
pricing structure.  TOM - to be completed					commercial wa		£1.5m	£1.2m	£1.25m	£1.3m	£1.35m	£1.3m	High	Monthly	Business critical	Loss of income
Tom to be completed		<u> </u>	Cus	stomer satisfa	action survey %	6	85	87	89	91	91	91	High	Annual	Outcome	Reputational risk
		<u> </u>					-				-	-				
		⊢					+	<del>                                     </del>	-	-	<b> </b>	+	+		<b> </b>	
		<b>⊢</b>					+	<del>                                     </del>	-	-	<b>-</b>	1	1		<del> </del>	+
		<b>⊢</b>					1									
													<b>†</b>			
													<u> </u>		<u> </u>	
	DEPARTMENTAL BUDGET AND RE	SOURCES						-	2016/17 Fx	penditure					2016/17 Income	
Revenue £'000s	Final Budget Actual Budget		Budget	Budget	Budget					r 2					EU 10/1/ IIICOIIIC	
	2014/15 2014/15 2015/16		2017/18	2018/19	2019/20						<b>p</b> E	Employees				-0
Expenditure Employees	997 1,023 987 360 240 367	<b>1,112</b> 313	<b>1,122</b> 313	1,133 313								, ,,				■ Government grants
Premises	6 6	6	6	6	6		4				■ F	Premises				
Fransport Constitution 1. October 1.	126 97 126	124	126	128												■ Reimbursements
Supplies & Services Brd party payments	75 71 62 258 439 262	42 474	43 481	44 489							■ T	Γransport				
Fransfer payments	200 409 202	4/4	401	409	490					1						■Customer & client receipts
Support services	172 176 153	153	153	153	153					- 1	<b>■</b> S	Supplies & S	ervices	/		= oustomer & cheft receipts
Depreciation	0 0 11  Final Budget Actual Budget	Dudmet 0	Dudmet 0	Dudget.	Dudmat 0											
Depreciation Revenue 000s	Final Budget Actual Budget 2014/15 2015/16		Budget 2017/18	Budget 2018/19	Budget 2019/20				1		■3	Brd party pay	/ments			■ Recharges
Government grants	1,975 1,277 1,332	1,250	1,250	1,250		1		\		1						
Government grants		0					\				■T	Transfer pay	ments			Reserves
Reimbursements Custome Client receipts	1,975 1,277 1,325	1,250	1,250	1,250	1250							_	. 11			
Recharges	1,020	,	,===	-,=50							<b>■</b> S	Support serv	rices			Conital Fundad
Reserve Capital Funded	<del>                                     </del>		+		$\vdash$											■Capital Funded
Council Funded Net Budget	(978) (254) (345)	(138)	(128)	(117)	(107)						mi L	Depreciation				
-	Final Budget Actual Budget	Budget	Budget	Budget	Budget							C		not etc. cheme:		
Capital Budget £'000s	2014/15 2014/15 2015/16		2017/18	2018/19	2019/20							Summar		get etc. changes		
					$\vdash$	E006:							2016/1			
	<del>                                     </del>		-		$\vdash$	E&R33 = (£	75k)									
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	<del>                                     </del>		+													
					$\vdash$											
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-1,200																
1,200																
	<b>──</b> Budget	Actua	al													

Project 16 Project 17 Find tale Project 18 P				DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - Commercial Services (Was	MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD te Operations)			
Project   Proj					MA IOD DECT BENEFIT	l ikelihood		Score
To recover the appearance of the Torus creates and preferentiations of the supposed of the Connection of the State and marketing plan  State calls  Project Title  The project Title  Th	Pr	oject 1	Project Title:	Introduce timed commercial waste collections in town centre Colliers Wood		Likeiiiioou	impuot	00010
Find calls  Project 1 Stant case Find calls  Finger 1 Stant case Find calls  Find call	Start date	01/04/2015	Project Details:	To improve the appearance of the Town centre area following on from the successful implementation		0	0	0
Solicione Disposition   Project Desiris:   Project	End date	01/04/2016		into wimbledon rown Centre.				
Find cate   0.1942/16   Policial Dealst   Or mores the inome with the Commercial waste area and improve the Branching of the important provided and provided and provided the important provided t	Pr	oject 2	Project Title:	Sales and marketing plan	Economic outcomes			
Constraint   Con	Start date	01/04/2015	Project Details:			0	0	0
Start date Project 16: First date Project 16: Start date Project 16:	End date	01/04/2016		Set vice area.				
End date Project 1 Project Title Start date Project Title Solicid one major benefit Salar date Project 1 Project Title Solicid one major benefit Salar date Project 1 Project Title Solicid one major benefit Salar date Project 1 Project Title Solicid one major benefit Salar date Project 1 Project Title Solicid one major benefit Salar date Project 1 Project Title Solicid one major benefit Salar date Project 1 Project Title Solicid one major benefit Salar date Project 1 Project Title Solicid one major benefit Salar date Project 1 Project Title Solicid one major benefit Salar date Project 1 Project Title Solicid one major benefit Salar date Project 1 Project Title Solicid one major outcome Salar date Project 1 Project Title Solicid one major outcome Salar date Project 1 Project Title Solicid one major outcome Salar date Project 1 Project Title Solicid one major outcome Salar date Solicid one major outcome Salar d	Pr	oject 3	Project Title:		Select one major benefit			
Project 4 Stant date  Froget 5 Froget 6 Froget 6 Froget 7 Froget 7 Froget 7 Froget 7 Froget 7 Froget 8 Froget 8 Froget 8 Froget 8 Froget 10 Froget	Start date		Project Details:			0	0	0
Start date  Project S Project Title: Start date  Project Details: Project	End date							
Project Details:  Project Title: Start date  Project Title: Project Details: Project Title: Project Details: Project Title: Project Details: Proj	Pr	oject 4	Project Title:		Select one major benefit			
End date  Project 5 Select one major benefit  Project Details:  End date  Project Details:  Select one major outcome  O  Details:  Select one major outcome  O  O  Details:  End date  Project Details:  End date  Project Details:  End date  Project Details:  End date  Project Details:  Select one major outcome	Start date		Project Details:			0	0	0
Start date  Project Details:  Project Title: Steed one major benefit  Project Title: Steed one major benefit  Project Details: End date  Project Betails: End date  Project Betails: End date  Project Betails: End date  Project Betails: End date  Project Details: End date  Project Details: End date  Project Title: Select one major outcome  Project Operation:  Select one major outcome  Operation of the major outcome  Project Title: Select one major outcome  Operation of the major outcome  Project Title: Select one major outcome  Operation of the major outcome  Project Title: Select one major outcome	End date							
Project 6 Project 6 Project 7 Start date Project 8 Project 7 Project 7 Project 7 Project 7 Iffe: Start date Project 8 Project 7 Project 7 Project 7 Project 7 Iffe: Start date Project 8 Project 9 Project 7 Iffe: Select one major outcome  Project 9 Project 7 Iffe: Select one major outcome  Project 1 Iffe: Select one major outcome  O  Start date Project 1 Iffe: Select one major outcome  O  Start date Project 1 Iffe: Select one major outcome  O  Start date Project 1 Iffe: Select one major outcome	Pr	oject 5	Project Title:		Select one major benefit			
Endate Project 7 Project Title: Select one major benefit  Project 7 Project Title: Select one major benefit  Project 8 Project 8 Project Title: Select one major outcome  Project 8 Project 10 Project Title: Select one major outcome  Project 9 Project Title: Select one major outcome  Project 10 Project Title: Select one major outcome  Select one major outcome  Select one major outcome								o
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Project 8 Project Title: Select one major outcome  Start date Project Details: Project Details:  Project Details:  End date Project 9 Start date Project 10 Project 10 Project 10 Project 10 Project 10 Project Title: Select one major outcome  0 Start date Project 10 Project Title: Select one major outcome	Pr	oject 7	Project Title:		Select one major benefit			
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End date  Project Details:  Project 9 Project Title: Start date Project 10 Select one major outcome  Start date Project Title: Select one major outcome  Start date Project Details: O  Project Details: O  Project Details:	Pr	oject 8	Project Title:		Select one major outcome			
End date  Project 9 Project Title: Start date Project 10 Project Title: Select one major outcome  O  Start date Project 10 Project Title: Select one major outcome  O  Project Details: O  O  O  O  O  O  O  O  O  O  O  O  O	Start date		Desired Detailer					0
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Project Details:  End date  Project 10 Project Title: Start date Project Details: Project Details:	Pr	oject 9	Project Title:		Select one major outcome			
End date Project 10 Project Title: Select one major outcome Project Details:	Start date		Project Details:					0
Start date Project Details:	End date		FTOJECT DETAILS.					
Project Details:	Pro	oject 10	Project Title:		Select one major outcome			
	Start date		Project Details:					0
	End date		FTOJECT DETAILS.					

Development and Building Control				Pla	anning Assu	mptions					The Corporate strategies your
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration	Anticipated demand	201	4/15	201	5/16	201	16/17	2017/18	2018/19	2019/20	service contributes to
Enter a brief description of your main activities and objectives below	Enforcement cases	7	50	7	80	8	800	800	800	800	Local Development Framework
Building Control	Planning applications (economy dependant)	25	500	2	500	2	700	2800	2800	2850	Local Development Framework
Building Control competes with approved Inspectors.(AIS). We provide a Building Control Service	BC applications (economy dependant)	17	700	1	750	17	750	1800	1800	1800	Economic Development Strategy
in competition with AIS to deliver high quality Building Control advice and regulation. We also regulate safety of structures and also sports grounds.	Tree applications	6	20	6	40	6	660	670	670	670	Local Development Framework
Development control	Pre applications	1	05	1	10	1	15	120	125	130	Housing Strategy
Promote regeneration by assessing and determining planning applications against the adopted	Planning performance agreements		3		7		12	14	16	18	Local Development Framework
policies for the built environment contained within the council's Core Strategy. Continue to impliment the Mayoral, Community Infrastructure Levy (CIL) charging regime.	Prior approvals (permitted development)	5	80	6	00	6	320	640	640	640	Local Development Framework
impliment the majoral, commany image details 2517 (512) starging regime.	Anticipated non financial resources	201	4/15	201	5/16	201	16/17	2017/18	2018/19	2019/20	
Objectives	Staff (FTE)	;	37		36	;	38	25	25	25	
- continue to concentrate on the commercialisation of the Building Control (BC) service and maintain or improve the market share	Performance indicator	Perfor	mance Targe	ets (T) & Pro	isional Perf	ormance Tar	rgets (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
- review the pre-application charging regime for Development Control (DC) and to investigate	renormance mulcator	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	Polarity	Reporting cycle	mulcator type	met
whether additional income generation is possible especially through PPA's.	% Major applications processed within 13 weeks	60	55	55	55	55	55	High	Monthly	Quality	Reduced customer service
- impliment mobile/flexible working to improve efficiency	% Minor applications processed within 8 weeks	65	60	60	60	60	60	High	Monthly	Quality	Reduced customer service
-as part of sustainable communitiies to enable a comprehensive development management process to encourage regeneration.	% Other applications processed within 8 weeks	81	81	82	82	82	82	High	Monthly	Quality	Reduced customer service
F	1/1 / 20 1 1 1 1 7 1 1						1	1.0 - 6	M.A. on Ob. In .	0	Deduced content or a fee

4350

35

£2.05m

60

75

600

750

4400

35

£2.11m

60

50

300

900

4450

35

£2.11m

60

300

1200

4500

35

£2.11

60

30

300

1500

4560

35

£2.11

60

300

1800

4300

35

£2.01m

65

75

600

775

					% satisfied	d with Planning (	annual reside
	DE	PARTMENTAL	BUDGET AND	RESOURCES			
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	2,428	2,569	2,371	2,470	1,909	1,913	1,918
Employees	1,594	1,794	1,564	1,708	1,143	1,143	1143
Premises	2	1	2	2	2	2	2
Transport	34	21	32	25	26	26	27
Supplies & Services	365	299	281	245	248	252	256
3rd party payments							
Transfer payments	2		2	0	0	0	0
Support strices	431	454	490	490	490	490	490
Depredictor					_		
Revenue 000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Income	1,955	2,017	1,911	2,009	2,134	2,169	2,169
Governige grants					, i		
Reimburgenents	96	112	49	81	81	81	81
Customer & client receipts	1,859	1,905	1,862	1,928	2,053	2,088	2088
Recharges					_		
Reserves							
Capital Funded							
Council Funded Net Budget	473	552	460	461	(225)	(256)	(251)

2015/16

2016/17

-review the possibility of shared services with neighbouring boroughs.

Final Budget

2014/15

Actual

2014/15

re-procure the M3 database

Capital Budget £'000s

U	U	
490	490	
Budget	Budget	
2018/19	2019/20	
2,169	2,169	
81	81	
2,088	2088	
(256)	(251)	
Budget	Budget	
Budget	Budget	F&R33 =
Budget	Budget	E&R33 =

Volume of Planning applications Total

% appeals lost

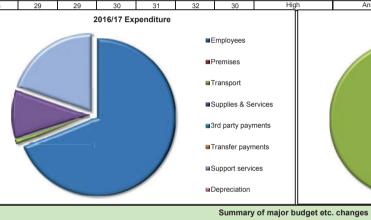
Income (Development and Building Control)

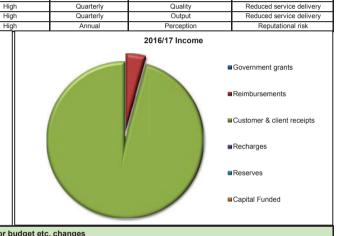
% Market share retained by LA (BC)

% enforcement site visits within 15 days

Number of enforcement cases closed

Backlog of enforcement cases





Quality

Perception

Business critical

Perception

Quality

Reduced customer service

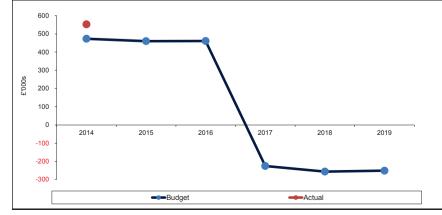
Reputational risk

Loss of income

Loss of income

Reduced service delivery

£75k)



ER07 = (£200k) EN09 = (£40k) EN11 = (£52k) E&R28 = (£157k) E&R29 = (£40k) E&R30= (£80k) ENV20 = (£35k) HPDG reserve adjustment = (£86k)

ENV20 = (£35k)

2019/20

2017/18

2018/19

High

Low

High

High

High

High

Monthly

Quarterly

Monthly

Monthly

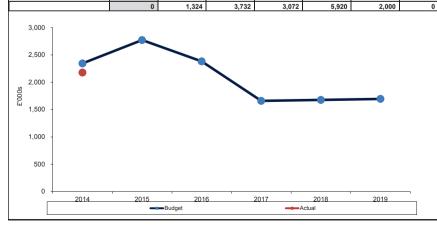
Quarterly

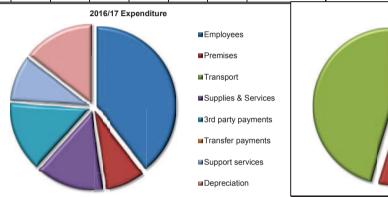
			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT Development and Buil				
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Risk Impact	Score
Pro	ject 1	Project Title:	Commercialisation of Building Control	Improved efficiency (savings)	Likeliilood	impaot	00010
Start date	2013-14	Project Details:	This is to ensure Building Control is more commercially aware in a more competitive market.	Additional income generation	6	2	12
End date	2016-17						
Pro	ject 2	Project Title:	Mobile/Home working	Improved efficiency (savings)			
Start date	2014-15	Project Details:	This is introducing mobile and home working to the teams.	To allow reduced office space an efficient working practices	2	2	4
End date	2016-17						
Pro	ject 3	Project Title:	Improving the development management processes	Improved effectiveness			
Start date	2014-3	Project Details:	As part of sustainable communities to provide an end to end development management process to deliver regeneration objectives.	Improve regeneration opportunities	2	2	4
End date	2016-17						
Pro	ject 4	Project Title:	developing eforms and M3 capability and e-payments	Improved customer experience			
Start date	2014-5	Project Details:	Enforcement eforms , BC eforms and DC e-payments	Channel shift	4	1	4
End date	2016-17						
Pro	ject 5	Project Title:	Section review	Improved efficiency (savings)			
Start date	2014-15						
En <b>al</b> ate	2016-17	Project Details:	Section review looking the structure and interaction with other services	Efficiencies and savings	3	2	6
O Pro	ject 6	Project Title:	Shared services review with other LA's (part of TOM)	Improved efficiency (savings)			
Sta <b>rt</b> oate	2014/15	Project Details:	Looking at opportunities for sharing householder and /or admin back office services with adjoining authorities	Efficiencies and savings	2	2	4
	ject 7	Drainet Title	Language of the state of TOW	language of the still and an			
Pro	ject /	Project Title:	Lean review of pre-application process (part of TOM)	Improved effectiveness			
Start date	2014/15	Project Details:	To ensure the process is efficient and robust from a customer perspective and to investigate any further income opportunities.	income generation opportunities	6	1	6
End date	2016-17						
Pro	ject 8	Project Title:	Re-procurement of M3 or equivalent IT system	Improved effectiveness			
Start date	2014/15	Project Details:	Either M3 engage cloud based system or equivalent. Potentially shared with nearby authorities	savings through contract negotiation.	3	1	3
End date	2016-17						
Pro	ject 9	Project Title:	Further develop Planning Performance agreements potential	Economic outcomes	1		
Start date	2014/15	Project Details:	Ensure cost neutral or better staffing levels to ensure this can be delivered	Regeneration certainty	1	2	2
End date	2016/17	FTOJECT DETAILS.	Liberto cost ricultal of petici stanning levels to ensure this carr be delivered	regeneration certainty			
Proj	ect 10	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							

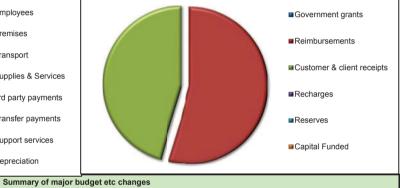
Future Merton				Pla	nning Assur	nptions					The Corporate strategies you
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration	Anticipated demand	201	14/15	201	5/16	201	16/17	2017/18	2018/19	2019/20	service contributes to
Enter a brief description of your main activities and objectives below	Population	209	3,822	211	,569	214	1,229	216,806	218,100	218,101	Asset Management Plan
futureMerton is tasked with delivering development, regeneration, economic growth and	Actual businesses in borough	7	700	79	900	8,	100	8,150	8,200	8,201	Road Safety Plan
accomodating population growth for the long-term sustainability of the borough.  [to be merged with Traffic & Highways in 2015/16]											Local Implementation Plan
[to be merged with frame & riighways in 2015/10]											Local Transport Plan
Develop new Local Plan policies and site assembly strategies to support regeneration,	Anticipated non financial resources	201	14/15	201	5/16	201	16/17	2017/18	2018/19	2019/20	Community Plan
economic development and growth objectives  • Develop sustainable development policies to support Merton's commitment to carbon reduction	Staff (FTE)		27	25	.54	27	7.04	17.04	17.04	17.04	Climate Change Strategy
Develop urban design / planning frameworks to support regeneration and growth and increase	Staff (Apprentices)		1		2		2	0	0	0	Core Planning Strategy
design quality in the borough  • Deliver projects as set out in our Economic Development and Climate Change Strategies and the											Economic Development Strateg
Regeneration Delivery Plan (future Growth Strategy 2015)											Local Development Framework
Attract developer interest, external funding and inward investment, public sector funding and	Performance indicator	Perfor	mance Targe	ets (T) & Prov	risional Perfo	ormance Tar	gets (P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator
support to deliver our regeneration and growth objectives.  To develop transport policies and secure external funding from Transport for London (TfL) to	renormance mulcator	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	Folanty	Reporting cycle	mulcator type	met
deliver improvements to Merton's public realm, transport infrastructuire and sustainable travel.	New homes target (number per year)	320	411	411	411	411	411	High	Annual	Outcome	Loss of Government gra
• Lead on Major Planning developments (Wimbledon Stadium / YMCA / Rainbow Yards / Colliers	Reduction in KSI's: road traffic accidents (Number of incidents)	55	50	45	42	40	40	Low	Annual	Perception	Reputational risk
Wood Tower, St Georges Quarter, Morden town centre, Wimbledon Station, RediscoverMitcham)	% Modal increase in cycling from 2% 2012 baseline	2.0	3.0	0.2	0.2	0.2	0.2	Low	Annual	Output	Political risk
LBM lead on planning and design quality for emerging estate regeneration proposals in partnership with Circle (High Path, Eastfields, Ravensbury) and Moat (Pollards Hill)	Number of new jobs created through EDS E&SAP	300	450	600	300.0	400.0	300.0	High	Annual	Outcome	Social exclusion
LBM lead on non-operational property assets decisions for growth and regeneration	% of new jobs created; number that are apprentices	60	80	100	100	100	100	High	Annual	Outcome	Social exclusion
investment purposes.	Number of new businesses created as part of EDS MBSS	100	200	300	300	300	300	High	Annual	Outcome	Reduced Business Rate
LBM lead on Crossrail 2, Tramlink Extension; ID growth opportunities and external funding opportunities											
opportunities											

	DE	PARTMENTAL	BUDGET AND	RESOURCES			
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	3,251	3,266	3,829	3,433	2,709	2,727	2,746
Employees	1,260	1,365	1,394	1,361	934	934	934
Premises	302	296	268	275	278	281	284
Transport	10	5	9	5	5	5	5
Supplies & Services	879	892	1,358	478	397	405	414
3rd party payments	389	284	354	495	276	283	290
Transfer payments							
Support services	287	300	322	322	322	322	322
Depreciation	124	124	124	497	497	497	497
Revenue 000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Income	908	1,090	1,058	1,051	1,051	1,051	1,051
Government grants	134	134	94	0	0	0	0
Reimbursements	472	615	622	570	570	570	570
Custom Client receipts	302	341	342	481	481	481	481
Recharges							
Reserves							
Capital Funded							
Council Funded Net Budget	2,343	2,176	2,771	2,382	1,658	1,676	1,695
Conital Budget £1000a	Final Budget	Actual	Budget	Budget	Budget	Budget	Budaet

Council Funded Net Budget	2,343	2,176	2,771	2,382	1,658	1,676	1,695
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Town Centre Investment			1,488	1,037			1
Mitcham Schemes		598	778	1,000	700		
Colliers Wood Schemes		359	1,199				
Industrial Estate Investment			100	450			
Morden TfL				120	220	2,000	
Transportation Enhancements					5,000		
Other		367	167	465			



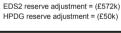




2016/17 Income

2016/17

2017/18



ER23 = (£214k) E&R41 = (£80k) ENV24 = (£10k)

EDS reserve adjustment = (£75k)

EDS reserve adjustment = (£193k)

EDS2 reserve adjustment = (£364k)

2018/19

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM O Future Merton	F 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFITS	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	Local Plan: Estate Regeneration	Infrastructure renewal	Likelillood	IIIIpact	Score
Start date	2014/15	Project Details:	Working with Circle Merton Priory to deliver investment in new homes and the regeneration of High Path, Eastfields and Ravensbury estates. Supported by the preparation of a Local Plan (DPD) Also working with Moat housing to coordinate investment in regenerating Pollards Hill.		3	2	6
End date	2024/25						
Pro	oject 2	Project Title:	Rediscover Mitcham	Infrastructure renewal			
Start date	2012-13	Project Details:	Revitalising Mitcham Fair Green and surrounding streets by investing c£6m in the public realm, local businesses, and transport proposals, working closely with local residents, the business community and Transport for London. Rediscover Canons HLF Bids (Parks for People and Townscape Heritage		2	2	4
End date	2016-17		c£2.5m)				
Pro	oject 3	Project Title:	Connecting Colliers Wood / South Wimbledon Planning Framework	Infrastructure renewal			
Start date	2014-15	Project Details:	Work with stakeholders to facilitate the regeneration and growth of Colliers Wood / South Wimbledon via preparation of GLA Development Framework (strategic masterplan, delivery of public real, new homes and town centre re-designation) Stage 1; delivery c£2.5m investment in 'Connecting Colliers		4	1	4
End date	2019-20		Wood' public realm project on track to complete summer 2015. Masterplan to follow 2015/16+				
Pro	oject 4	Project Title:	Wimbledon Stadium	Infrastructure renewal	i		
Start date	2011-12	Project Details:	Delivery of a new stadium and associated developments, working with stakeholders on a masterplan		3	1	3
End date	2016-17		for the site following the outcome of the Sites and Policies Plan				
Pro	oject 5	Project Title:	Climate Change Strategy & Action Plan	Improved sustainability			
Start date	2014-15	Project Details:	Managing internal and external energy efficiency and renewable energy investment in the council's buildings, schools and in the wider community to reduce carbon while saving money, towards the creation of a revolving invest-to-save investment fund. Other projects include Air Quality, Greening		2	2	4
E Cate	2018-19	B : 477	Businesses, PV roll-out and District Heat & Power feasibility				
ယ <sup>ြက</sup>	oject 6	Project Title:	futureWimbledon & Crossrail 2	Economic outcomes			
Sta <b>ro</b> ate	2014-15	Project Details:	Identifying the growth potential of Wimbledon as the premier business hub in South London. Explore investment and development opprtunities linked to Crossrail 2 and improving the quality of architecure, design and placemaking. Conference (2013) Ideas Competition (2014) Inward		2	2	4
End date	2022-23		investment Prospectus (2015/16) Masterplan linked to Crossrail 2 (2015/16-2017/18)				
Pro	oject 7	Project Title:	Morden Town Centre Regeneration	Improved reputation			
Start date	2011/12	Project Details:	Growth, investment and intensification to support regeneration in Morden. Strategic Planning Policies (2011-2013) Development Brief with TFL for Morden Station (2014) Major scheme bid to TFL for public realm overhaul and gyratory removal (2015/16) GLA Housing Zone bid (2014/2016)		3	2	6
End date	2019/2020		Development Partner selection (2015/16-2016/17) Physical project delivery c2017/18				
Pro	oject 8	Project Title:	Economic Development Strategy and Action Plans	Improved reputation	<u> </u>		
Start date	2012-13	Project Details:	Inward Investment and Business Retention Strategy. Employment and Skills Strategy. Merton		2	1	2
End date	2016-17	-	Business Support Service. Merton Micro Loan and Business Loan Fund.				
Pro	oject 9 I	Project Title:	Smarter travel: road safety	Improved reputation			
Start date	2013-14	Project Details:	Running various programmes to improve road safety and encourage smarter and healthier travel choices, including adult and children cycle training, walk to school, motorcycle and learner driver training. Reduces road related injuries and helps Merton deliver its share of the Mayor's Transport		2	2	4
End date	2016-17		Strategy.				
Pro	oject 10	Project Title:	Borough Cycling Initiatives	Improved reputation	Ī		
Start date	2014-15	Project Details:	TFL Quietways funding for cycling infrastructure improvements. TFL Major Scheme bid for Wimbledon Town Centre cycle segregation scheme (2014/15-2017/18)		2	1	2
End date	2024-26		willibiedon Town Cettile Cycle Segregation Scrience (2014/15-2017/16)				

#### Leisure & Cultural Development Planning Assumptions The Corporate strategies your 2016/17 2018/19 2019/20 Cllr Nick Draper Cabinet Member for Community & Culture Anticipated demand 2014/15 2015/16 2017/18 service contributes to 216.806 219.316 213.497 Asset Management Plan Enter a brief description of your main activities and objectives below Population 208 822 211 560 214 220 ngage local people in healthy living and lifestyle changes through increased No. of Children & Young People aged 8-17 in west of borough 7.700 7,900 8.050 8.200 8.700 12,410 Children & Young person's Plan nvolvement and participation in sports, arts, cultural and physical activities and events, Population of most disadvantaged wards 126,100 126,850 127,540 128,100 104,155 100,768 Cultural Strategy by working with partners to increase the number, scope and quality of facilities, Users of Merton's Leisure Centres 824 433 832677 841004 878105 942,592 970,026 Community Plan rogrammes, activities and events on offer in the borough - thus creating a universal 2016/17 2018/19 culture and sport offer. 2014/15 2015/16 2017/18 2019/20 Anticipated non financial resources Open Spaces Strategy 14.25 13.6 6.60 6.6 Social Inclusion Strategy Staff (FTE) 13.6 6.6 Accommodation Voluntary Sector Strategy - Build a replacement Morden Park Pool & vary the contract to take account of the Volunteers 20 20 20 20 20 20 - Produce a Masterplan & fully-costed implementation plan for Wimbledon Park & Staff seasonal 30 30 30 30 30 30 \_ake, including a solution for the silting of the lake problem Performance Targets (T) & Provisional Performance Targets (P) Main impact if indicator not Performance indicator Polarity Reporting cycle Indicator type - Transform our services including a service restructure following Phase C contracts; 2014/15(T) 2015/16(T) 2016/17(P) 2017/18(P) 2018/19(P) 2019/20(P) met continue to drive services to be more commercial wherever possible; move to deliver Income £ from Merton Active Plus Monthly Business critical Loss of income 50,000 55,000 60,000 60,000 60,000 60,000 High hrough improved technology in conjunction with the coprporate centre Income £ from Watersports Centre Monthly High Rusiness critical Loss of income 367,000 377,000 387,000 397,000 402,000 402.000

<ul> <li>Contribute towards services provisions</li> </ul>	meeting outco	mes across the	Local Strategic
Partnership using Merton's Culture & sport	Framework,	commissioning a	and contracting
as well as accessing external grants			

Deliver Merton's contribution to major sports, arts & cultural events.

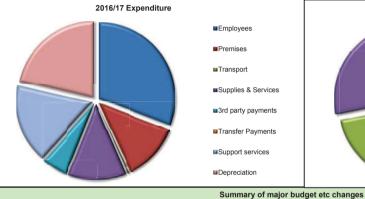
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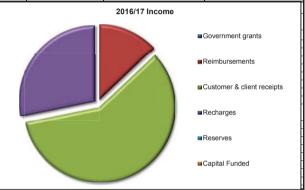
changes

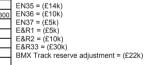
Manage Leisure Centres & Wimbledon Theatre contracts, one public hall, a water sports centre and all of the booking functions (pitch hire; cemeteries; allotments; activity programmes; pavilions; hall; street tree administration, etc).

ſ	14-25 yr old Fit	ness Centre Pa	rticipation at l	eisure centres	100,000	103,000	106,000	106,000	106,000	108,120	High	Monthly	Output	Reduced uptake of service
ſ	Exte	rnal Capital & F	Revenue fund	ing	320,000	100,000	100,000	100,000	100,000	50,000	High	Quarterly	Output	Reduced customer service
	% reside	nts rating faciliti	es Good to E	xcellent	51.5	45.0	45.5	46.0	48.0	48.0	High	Annual	Outcome	Reduced customer service
	Total Numb	er of Users of I	Merton's Leisı	ure Centres	824,433	832,677	841,004	878,105	942,592	970,026	High	Monthly	Output	Reduced uptake of service
	Total I	Number of Use	rs of Polka Th	neatre	92,785	93,690	93,916	94,600	95,000	89,500	High	Quarterly	Output	Reduced uptake of service
							2016/17 E	xpenditure					2016/17 Income	
	Budget 2017/18	Budget 2018/19	Budget 2019/20				2016/17 E	xpenditure	_				2016/17 Income	
							2016/17 E	xpenditure		Employees			2016/17 Income	■Government grants
	2017/18	2018/19	2019/20				2016/17 E	xpenditure					2016/17 Income	■Government grants
	2017/18 2,052	2018/19 1,958	2019/20 1,969				2016/17 E	xpenditure		Employees Premises			2016/17 Income	■Government grants
	2017/18 2,052 498 282 8	2018/19 1,958 498 186 8	2019/20 1,969 498 190 8				2016/17 E	xpenditure					2016/17 Income	■Government grants ■Reimbursements
	2017/18 2,052 498 282 8 265	2018/19 1,958 498 186 8 265	2019/20 1,969 498 190 8 270				2016/17 E	xpenditure		Premises			2016/17 Income	, and the second
	2017/18 2,052 498 282 8	2018/19 1,958 498 186 8	2019/20 1,969 498 190 8				2016/17 E	xpenditure					2016/17 Income	Ü

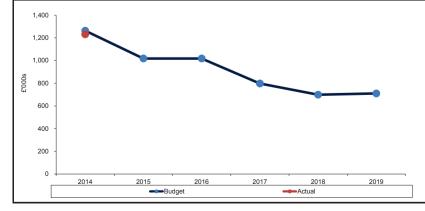
								_
	DE	PARTMENTAL	BUDGET AND	RESOURCES				1
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	1
Expenditure	2,332	2,369	2,113	2,262	2,052	1,958	1,969	ı
Employees	721	742	706	697	498	498	498	1
Premises	249	196	122	278	282	186	190	1
Transport	9	13	8	8	8	8	8	1
Supplies & Services	293	281	282	282	265	265	270	1
3rd party payments	175	210	198	126	128	130	132	1
Transfe <u>r Pav</u> ments	5		5	0	0	0	0	1
Support services	361	408	383	383	383	383	383	1
Depreciation	519	519	409	488	488	488	488	1
Revenue 5'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	1
Income	1,069	1,138	1,095	1,244	1,254	1,259	1,259	il
Government grants	10	1	0		-,	,	,	1
Reimbursements	128	123	244	160	160	160	160	1
Custom Client receipts	594	611	500	733	743	748	748	1
Recharges 1	337	403	351	351	351	351	351	1
Reserves	1 1							1
Capital Finded	1 1							1
Council Funded Net Budget	1,263	1,231	1,018	1,018	798	699	710	1
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20	T
Morden Leisure Centre		24	976	9,000	1,000			1
Wimb Pk Lake de-silting				·		1.500		Е
Other	+	620	252	200	200	200	200	







2016/17



652

1,329

9,300

1,300

1,800

E&R2 = (£10k)E&R3 = (£16k)ENV11 = (£59k) ENV12 = (£70k)ENV13 = (£70k)

E&R1 = (£5k)

300

2018/19

E&R1 = (£4k)E&R2 = (£5k)E&R4 = (£100k)

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIN Leisure & Cultural Developn				
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT		Risk	
Pro	oject 1	Project Title:	Morden Leisure Centre	Improved customer experience	Likelihood	Impact	Score
Start date	2014	- Project Details:	Deliver a new Morden Leisure Centre as a family friendly and community leisure centre to replace Morden Park Pools. Decommission and demolish the existing Morden Park Pools and reinstate the land to fit in with the Morden Park landscape		4	2	8
End date	2018						
Pro	oject 2	Project Title:	Leisure Centres Contract	Improved efficiency (savings)			
Start date	2016	- Project Details:	Vary the Leisure Centre Contract to take account of the new Morden Leisure Centre		2	2	4
End date	2018						
Pro	oject 3	Project Title:	Deliver a Wimbledon Park Masterplan	Improved effectiveness	-		
Start date	2015	- Project Details:	Develop a strategic masterplan for Wimbledon Park that takes account of all of the landscape, ecology and heritage matters as well as defining a sustainable and financially viable future for sports,		2	2	4
End date	2017		culture, leisure, play facilities and ancilliary facilities, etc. within the park.				
Pro	oject 4	Project Title:	Implement the Wimbledon Park Lake De-silting Plans	Improved sustainability			
Start date	2017	Project Details:	Following the outcomes of the Wimbledon Park & Lake Masterplan for the required improvements and solutions for the lake. Procure and implement the solutions		4	2	8
End date	2018						
Pro	oject 5	Project Title:	Customer Contact Programme - Online Leisure & Cultural Bookings & Payment System & Other Service Technological Requirements	Improved customer experience			
Start date	2015	- Project Details:	Work with Corporate IT on the Customer Contact Programme to deliver, improve & implement the replacement online booking & payment system for pitch, halls, pavilions, courses, events and activities in line with the whole council approach. Implement other corporate technological solutions		2	2	4
date	2016-17		and work with corporate IT to meet customer and service needs within that provision. Ensure service / customer needs are appropriately embedded in new ways of working.				
32 Pro	oject 6	Project Title:	Commercialisation of Culture & Sport Activities, Projects and Programmes	Improved efficiency (savings)			
Start date	2014	- Project Details:	Continue the commercialisation and development of the Merton Active Plus programme to generate increased income over a three year period to cover the salary of the officer that delivers it. Develop the Marine College and Outdoor Education Centre at the Watersports Centre. development team to		2	2	4
End date	2016-17		cover two distinct strands of commercial and community activities.				
Pro	oject 7	Project Title:	Community Use in the East of the Borough	Improved customer experience			
Start date	2014	- Project Details:	Work with leisure facility providers and schools to increase the size, scope and usage of their sports and leisure facilities to provide wider community leisure benefits and use. Deliver the Sports Blast		2	2	4
End date	2017		Programme				
Pro	oject 8	Project Title:	Increasing participation & engagement in the arts, culture, sport, physical activity	Improved customer experience			
Start date	2014	- Project Details:	Develop and deliver, with and through partners, joint community projects and programmes in the east		2	2	4
End date	2017	- Froject Details.	of the borough in accordance with the Culture & Sport Framework				
Pro	oject 9	Project Title:	Develop the boroughs involvement in major sporting, arts & cultural events	Improved customer experience			
Start date	2012	Project Details:	Deliver and develop Merton's contribution to the Merton's Golden Jubilee, Ride London, Etc., as well as delivering Merton's contribution to other major sporting, arts and cultural events as appropriate and		2	2	4
End date	2018-19	.,	required				
Pro	ject 10	Project Title:	External Funding & Inward Investment Opportunities	Improved effectiveness			
Start date	2013	- Project Details:	Seek out partnership working and funding opportunities that deliver against the Cultural Framework as well as seeking external funding to deliver our strategic needs. Eg Morden Leisure Centre; facilities at		2	2	4
End date	2018-19		Wimbledon Park, etc.				

	Parkii											nning Assum						The Corporate strategies your
Cllr Judy Saunders (			<del></del>			Anticipate				14/15		5/16		6/17	2017/18	2018/19	2019/20	service contributes to
Enter a brief descri						lumber of reside	-			1,481	Not k			known	Not known	Not known	Not known	Road Safety Plan
ne service is required to enforce					1	Number of visitor	s permits issue	ed	28	0,600	Not k	nown	Not I	known	Not known	Not known	Not known	Medium Term Financial Strategy
maintained and ensuring resid we a permit or badge for. Surpl																		Local Transport Plan
ansport related areas.	us income general	ca by traine in	unagement must	DC d3Cd 101														
					Ant	ticipated non fi		rces		14/15		5/16		6/17	2017/18	2018/19	2019/20	
ojectives enforce parking regulations acr	ose the horough in	cluding Contro	lled Parking Zone	ee and hue		Staff (	FTE)		7	1.50	86	.20		1.27	85.27	85.27	85.27	
nes						Trans	sport			15	1	5		dependant	Not known dependant	Not known dependant	Not known dependant	
to implement measures to impr													upon AN	PR needs	upon ANPR needs	upon ANPR needs	upon ANPR needs	
tomatic Number Plate Recogni is will improve compliance and	ition (ANPR) came	ras at bus land	e and moving trai	ffic locations.					ļ									
to maintain a survey of parking	needs, hours of or	peration, the a	vailability of parki	ing spaces and					Donfo	rmance Targe	4- (T) 0 D	delevel Deaf		(D)				
e charging structure to monitor the borough 's parkir	:					Performano	e indicator		2014/15(T)		2016/17(P)		2018/19(P)	2019/20(P)	Polarity	Reporting cycle	Indicator type	Main impact if indicator i
ntrols can be effectively enfor					% of parking per	rmits issued with	in 5-7 days		90%	90%	90%	90%	90%	90%	High	Monthly	Outcome	Loss of income
o take account in business pla	inning of the incre	ase in population	on and changes i	in planning		days per FTE (1		n averane)	11	10	9	8	8	8	Low	Quarterly	Quality	Loss of income
islation allowing business pren	nises to be change	d to residential	l use which coul	d result in an		ases won at PA										1		
rease in demand for parking spring to introduce CPZ's.	paces in existing C	r∠s and press	sure in areas with	i no controlled	years data			p. 2.1000	50%	52%	54%	54%	54%	54%	High	Monthly	Business critical	Loss of income
Ü					Percentage of c	ases lost at PA	TAS compared	to the previous	000/	0001	0404	21%	21%	21%	Low	Monthly	Business critical	Loss of income
January 2015 Public Space Clanged the sections title to Park	CTV camera team	was amalgama	ated with Parking	Services and	years data				23%	22%	21%	∠1%	∠170	∠1%	LOW	wonuny	Dualifess Critical	Loss of income
anged the sections title to Park le core activity is to review the o			and the number	r of CCTV				ontest at PATAS	27%	26%	25%	25%	25%	25%	Low	Monthly	Business critical	Loss of income
ameras throughout the borough	with the aim of a	chieving efficier				ence compared		,							U:	Me-stell.	Duoi	Reduced service delivery
of service to the residents, custor	mers and our partn	ers.			Percentage of P	ublic Space CC	ı v cameras w	orking	95%	95%	95%	95%	95%	95%	High	Monthly	Business critical	Reduced service delivery
					<u> </u>				<del>                                     </del>	+	-			$\vdash$		+	<del>                                     </del>	
					<b>—</b>				1	<del> </del>	<b> </b>	-		$\vdash$		+	+	
	DE	DADTMENTAL	BUDGET AND	DESCUBLES	<u> </u>					1								
		Actual			Dondonat	Developed	Durland			2	016/17 Exp	enditure					2016/17 Income	
evenue £'000s	Final Budget 2014/15	2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20						■Er	nployees				
penditure	4,745	4,796	5,195	5,311			4,956											■Government grants
nployees	2,501	2,523	2,788	2,945	2,640	2,640	2,640			W			■Pr	emises				
emises	637	658	641	619		632				W								■Reimbursements
ansport upplies & Services	140 298	145 290		124 377						W			■Tr	ansport				- Combardements
rd party payments	290	229	264	265		213				M								
energier payments								- 1					■St	ipplies & Sen	vices			■Customer & client receipts
	832	874 77	905 87	905	905 76	905	905	4	_									
epeciation	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget	ı				- 1	■3n	d party paym	ents			■Recharges
ev nue £'000s	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	V	1									= recordinges
overnment grants	12,077	11,930	15,480	17,220		15,881		1					■Tr	ansfer payme	ents			
overnment grants								,		7.0								■Reserves
einthursements astomer & client receipts	12.077	11.930	15.480	17.220	16.218	15.881	15.881		<b>C</b>	7//			■St	ipport service	es I			
echarges	12,011	11,000	10,100	17,220	10,210	10,001	10,001											■Capital Funded
ves apital Funded													■De	epreciation				= capital i anaca
ouncil Funded Net Budget	(7,332)	(7,134)	(10.285)	(11,909)	(11.239)	(10.944)	(10,925)						_50					
oundi i unueu Net Duuget						(10,011)												
apital Budget £'000s	Final Budget	Actual 2014/15	Budget	Budget 2016/17	Budget 2017/18	Budget	Budget							Summary	of major budget etc	c. changes		
ackling Traffic Congestion	2014/15	2014/15 11	<b>2015/16</b> 43	<b>2016/17</b> 533		2018/19	2019/20							·	2016/17			
CTV Matchfunding			300	300				EN02 = (£226	ik)									
ther		217	294	305		175	175	EV11 = (£125										
		-11		200	.50			E&R7 = (£260	)k)									
					İ			E&R8 = (£1,7)										
								E&R9 = (£500) E&R10 = (£80)										
								E&R10 = (£80										
								E&R12 = (£14										
	0	228	637	1,138	156	175	175	<u> </u>										
															2017/18			
0				-				EV11 = (£125										
2014	2015	201	6 2	2017	2018	2019		E&R7 = (£16										
								E&R8 = £1,54 ENV02 = (£1)										
-2,000 -								ENV02 = (£1)										
								ENV04 = (£2	50k)									
								ENV05 = (£7)	Ok)									
-4.000 -																		
-4,000 -								ENV06 = (£4										
-4,000 - 500, -6,000 -								ENV06 = (£4) ENV33 = (£2) ANPR income	50k)	- 63E0h								

E&R7 = (£163k) E&R8 = £500k ENV07 = (£60k)

2018/19

2019/20

-6,000 -

-8,000 -10,000

-12,000 -14,000

**──**Budget

----Actual

PROJECT SEASON TO TRANSPORT OF TRANSPORT STATE CONCESSOR TO TRANSPORT TO TR				DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Parking	- MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			
## Project Tells ## Pr					MAJOR PROJECT BENEFIT	Likelihood		Score
The color of the c	Pr	oject 1	Project Title:	Tackling Traffic Congestion	Improved effectiveness	Likeiiioou	impaot	CCCIC
Procest 3 Date date 2011-14 Project 10th Pro			Project Details:	an Automatic Number Plate Recognition (ANPR) to enable unmanned enforcement of the above type		2	2	4
Fine core Project 5 Start date Project Deals: Proje								
Project 2 Project 1 Project Details.  Project 2 Project 1 Project Details.  Project 2 Project 1 Project Details.  Project 3 Project 1 Project Details.  Project 2 Project 1 Project Details.  Project 2 Project 1 Project Details.  Project 3 Project 1 Project Details.  Project 3 Project 1 Project Details.  Project 3 Project 3 Project 1 Project Details.  Project 3 Project 3 Project 1 Project Details.  Project 3 Project 3 Project 1 Project Details.  Project 4 Project 1 Project Details.  Project 4 Project 1 Project Details.  Project 5 Project 1 Project Details.  Project 6 Project 1 Project Details.  Project 1 Project Details.  Project 1 Project Details.  Project 1 Project Details.  Project 1 Project Details.  Project 1 Project 1 Project Details.  Project 1 Project 1 Title  Project 1 Project Details.  Project	Pr	oject 2	Project Title:	Cashless parking	Improved customer experience			
Project S Sain date Project Title Solid date Project Title Solid date Project Title Solid date Project Title Solid date Project Title Solid date Project Title Solid date Project Title Solid date Project Title Solid date Project Title Solid date Project S Solid date Solid date Project S Solid date Project S Solid date Solid date Solid date Project S Solid date Project S Solid date Solid date Project S Solid date Solid date Project S Solid date Pro			Project Details:		Improved customer service by allowing motorists to purchase paid for parking without the need for cash.	1	1	1
End case  Project Details  End case  Project Tase:  Stated one mayor benefit  Stated one mayor benefit  Project Tase:  Stated one mayor benefit								
End date Project 1 Project Title Sond date Project Title Find date Find	Pr	oject 3	Project Title:		Select one major benefit			
Project 1   Project Title: Stant date Project 5   Project Title: Stant date Project 6   Project 1   Project Details: Project 6   Project 1   Project Details: Project 7   Project 1   Project Details: End date Project 8   Project 1   Project Details: End date Project 9   Project 1   Project Details: End date Project 1   Project Details: End date Project 1   Project Details: End date Project 1   Project Details: End date Project 1   Project Details: End date Project 1   Project Details: End date Project 1   Project Details: End date Project 1   Project Details: End date Project 1   Project Details: End date Project 1   Project Details: End date Project 1   Project Details: End date Project 1   Project Details: End date Project 1   Project Details: End date Project 1   Project Details: End date Project 1   Project Details: End date Project 1   Project Details: End date Project 1   Project Details: End date Project 1   Project Details: End date Project 1   Project Details: End date Project Details: End date Project 1   Project Details: End date Project Details: End date Project 1   Project Details: End date Project Details: End date Project 1   Project Details: End date Project Details: End date Project 1   Project Details: End date Project 1   Project Details: End date Project 1   Project Details: End date Project 1   Project Details: End date Project Details: End date Project 1   Project Details: End date Project Details: End date Project Details: End date Project Details: End date Project Details: End date Project Details: End date Project Details: End date Project Details: End date Project Details: End date Project Details: End date Project Details: End date Project Details: End date Project Details: End date Project Details: End date Project Details: End date Project Details: End date Project Details: End date Project Details: End date Project Details: End date Pr	Start date		Project Details:					
Surt date  Project Details  Froject Title:  Suit date  Project Title:  Project Title:  Project Title:  Select one major benefit	End date							
Project Details:  Project Details:  Project Title: Start date	Pr	oject 4	Project Title:		Select one major benefit			
End date  Project 5 Start date  Project 7 Project 10talis: End date  Project Datalis: End date  Project Title: Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Project 10 Project Title: Select one major benefit  Project 10 Project Title: Select one major benefit  Project 10 Project Title: Select one major benefit	Start date		Project Details:					
Start date  Project Details:  Project Title:  Select one major benefit  Project Title:  Select one major benefit  Project Details:  End date  Project Betails:  Project Details:  End date  Project Details:  Select one major benefit  Project Details:  End date  Project 10e lails:  Project Details:	End date		1 Toject Details.					
Project 6 Project 7 Project 7 Project 7 Project 8 Project 7 Project 8 Project 8 Project 8 Project 8 Project 8 Project 8 Project 7 Project 8 Project 7 Project 8 Project 8 Project 9 Project 9 Project 9 Project 7 Project 7  Select one major benefit  Project 10 Proje	Pr	oject 5	Project Title:		Select one major benefit			
Fright Start date  Project 10 tails:  Project Title:  Project Title:  Project Title:  Project Title:  Project One major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Project Details:  Project Details:  Project Details:  Project Title:  Select one major benefit  Project Details:  Project Title:  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Project 10 Project Title:  Project 10 Project Title:  Select one major benefit  Select one major benefit  Project 10 Project Title:  Select one major benefit	<del>  0</del>		Project Details:					
Project Title: Select one major benefit  Project Details:  Project Totalis:  Project Totalis:  Fridate  Project Details:  End date  Project Betails:  Project Title:  Select one major benefit	En <b>d\</b> date							
Project 7 Project 7 Project Title: Select one major benefit  Project Betails: End date Project 8 Project Details: End date Project 9 Project 10 Select one major benefit  Project Details: End date Project 9 Project Details: End date Project 10 Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Project 10 Project 10 Project Title: Select one major benefit	O Pr	oject 6	Project Title:		Select one major benefit			
Project 7 Project Title: Select one major benefit  Froject Details: End date  Project Details: End date	<b>├N</b>		Project Details:					
Start date  Project Details:  End date  Project Title:  Select one major benefit  Start date  Project 9  Start date  Project 10  Project 10  Project Title:  Select one major benefit	End date							
Project 8 Project Title: Select one major benefit  Start date Project 9 Project Title: Select one major benefit  Start date Project 10 Project 10 Project Title: Select one major benefit  Start date Project 10 Project Title: Select one major benefit  Start date Project 10 Project Title: Select one major benefit  Start date Project 10 Project Title: Select one major benefit	Pr	oject 7	Project Title:		Select one major benefit			
End date  Project 8 Project Title: Start date Project 9 Project Title: Start date Project 10 Project 10 Project Title: Select one major benefit  Start date Project 10 Project Details: Project Details: Project Details: Project Details:	Start date		Project Details:					
Start date Project Details: End date Project 9 Project Title: Start date Project 10 Project Title: Start date Project 10 Project Title: Start date Project 10 Project Title: Start date Project Title: Select one major benefit	End date		i rojou Botano.					
End date  Project 9 Project Title: Start date Project 10 Project Title: Start date Project 10 Project Title: Start date Project Details: Project Details: Project Details: Project To Project Title: Project To Project Title: Project To Project Title: Project 10 Project Title: Project 10 Project Title: Project Total Project Title: Project Details:	Pr	oject 8	Project Title:		Select one major benefit			
End date  Project 9 Project Title: Start date  Project 10 Project Title: Start date Project 10 Project Details: Project Details: Project Details:	Start date		Drainet Detailer					
Start date Project Details:  End date Project 10 Project Title:  Start date Project Details:	End date		Floject Details.					
Start date Project Details:  End date Project 10 Project Title:  Start date Project Details:	Pr	oject 9	Project Title:		Select one major benefit			
End date  Project 10 Project Title:  Start date  Project Details:	Start date							
Start date Project Details:	End date		Project Details:					
Project Details:	Pro	ject 10	Project Title:		Select one major benefit			
	Start date		Designat Destelle					
	End date		Project Details:					

<u></u>											The Occupant of the Control
Parks and Green Spaces					anning Assu						The Corporate strategies your
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration	Anticipated demand	201	4/15	201	5/16	201	16/17	2017/18	2018/19	2019/20	service contributes to
Enter a brief description of your main activities and objectives below	Increased sports pitch demand (Total number of bookings)	1	%	1	%	1	1%	1%	1%	1%	Open Spaces Strategy
The service manages, maintains and develops Merton's parks & open spaces including the	Attendance at major community outdoor events (No. of people	50,	,000	55	,000	55,	,000	60,000	60,000	60,000	Children & Young person's Plan
management of a cemetery service, and a varied programme of events from small community to large commercial ones. There are currently in excess of 100 separate sites. The team also	Number of funerals at LBM cemeteries	2	05	2	10	2	15	220	240	260	Cultural Strategy
manages allotments and works with allotment societies to assist them self-manage wherever											Capital Programme
possible. The service is becoming increasingly efficient and commercial in the way it manages its	Anticipated non financial resources	201	4/15	201	5/16	201	16/17	2017/18	2018/19	2019/20	
sports and other lettings and is moving to a position where community groups and organisations	Staff (FTE)	70	1.75	71	.85	67	7.45	62.45	62.45	62.45	
contribute directly to front-line delivery, including self-management of assets. The current TOM transformation process will emphasise and further embed these principles.	Staff accommodation units (No. of mess rooms/depots)	1	12		12		12	10	10	10	
adissormation process will emphasise and tartier embed trese principles.	Transport vehicles	1	19		19	1	19	18	17	16	
Objectives:											
The team's primary objectives in the forthcoming years include the following principal tasks:	Performance indicator					ormance Tar		Polarity	Reporting cycle	Indicator type	Main impact if indicator not
increasing income	Performance indicator	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	Polarity	Reporting cycle	mulcator type	met
reducing operational expenditure	Residents % satisfaction with parks & green spaces	72	73	74	75	76	77	High	Annual	Perception	Reputational risk
maintaining and improving service standards and performance	Young peoples % satisfaction with parks & green spaces	71	72	73	74	75	76	High	Biennial	Perception	Reputational risk
securing investment and delivering improvements to open space facilities     encouraging and facilitating community self-management of sites and facilities	Total LBM cemeteries income £	536,000	553,000	569,000	586,000	604,000	622,000	High	Monthly	Business critical	Loss of income
providing project management, support and/or advice on the development and delivery of major	Total outdoor events income £	316,000	328,000	341,000	351,000	362,000	373,000	High	Monthly	Business critical	Loss of income

130

35

130

40

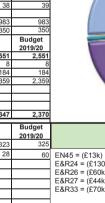
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30

	DE	PARTMENTAL	BUDGET AND	RESOURCES			
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	5,000	5,300	4,812	5,178	4,852	4,898	4,921
Employees	2,273	2,415	2,303	2,232	2,045	2,045	2045
Premises	737	815	640	743	690	724	733
Transport	246	265	245	274	255	259	263
Supplies & Services	497	487	494	556	491	499	508
3rd party payments	32	48	32	40	38	38	39
Transfer payments							
Support services	889	944	983	983	983	983	983
Depreciation	326	326	115	350	350	350	350
Revenue 000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Income	1,949	1,992	1,972	2,261	2,451	2,551	2,551
Government grants	60	22	60	8	8	8	
Reimbursements	97	257	81	94	184	184	184
Custom Client receipts	1,792	1,713	1,831	2,159	2,259	2,359	2,359
Recharge							
Reserve Capital Linded							
Capital Linded			, and the second				
Council Funded Net Budget	3,051	3,308	2,840	2,917	2,401	2,347	2,370
Canital Budget f'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget

open space construction and redevelopment projects

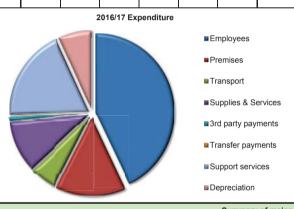
• implementation of agreed TOM transformation process outcomes



Number of Green Flags

Number of outdoor events in parks

Volunteer input in parks management (No. of groups)

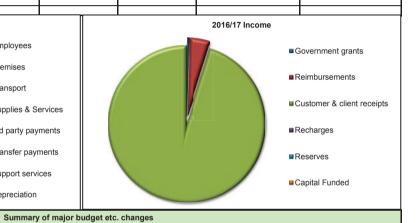


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Quality

Perception

Perception

Reputational risk

Reputational risk

Reduced service delivery

2014/15 2015/16 2016/17 2014/15 2017/18 **2018/19 2019/20** 323 325 Parks Investment 219 287 276 216 638 Other 857 1,116 423 250 350 385

E&R24 = (£130k)E&R26 = (£60k) E&R27 = (£44k) E&R33 = (£70k)

2017/18

2016/17

High

High

High

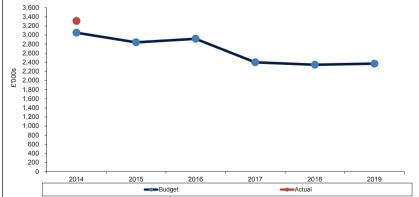
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Annual

Monthly

Quarterly



E&R25 = (£160k) ENV18 = (£100k) ENV19 = (£90k) ENV21 = (£6k) ENV22 = (£24k) ENV23 = (£160k)

2018/19

ENV18 = (£100k)

Tennis Courts reserve adjustment = £25k

2019/20

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - M Parks and Green Sp	MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			
			·			Risk	
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Impact	Score
Pro	oject 1	Project Title:	Management of parks & open spaces	Improved reputation			
Start date	2012-13	Project Details:	Encourage and facilitate the management of parks and/or parks facilities by friends and other		2	2	4
End date	2017-18	,	community groups. Increase volunteering in parks				
Pro	oject 2	Project Title:	Management of bowling greens	Improved reputation			
Start date	2012-13	Project Details:	Review and transformation of the current bowls provisions in Merton		2	2	4
End date	2017-18	r reject Betailer					
Pro	oject 3	Project Title:	Commercialisation of grounds and sports services	Economic outcomes			
Start date	2012-13	Project Details:	Increased commercialisation of the grounds, sports and other Greenspaces' services, including		2	2	4
End date	2018-19	r reject Betailer	outdoor events				
Pro	oject 4	Project Title:	Service Delivery Models	Improved efficiency (savings)			
Start date	2014-15	Project Details:	Support & input to South London Waste Partnership Phase C procurement exercise (Lot 2)		3	2	6
End date	2016-17						
Pro	ject 5	Project Title:	Development of new sporting hub at Joseph Hood Rec	Improved customer experience			
Start date	2012-13	Project Details:	Production and implementation of a new masterplan for Joseph Hood Recreation Ground		3	2	6
En <b>6</b> )ate	2017-18	,					
O Pro	oject 6	Project Title:	New pavilion & facilities at Dundonald Rec	Improved reputation			
Sta <b>rt o</b> ate	2014-15	Project Details:	Delivery of new pavilion and allied facilities at Dundonald Rec (with CSF)		2	2	4
En Qte	2016-17	Toject Details.	pointery of new partition and affect facilities at buildonald Nec (with Cor.)				
Pro	ject 7	Project Title:	Management of paddling pools	Improved reputation			
Start date	2013-14	Project Details:	Investment in new water play facilities.		2	2	4
End date	2016-17	Froject Details.	invosition in now water play racinities.				

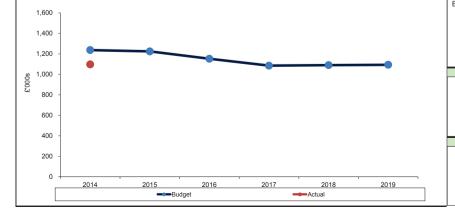
	Prop	ortv									Plar	ning Assum	ntions					The Corporate strategies your
Cllr Andrew Judge			ility & Regenera	tion		Anticipate	d demand		20	14/15	201			6/17	2017/18	2018/19	2019/20	service contributes to
Enter a brief desc					TI	ne number of pr		als		12				BC	TBC	TBC	TBC	Capital Programme
To ensure that all property tran						he number of p				9				8	8	8	8	Economic Development Strategy
maintain an accurate record of	f the property asse	ts of the council	and to provide a	sset valuations		number of pro		,		25		1		21	21	21	21	Housing Strategy
to support the council's accour maximise income, managing the	nts.(Section 151) T he councils asset b	o manage the co lase to ensure th	ouncils investme	nt portfolio to ommodation		number of con				394		94		94	394	394	394	Medium Term Financial Strategy
necessary to support its servic	es at a standard it	can afford. To s	upport regenerat	ion, deal with		icipated non fi				14/15	201		201		2017/18	2018/19	2019/20	Asset Management Plan
occupation of council land by of deliver a programme of proper	Gypsies and Trave tv sales to maximi	llers and lead the se capital receip	e Integrated Proj ts. Community R	ect Team to ight to Bid -to	74.10	Staff (				6	5.		4.		3.60	3.60	3.60	
manage applications for comm	nunity assets to be	listed and claim:	s for compensation	on. To			( /											
maintain publicly available list Localism Act 2011.TOM will le	of property assets and to increased eff	as required by t	transparency age	enda under or other							İ							
authorities on specialisms and	most significantly	driving economi	c development a	nd					1		1							
regeneration thriough closer w sales and capital receipts.	orking with Future	Merton. This ma	ay impact on the	timing of					Perfor	mance Target	s (T) & Provi	sional Perfor	mance Targe	ets (P)				Main impact if indicator not
						Performano	e indicator		2014/15(T)			2017/18(P)	2018/19(P)	2019/20(P)	Polarity	Reporting cycle	Indicator type	met
Objectives	o timetable agreed	with Director of	Corporate Service	es	Ca	pital receipts (is	this still requi	red)	£1m	£5m	TBC	TBC	TBC	TBC	High	Quarterly	Business critical	Loss of income
<ul> <li>drive programme of property</li> <li>critically examine operationa</li> </ul>	/ disposals to maxi al property to ensur	mise capital rece e the council has	eipts and exceed s the minimum	target necessary	% Va	cancy rate of pr	op. owned by	council	4.0	3.5	3.5	3.3	3.3	3.3	Low	Quarterly	Outcome	Loss of income
to support the business plan				,	% Debt of	wed to LBM by	tenants Inc. b	usinesses	9.0	8.0	8.0	8.0	8.0	8.0	Low	Quarterly	Outcome	Loss of income
maximise revenue income by     provide timely advice to inform ensure team is arranged to see the second seco	y letting vacant pro rm regeneration pr	perty piects				Asset Va	aluations		150	150	150	150	150	150	High	Annual	Business critical	Breach statutory duty
<ul> <li>ensure team is arranged to s</li> </ul>	support objectives.	-,																
											i e							
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	D	EPARTMENTAL	L BUDGET AND	RESOURCES					-		046/47 =				ı	•	004047	•
D	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget			2	016/17 Exp	enaiture					2016/17 Income	
Revenue £'000s	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20						_					
Expenditure	2,140	2,205	2,068			1,884							■E	mployees				■Government grants
Employees	272	256	274	226	161	161	1 161					ZA						
Premises	343	375	283	176	179	164	4 167		11		1		■P	remises				
Transport Supplies & Services	1	1	1	1	1	10.	1 1		100									■ Reimbursements
3rd party payments	156	213	158	159	161	164			//				■Ti	ransport				
Transfer payments	0	0	0	0	0	Ò	0 0											■ Customer & client receipts
Support services	444	434	471	471	471	47	1 471						■S	supplies & Ser	vices			Customer & client receipts
Depreciation	924	924	881	923	923	923												
Revenue 200s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget			1			<b>■</b> 3ı	rd party paym	ents			■Recharges
In a comme	2014/15 4,530	2014/15 4,721	2015/16 4,549	2016/17 4,567	2017/18 4,610	2018/19 4,750	2019/20 0 4,750								· · ·			-
Governmengrants	4,530	4,721	4,545	4,567	4,610	4,730	4,750			- 1			e Tr	ransfer paym	ents			
Reimbursements Customel Colent receipts	5	17	5	5	5		5 5			- 1/				ranoloi payiii				■Reserves
Custome ent receipts	4,042	4,223	4,042	4,060	4,103	4,243				1/			=0	Support servic	II			
Recharges	483	481	502	502	502	502	2 502						■3	apport servic	<sup>25</sup>			■Capital Funded
Reserves Capital Funded	+			1			+		-		-							- Capital Landed
Council Funded Net Budget	(2,390)	(2,516)	(2.481)	(2,611)	(2.714)	(2,866	(2,861)						■D	epreciation				
	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget											
Capital Budget £'000s	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20							Summary of	of major budget etc	changes		
Wimbledon Scouts			25					1							2016/17			
							1	ER23 = (£52	2k)									
								E&R6 = (£39										
							1											
								]										
	0	0	25	0	0		0 0								2017/18			
								ER23 = (£18										
-2,100			10	0017	0045			E&R5 = (£82										
2014	2015	201	16	2017	2018	2019		ENV34 = (£8	8K)									
-2,200 -																		
-2,300 -								1										
-2,000								1										
-2,400 -															0040::-			
															2018/19			
8000, -2,500 -								E&R6 = (£18	8k)									
								ENV14 = (£										
-2,600 -								ENV34 = (£4	4UK)									
								1										
-2,700 -								1										
0.000																		
-2,800 -						_									2019/20			
-2,900 -					<b>—</b>			1										
-2,800								1										
-3,000								1										
0,000								1										
	-	<b>-</b> Budget			Actual			1										
								1										

Project 10 Project 10				DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Property	- MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			
Project   Proj					MAJOR PROJECT BENEFIT	Likelihood	Risk Impact	Score
Error calle   on going   Fingest 2   Paper Title   Fingest 3   Project 1   Fingest 4   Project 1   Fingest 5   Project 1   Fingest 5   Project 1   Fingest 6   Project 1   Fingest 6   Project 1   Fingest 6   Project 1   Fingest 7   Project 1   Fingest 8   Project 1   Fingest 9   Fingest 1   Fin	Pr	oject 1	Project Title:	West Barnes Library				
Project 2   Project Title:   Publish Condition   Project Title:   Publish Condition	Start date	2012-13	Project Details:	Reprovision of library within larger redevelopment		2	2	4
Start date	End date	on going						
Project 3 Project 6 Project 16c Service on any p	Pr	oject 2	Project Title:	P4/Broadway Car Park	Improved efficiency (savings)			
Project Tie: District date Project Tie: District date Project Tie: District date Project Tie: District date Project Tie: District date Project Tie: District date Project Tie: District date Project District District date Project Tie: District date Project Tie: District date Project District District date Project District District date Project District District date Project District District date Project District District date Project District District date Project District District date Project District District date Project District District date Project District District date Project District Distr	Start date	2012-13	Project Details:	Disposal of public car park to regenerate prominent town centre site.		1	2	2
Start date  Project Patals  End Start  Project Title: Start date  Project T	End date	on going						
Project 4 Project 16:  Stant date  Project Details: First date  Project Details: First date  Project Details: First date  Project 5 Project Title:  Project 16: Project 6 Project 16:  Suice one major benefit  First date  Project 17: Project Details: First date  Project 16: Project 16: Project 16: Project 17: Project 17: Project 16: Project 17: Project 17: Project 16: Project 17: Project 17: Project 17: Project 18: Project 17: Project 18: Project 19: Project 1	Pr	oject 3	Project Title:		Select one major benefit			
End date  Project I Project Title.  Saled one major benefit  Saled one major benefit  Saled one major benefit  Saled one major benefit  Project Details:  Project Details:  Project Details:  Project Details:  Project Details:  Project Details:  Project Details:  Project Details:  Project Details:  Project Details:  Project Details:  Project Details:  Project Details:  Project Details:  Project Details:  Project Details:  Project Title:  Saled one major benefit  Project Details:  Project Title:  Saled one major benefit  Saled one major benefit  Saled one major benefit  Saled one major benefit  Project Details:  P	Start date		Project Details:					
Start date Project 6 Project 7 Project 7 Project 7 Project 8 Project 7 Project 9 Project 7 Project 9 Proje	End date							
Froject Details:  Froject Details:  Froject Details:  Froject Details:  Froject Details:  Froject Details:  Froject Details:  Froject Title:  Project Details:  Froject Title:  Select one major benefit  Froject Title:  Select one major benefit  Froject Title:  Froject Title:  Froject Title:  Select one major benefit  Froject Title:  Select one major benefit  Froject Title:  Froject Title:  Froject Title:  Froject Title:  Select one major benefit  Froject Details:  Froject Details:  Froject Details:  Froject Details:  Froject Details:  Froject Details:  Froject Details:  Froject Details:	Pr	oject 4	Project Title:		Select one major benefit			
End date  Project 5 Stat date  Project Details: Froject Details: Froject Details: Froject Details: Froject Details: Froject date  Project Tibe: Select one major benefit  Select one major benefit  Select one major benefit  Project Tibe: Select one major benefit  Select one major benefit  Project Tibe: Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Project 10  Project 10  Project 10  Project 10  Project Obtails:  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Project 10  Project 10  Project 10  Project Details: Select one major benefit	Start date		Project Details:					
Start date  Project Details:  Project Title: Select one major benefit  Project 10 Assistance  Project 10 Assistanc	End date		1 Tojest Betans.					
Project 6 Project 6 Project 7 Project 7 Project 8 Project 7 Project 8 Project 8 Project 8 Project 1116:  End date Project 8 Project 1116:  End date Project 8 Project 1116:  Start date Project 8 Project 1116:  Start date Project 9 Project 1116:  Start date Project 1116:  Start date Project 9 Project 1116:  Start date Project 1116: Start date Project 1116: Salect one major benefit  Salect one major benefit  Salect one major benefit  Salect one major benefit  Salect one major benefit  Salect one major benefit  Salect one major benefit  Project 1116: Salect one major benefit  Project 1116: Salect one major benefit  Project 1116: Salect one major benefit  Project 1116: Salect one major benefit	Pr	oject 5	Project Title:		Select one major benefit			
Entrelate  Project Title:  Select one major benefit  Project Details:  Project Details:  End date  Project 8  Project Betails:  End date  Project 9  Project Title:  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Project 10  Select one major benefit  Select one major benefit  Project 10  Project 10  Project 10  Project 10 Project 11tle:  Select one major benefit								
Project Title: Select one major benefit  Project Details: Entrottle  Project Title: Select one major benefit  Select one major benefit  Project Details: End date  Project Details: End date  Project Details: End date  Project Details: End date  Project Title: Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Project Title: Select one major benefit  Project Details: Project Details: Project Details: Project Details: Project Details: Project Details:	En <b>ot</b> ate		Project Details:					
Project 7 Project Title:  Start date  Project 8 Project Title:  Start date  Project 9 Project Details:  End date  Project 9 Project Details:  End date  Project 10 Project Title:  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Project 10 Project Title:  Select one major benefit		oject 6	Project Title:		Select one major benefit			
End date  Project 7 Project Title: Select one major benefit  End date  Project 8 Project Title: Select one major benefit  Start date  Project 9 Project Title: Select one major benefit  End date  Project Details: End date  Project 10 Project Title: Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Project 10 Project Title: Select one major benefit	Staft on the		Project Details:					
Start date  Project Details:  End date  Project Title:  Select one major benefit  Project Patails:  End date  Project Details:  End date  Project Details:  End date  Project Title:  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Select one major benefit  Project 10  Project Title:  Select one major benefit  Select one major benefit								
Project 8 Project Title: Select one major benefit  Start date Project Obtails: End date Project 9 Project Title: Select one major benefit  Start date Project 10 Project Title: Select one major benefit  Start date Project 10 Project Title: Select one major benefit  Start date Project 10 Project Title: Select one major benefit	Pr	oject 7	Project Title:		Select one major benefit			
End date Project 8 Project Title: Select one major benefit  Start date Project Details: Select one major benefit  Project 9 Project Title: Select one major benefit  Start date Project Details: Select one major benefit  Start date Project Title: Select one major benefit  Start date Project Title: Select one major benefit  Project 10 Project Title: Select one major benefit  Start date Project Details: Project Details:	Start date		Project Details:					
Start date Project Details:  End date Project 9 Project Title: Select one major benefit  Start date Project 10 Project Title: Select one major benefit  Start date Project 10 Project Title: Project Details: Project Details:	End date		i rojest Betaner					
End date  Project 9 Project Title: Start date  Project 10 Project Title: Start date  Project 10 Project Title: Project Details: Project Details: Project Details: Project Details:	Pr	oject 8	Project Title:		Select one major benefit			
End date  Project 9 Project Title: Start date  Project 10 Project Title: Start date  Project 10 Project Title: Start date  Project Details: Project Details:	Start date		Project Details:					
Start date Project Details:  End date Project 10 Project Title: Start date Project Details:	End date		. rojos. Dotano.					
Project Details:  End date  Project 10 Project Title: Start date Project Details: Project Details:	Pr	oject 9	Project Title:		Select one major benefit			
End date Project 10 Project Title: Select one major benefit Project Details:	Start date		Project Details:					
Start date Project Details:	End date		Trojout Details.					
Project Details:	Pro	oject 10	Project Title:		Select one major benefit			
	Start date		Project Details:					
	End date		Froject Details:					

Cit Andrew Judge Cabinet Member for Sustainability & Regeneration   Anticipated desimand   2014/15   2015/16   2015/16   2015/17   2017/18   2016/17   2017/18   2016/17   2017/18   2016/17   2017/18   2016/17   2017/18   2016/17   2017/18   2016/17   2017/18   2016/17   2017/18   2016/17   2017/18   2016/17   2017/18   2016/17   2017/18   2016/17   2017/18   2016/17   2017/18   2016/17   2017/18   2016/17   2017/18   2016/17   2017/18   2016/17   2017/18   2016/17   2017/18   2016/19   2016/18   2016/17   2017/18   2016/19   2016/18   2016/17   2017/18   2016/19   2016/18   2016/17   2017/18   2016/19   2016/19   2016/19   20																		
Part   Section   Part																		The Corporate strategies your
Text																		service contributes to
Second control of the Control of t															1			<u> </u>
Mindre servery and efficiency only	Provide statutory environmenta	al health, trading	standards and	licensing function	ons across those				ts									
Address   Addr	Richmond).	ulatory Services i	Partifership (cu	irrentity LB ivierto	on and Lb		Licence/permi	it applications		18	370	18	80	1890	1900	1900		
Confirmation   Conf										004	4/45	004	F/40	0040/47	2017/10			
Manufacture   Manufacture	Deliver savings and efficiencies	s by:				Anti			rces									Crime & Disorder (partnership plan)
Section   Process   Proc	reducing overheads					-	Stair	(FIE)		21	.00	41	.70	39.46	39.46	30.40	30.40	
Performance International Conference   Performance International Per	- readoing overneads					<u> </u>				+								
Second Content of Co	<ul> <li>generating additional income</li> </ul>	ome								+						+		
Control of Control o	attracting now business									Perform	mance Targe	ts (T) & Prov	isional Perfe	ormance Targets (P)				Main impact if indicator not
Control   Cont	attracting new business						Performano	ce indicator							Polarity	Reporting cycle	Indicator type	
Transferred former (a)   First   Transferred former (a)   First   Transferred former (a)   First   Transferred former (a)   First   Transferred former (a)   First   Transferred former (a)   First   Transferred former (a)   First   Transferred former (a)   First   Transferred former (a)   First   Transferred former (a)   First   Transferred former (a)   First   Transferred former (a)   First   Transferred former (a)   First   Transferred former (a)   First   Transferred former (a)   First   Transferred former (a)   First   Transferred former (a)   First   Transferred former (a)   First   Transferred former (a)   First   F	<ul> <li>rationalising ICT systems</li> </ul>	3				% service reque	sts replied in 5	working days							High	Monthly	Perception	Reduced customer service
Commonweight   Comm	Transform the contine by																	Loss of income
- defundance processes - Explanation of processes (and in the processes of	Transform the service by.					% of category A	,B & C food pre	emises inspect	ed							Annual	Business critical	Government intervention
Part   Part	<ul> <li>demand management</li> </ul>					No. of underage	sales test puro	chases							High	Quarterly	Business critical	Anti social behaviour
Principal Control Special Control Co						Pollution exceed	dances for nitro	gen oxide and	PM10s						High	Quarterly	Business critical	Reduced enforcement
Market   September   Septemb	streamlining business pro	ocesses				% licensing app	s. processed w	ithin 21 days.		95	96			98 98	High	Quarterly	Business critical	Reputational risk
Dispare   Disp	implementing new ways or	of working				% of food premi	ses rated 2 or b	below			15%				High	Quarterly	Outcome	Reputational risk
Post Budget   Post Budget   Anther   Budget						Number of plans	ning consultation	ons received			A/W data				High	Quarterly	Business critical	Reputational risk
Premise   Prem		DI	EPARTMENTA	L BUDGET AND	RESOURCES					_			12:				2016/17 Income	·
## Promises   2014   2015   20	Revenue £'000s		Actual	Budget				Budget	1		2	2016/17 Ex	penditure				2010/1/ 111001118	
Control   Cont		2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20						- Facetore				_
Premise   Prem	_													■Employees				■ Government grants
Transport   15   25   25   25   25   25   25   25		1,839	1,938	2,049	1,97	1,975	1,935	5 1,935										
Septime A services   200   265   54   54   54   47   46   54   54   54   54   54   54   54		45	3/	1 30	3 30	40	Δι	0 40						■ Premises				■ Reimhursements
Transfer payments  37 382 SS4 SS5 SS5 SS5 SS5 SS5 SS5 SS5 SS5 SS5		280	260															- Kelinbursements
Support   Supp		131	127	7 103	98	99	101	1 103						■ Fransport				
Pink Budget		274	200	224	22	1 224	22.	4 224	1				1	=0				■ Customer & client receipts
Recent   Private   Surface   Private   Surface   Surfa	Depreciation	3/1	392	334	334	334	334	4 334						■ Supplies & S	ervices			
2014-15		Final Budget	Actual	Budget	Budget	Budget	Budget	Budget	1	-				= 0 - d d				■ Dooborgoo
Copyright   77   77   71   1.10   1.00   1.10   1										10				■ 3rd party pay	ments			Recharges
Remote Principle   746   791   1115   1.003   1.103		1,097	1,183	1,459	1,42	1,577	1,627	7 1,627							.			
Capital Funded Relatings	Boimbursements	746	701	1 115	1.00	1 102	1 10	3 1103		1				I ransfer pay	ments			■Reserves
Capital Funded   Cap														-0 4	.			
Copyright   1,669   1,668   1,20   1,672   917   530   534	Deeberse	044	500	044	72	7/7	02-	7 524						Support serv	ices			
Capital Budget E000s												1		-5				■Capital Funded
Capital Budget £000s   Final Budget & Actual   Sudget   Sudget   Sudget   2014/15				L										■ Depreciation				
3014/15 2014/15 2014/15 2016/17 2017/18 2018/19 2019/20 EARTS = (£50k)  EARTS	Council Funded Net Budget								ļ									
1.500 1.500	Capital Budget £'000s													Summary	of major budget e	tc. changes		
EAR13 = (£50k)  EAR14 = (£50k)  EAR14 = (£00k)  ERR14 = (£00k)		2014/15	2014/15			2017/18	2018/19	2019/20							2016/17			
E&R15 = (E50k)  E&R14 = (E100k)  ERV09 = (E40k)  ENV09 = (E40k)  ENV09 = (E40k)  ENV09 = (E50k)				70	1	1		+	E&D13 = (£5	50k)					2010/11			
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1,800 1,600 1,400 1,200 800 600 400 2014 2015 2016 2017 2018 2019																		
1,800 1,600 1,400 1,200 800 600 400 2014 2015 2016 2017 2018 2018 2019 2019 2019 2019 2019 2019 2019 2019																		
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1,800 1,400 1,200 800 600 400 2014 2015 2016 2017 2018 2019																		
1,800 1,400 1,200 1,000 800 400 2014 2015 2016 2017 2018 2019 2019 2019 2019 2019 2019 2019 2019		0	0	45	0	0	0	0							2017/18			
1,800 1,400 1,200 1,000 800 400 2014 2015 2016 2017 2018 2019 2019 2019 2019 2019 2019 2019 2019																		
1,600 1,200 1,000 800 400 201 201 201 201 201 201 201 201 201 2	1,800 ]																	
1,400 - 1,200									ENV10 = (£1	10k)								
1,200 - 2018/19  ENV08 = (£40k) ENV09 = (£50k)  2019/20	1,600																	
1,200 - 2018/19  ENV08 = (£40k) ENV09 = (£50k)  2019/20	1400																	
2018/19  ENV08 = (£40k) ENV09 = (£50k)  2019/20  2014 2015 2016 2017 2018 2019	1,400																	
2018/19  ENV08 = (£40k) ENV09 = (£50k)  2014 2015 2016 2017 2018 2019	1,200																	
800 - 600 - 2019/20 - 2014 2015 2016 2017 2018 2019		<b>&gt;</b>													2018/19			
800 - 600 - 400 - 2019/20 - 2014 2015 2016 2017 2018 2019	0 1,000 -																	
600 - 400 - 200 - 0 2014 2015 2016 2017 2018 2019									ENV09 = (£5	ouk)								
400 - 200 - 0 2014 2015 2016 2017 2018 2019	800 -																	
400 - 200 - 0 2014 2015 2016 2017 2018 2019	600																	
200 - 0 2014 2015 2016 2017 2018 2019	000 -																	
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2014 2015 2016 2017 2018 2019															2013/20			
2014 2015 2016 2017 2018 2019	200 -																	
2014 2015 2016 2017 2018 2019																		
				10	0047	0045												
	2014			16			2019											
—Duuget —Actual		-	<b>-</b> Buaget		_	Actual												
									,									

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE F Regulatory Services Partnership	OUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFITS	Likelihood	Risk Impact	Score
Pro	oject 1 2016-17	Project Title:	Expansion of shared 'regulatory' service Potential expansion of the Regulatory Services Partnership to include the London Borough of Wandsworth in 2017.	Economic outcomes	3	2	6
End date	2017-18	Project Details:				_	· ·
Pro	oject 2	Project Title:	Work with Public Health England to deliver 'Healthy Catering Commitment'	Improved effectiveness			
Start date	2015-16	Project Details:	Public Health have funded a 1 year fixed term contract for an Environmental Health Officer to deliver this project		2	1	2
End date	2016-17						
Pro	oject 3	Project Title:	Rationalisation of administration and licensing teams	Improved effectiveness			
Start date	2015-16	Project Details:	Rationalisation of the Merton and Richmond administration and licensing teams to improve business processes, generate efficiencies and improve the outcomes for customers		2	1	2
End date	2016-17		· ·				
Pro	oject 4	Project Title:	Procurement of a new ICT case management system	Improved efficiency (savings)			
Start date	2014-15	Project Details:	Contribution to the ICT led procurement of a new computer system for E&R and potential joint procurement with Richmond and Wandsworth		3	2	6
End date	2016-17						
Pro	oject 5	Project Title:	Investigation of contaminated land at Marlowe Square	Risk reduction and compliance			
Stantopate	2013-14	Project Details:	Assess outcomes of wide scale soil sampling activities and develop action plan for treatment/remediation as necessary to reduce the risk of harm to local residents		5	2	10
E ate	2016-17		and not of harm to local residence				
ωPr	oject 6	Project Title:	Design and implement a joint Merton/Richmond budget	Economic outcomes			
State State	2014-15	Project Details:	Design and implement a joint revenue (income & expenditure)budget on a 50/50 costs apportionment model		2	1	2
End date	2016-17						
Pro	oject 7	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
Pro	oject 8	Project Title:		Select one major benefit			
Start date							0
End date							
Pro	oject 9	Project Title:		Select one major benefit	1		
Start date		Project Details:					0
End date		1 Toject Details.					
Pro	oject 10	Project Title:		Select one major benefit	1		
Start date		Project Details:					0
End date							

Safer Merton			Planning Assu	umptions				The Corporate strategies your	
Cllr Edith Joan Macauley Cabinet Member for Engagement & Equality	Anticipated demand	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	service contributes to	
Enter a brief description of your main activities and objectives below	Number of new ASB cases	609	620	640	640	600	600	Adult Treatment Plan	
Safer Merton is a partnership of the statutory, voluntary and business sector	Population	208,822	211,569	214,229	216,806	216,806	216,806	Anti Social Behaviour	
partners who work together to combat crime & disorder and increase safety & the	No. Multi Agency Risk Assessment cases (domestic abuse)	158	160	162	162	162	162	Central Government	
perceptions of safety, within the borough. The team consists of Voluntary Sector	Clients presenting at the One Stop Shop	230	260	280	280	230	230	Children & Young person's Plan	
and Police and Health funded staff. The delivery of Crime and Disorder reduction is	Anticipated non financial resources	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Community Plan	
achieved through a range of interventions such as	Staff (FTE)	21.97	18.83	9.10	7.10	7.10	7.10	Crime & Disorder (partnership plan)	
Tackling anti social behaviour and domestic violence     Managing Neighbourhood Watch	` ´							E Merton & Mitcham N'bourhood Renewal	
Other support and commissioned services are part of the teams remit as well as									
ensuring that the council is compliant with legislation.									
The service is managed through the council, and delivered in partnership with		Performance Targe	ets (T) & Provisional Per	rformance Targets (P)				Main impact if indicator not	
Police, Probation and other stakeholder services	Performance indicator	2014/15(T) 2015/16(T)	2016/17(P) 2017/18(P)	2018/19(P) 2019/20(P)	Polarity	Reporting cycle	Indicator type	met	
The Statutory duty of the council consists of:	% of residents worried about drunk & rowdy behaviour (ARS)	44 40	39 39	38 38	Low	Annual	Perception	Reputational risk	
A duty to establish a crime and disorder partnership     Complete an annual strategic assessment and agree a plan with partners in	% of residents worried about ASB (ARS)	43 43	42 42	41 41	Low	Annual	Perception	Reputational risk	
response	% of residents worried about crime (ARS)	50 50	49 49	48 48	Low	Annual	Perception	Reputational risk	
Respond to and deal with crime and disorder through evidence based analytical	Multi Agency Risk Assessment cases - domestic abuse	129 141	153 153	153 153	High	Monthly	Business critical	Breach statutory duty	
work							Select indicator typ	e	
Delivering Anti-Social Behaviour actions and interventions							Select indicator typ	e	
Specific duties around Domestic Violence.							Select indicator typ	e	
Revenue £'000s	673 673 673 2 2 2 2 7 7 7 7 139 142 144 253 255 256 0 0 0 0 0 234 234 234 234 56 56 56 56 Budget Budget 2017/18 2018/19 2019/20 279 279 279 108 108 108 108 165 165 165 6 6 6	2016/17 Expenditure  Employees  Premises  Transport  Supplies & Services  3rd party payments  Transfer payments  Depreciation							
2014/15 2014/15 2015/16 2016/17	2017/18 2018/19 2019/20				y of major budget etc 2016/17				
0 0 0 0	0 0 0				2017/18				



E&R43 = (£70k)

2018/19

2019/20

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Safer Mertor	- MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFITS	Likelihood	Risk Impact	Score
Pr	oject 1	Project Title:	Restructure of Safer Merton	Improved efficiency (savings)		puot	000.0
Start date	01/04/2015	Project Details:	Comprehensive restructure of entire service incluing priorities, location etc,		4	1	4
End date	31/12/2015						
Pr	oject 2	Project Title:	Review of IOM partnership working	Improved effectiveness			
Start date	01/01/2016	Project Details:	Comprehensive review of stakeholder relationship		4	1	4
End date	31/03/2016						
Pr	oject 3	Project Title:		Select one major benefit			
Start date		Project Details:					
End date							
Pr	oject 4	Project Title:		Select one major benefit			
Start date		Project Details:					
End date							
Pr	oject 5	Project Title:		Select one major benefit			
Start date		Project Details:					
En <b>(1)</b> ate		,					
Ū Pr	oject 6	Project Title:		Select one major benefit			
Staft on the		Project Details:					
En <b>Gl</b> ate		•					
Pr	oject 7	Project Title:		Select one major benefit			
Start date		Project Details:					
End date		,					
Pr	oject 8	Project Title:		Select one major benefit			
Start date		Project Details:					
End date		. roject Betane.					
Pr	oject 9	Project Title:		Select one major benefit			
Start date		Decided D. C.					
End date		Project Details:					
Pro	oject 10	Project Title:		Select one major benefit			
Start date							
End date		Project Details:					

	Street C	oaning		<del></del>							Dla	nning Assun	nntions					The Corporate strategies your
Cllr Judy Saunders C			co & Implement	ation		Anticipata	d demand		201	4/15	201:			6/17	2017/18	2018/19	2019/20	service contributes to
Enter a brief descrip						Popu				3,822	211		214		216,806			Anti Social Behaviour
	-		-			Housing F				,000	81,4			800	82,100	218,000 82400	220,000 85000	Performance Management Framework
Street Cleaning: to improve the collecting fly tips, removing little						Kilometers				75	37			75	375	375	375	Waste Management Plan
Enforcement: to improve the						Kilometera	3 OI IXOAU3		-	10		Ü		7.0	070	070	3/3	Community Plan
reducing fly tipping, litter, dog					Anti	cipated non fi	inancial rocou	irene	201	4/15	201	5/16	201	6/17	2017/18	2018/19	2019/20	Community Fian
collecting stray dogs.					Aitti	Staff		irces		7.00	127			6.00	100.00	100.00	100.00	
Winter Gritting: delivering an priorities.	efficient service	in accordance	with Highways	section		Trans				26	2			26	26	26	26	
Objectives				li li											-			
fulfil the council's statutory r																		
maximise efficiencies through						Performano			Perfor	mance Targe	ts (T) & Prov	isional Perfo	rmance Tar	gets (P)	B. L. de.	B	la d'antontono	Main impact if indicator not
<ul> <li>provide value for money ser</li> <li>champion the needs of the s</li> </ul>		the needs of re	esidents and bu	usinesses		Performanc	ce indicator		2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	Polarity	Reporting cycle	Indicator type	met
improve our customer inform		ove feedback			% Reside	ents satisfied	with street cl	eanliness	60	56	57	58	59	59	High	Annual	Perception	Reputational risk
protect and care for the welf					% Sites	surveyed be	low standard	for litter	7.5	9.5	9	8.5	8	8	Low	Quarterly	Perception	Reputational risk
environment, our customers a	and the local col	mmunity in which	ich we operate		% Sites s	surveyed below	w standard fo	or Detritus	12	15	14.5	14	13.5	13.5	Low	Quarterly	Perception	Reputational risk
<ul> <li>provide a safe and supportive</li> </ul>		for all our emp	loyees and striv	ve for	% Sites :	surveyed belo	ow standard f	or graffiti	5.0	5.5	5.5	5.5	5.5	5.5	Low	Quarterly	Perception	Reputational risk
outstanding health and safety					% Sites s	surveyed belo	w standard f	or weeds	14.00	13.50	13.00	12.5	12	12	Low	Quarterly	Perception	Reputational risk
<ul> <li>provide a customer focusse</li> <li>improve levels of satisfactio</li> </ul>			and improveme	nt		Number of fly	tips reported	1	3200	3700	3600	3500	3400	3400	Low	Monthly	Outcome	Reputational risk
Improve levels of satisfaction	ni willi services	ρι ονια <b>e</b> α.				s lost through			10	15	14	13	12	12	Low	Quarterly	Outcome	Increased costs
						rveyed below			1	1	1	1	1	1	Low	Quarterly	Perception	Reputational risk
					% of F	PNs issued t	hat have bee	n paid	New	65%	68%	70%	72%	72%	High	Monthly	Output	Loss of income
	DE	PARTMENTAL	BUDGET AND	RESOURCES						2	016/17 Exp	enditure					2016/17 Income	
Revenue £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget	1		_	<del>-</del>							
	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20							Employees				
Expenditure	5,535			5,566	4,982	4,990			/					Linployees				■Government grants
Employees	3,270	3,351	3,289	3,094	2,599	2,599	/ / / /						_					
Premises Transport	27 482			37 469	31 397	3° 404		1						Premises				=D-ib
Supplies & Services	160		160	115	98	99		1	1/2									■Reimbursements
3rd party payments	428		435	404	410	416			//			A		Transport		//		
Transfer payments				ı					/			157	1					■Customer & client receipts
Support services	1,168	1,197	1,447	1,447	1,447	1,447	7 1,447							Supplies & Serv	rices			
Depreciation	0	0	94	0	0	(	0 0		-		ļ.							
Support Stry ces Depreciation Revenue 000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget	1			/			3rd party payme	ents			■Recharges
Income	452				469	2016/19	2019/20 7 467	1				1.0	,					
Government grants	102		-102		00									Transfer payme	nte			
Reimbursements Custome Client receipts													_	ranoioi payino				■Reserves
	452	587	452	472	469	467	7 467							Support service	.			
Recharges			$\longrightarrow$	<del></del>			+			37/			_	Support service	°			■Capital Funded
Reserve Capital Funded							+	ł					_					
Council Funded Net Budget	5,083	4,993	5,492	5,094	4.513	4,529	4,546	1						Depreciation				
	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget							_				
Capital Budget £'000s	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20							Summary	of major budget etc	c. cnanges		
															2016/17			
								EN14 = (£10)										
								E&R17 = (£1										
			ullet					E&R20 = (£2										
								E&R22 = (£4	(2K)									
			$ldsymbol{\square}$					]										
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			$ldsymbol{\square}$															
	0	0	0	0	0	(	0 0								2017/18			
								E&R16 = (£6										
6,000								E&R20 = £31	k									
		_																
5,000 -			_															
3,000				_		_												
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4,000 -															0040440			
															2018/19			
1 0								E&R20 = £2	k									
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3,000 -																		
3,000 -															2019/20			

1,000

2014

2018
——Actual

2019

2017

2016

**—**Budget

		DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MA Street Cleaning	XIMUM OF 10 OVER THE FOUR YEAR PERIOD			
		PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT		Risk	
Project 1	Project Title:	Introduce mobile working	Improved effectiveness	Likelihood	Impact	Score
Start date <b>2014-15</b>	Project Details:	This to introduce the use of handheld devices for all operators enabling receiving of reports from residents and also to report any to the office.		2	2	4
End date <b>2016-17</b>						
Project 2	Project Title:	Introduce timed commercial waste collections in town centres	Improved customer experience			
Start date <b>2013-14</b>	Project Details:	Introduce time banded waste collections in town centres starting with Wimbledon and Morden town centre now completed. We are expanding this to include Mitcham Town centre in the future.		2	2	4
End date <b>2016-17</b>						
Project 3	Project Title:	Review Street Cleansing equipment	Improved effectiveness			
Start date <b>2014-15</b>	Project Details:	Review of Mechanicals sweeping resource with a view to consider more flexible vehicles.  Procurement of new pedestrian vehicles (Gluttons) has been completed- 5 in operation across the		2	2	4
End date <b>2016-17</b>		borough.				
Project 4	Project Title:	Increase Enforcement Capacity	Improved reputation			
Start date <b>2014-15</b>	Project Details:	Procurement is currently in progress with the aim of securing a two year contract for additional		3	1	3
End date <b>2016-17</b>		enforcement capacity for littering and dog fouling offences. OJEU issued Oct 2015.				
Project 5	Project Title:		Select one major benefit			
Start date	Project Details:			0	0	
Project 6	Project Title:		Select one major benefit			
Staff on te	→ Project Details:					
Project 7	Project Title:		Select one major benefit			
Start date	Project Details:					
End date						
Project 8 Start date	Project Title:		Select one major benefit			
End date	Project Details:					
Project 9	Project Title:		Select one major benefit			$\Box$
Start date	Project Details:					
End date						

# Traffic & Highways Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration Enter a brief description of your main activities and objectives below

The service discharges the council's responsibilities as a Highway, Traffic and Local Flood Risk Authority, assists with its responsibilities as a Local Planning Authority and assists in the delivery of the Community Plan vision. It maintains 12,673 street lights, 363.5 kms of road network and 16,500 trees on the public highway with an anticipated additional 70 new trees planted per year.

The main aims of the service are to:

- Ensure the safe and expeditious movement of all traffic on the Highway Network.
- · Improve the condition of the higway network
- Improve the Public Realm.
   Improve the Street Scene.
- Improve the quality of life of local residents

### Objectives

The overall objectives of the Service is to effectively maintain and manage the highway network and to ensure that this network is safe and serviceable for all road users.

Specific Objectives:

Introduce Mobile working

ransport For London

Channel shift and move to on-line self service system

Anticipated demand	201	4/15	201	5/16	201	6/17	2017/18	2018/19	2019/20	service contributes to
Street lights	12,	673	12,	,673	12,	,673	12,673	12,673	12,673	Road Safety Plan
Number of trees to be maintained	16,	640	16,	,710	16,	,710	16,710	16,710	16,710	Local Transport Plan
Network Maintenance and Improvement	363	.5km	363	.5km	363	.5km	363.5km	363.5km	363.5km	Local Implementation Plan
Number of Streetwork Permits issued	18,	000	18,	,000	18,	,000	18,000	18,000	18,000	Capital Programme
Anticipated non financial resources	201	4/15	201	5/16	201	6/17	2017/18	2018/19	2019/20	Local Development Framework
Staff (FTE)	36	.60	26	6.60	24	1.00	23.00	23.00	23.00	
Performance indicator			ets (T) & Prov			· ,	Polarity	Reporting cycle	Indicator type	Main impact if indicator not
1 criormance maleator	2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	1 olulity	reporting cycle	mulcutor type	met
Avg days taken to repair out of light Lamp Columns	3	3	3	3	3	3	Low	Quarterly	Quality	Reduced customer service
% response to Emergency Callouts (within 2 hrs)	100	100	100	100	100	100	High	Monthly	Quality	Increased costs
% Streetworks permitting determined	98	98	98	98	98	98	High	Monthly	Quality	Loss of income
% Streetworks inspections completed	35	37	38	38	38	38	High	Quarterly	Unit cost	Loss of income
% jobs completed where no Fixed Penalty Notice issued	98	93	93	93	93	93	High	Monthly	Outcome	Reduced customer service

95%

19%

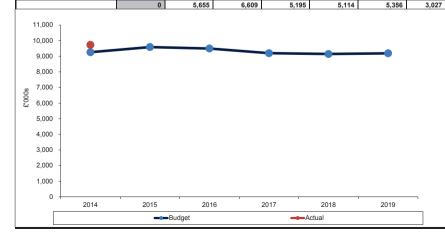
	DE	PARTMENTAL	BUDGET AND	RESOURCES			
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	12,363	11,866	11,895	11,708	11,460	11,409	11,458
Employees	1,819	1,585	1,333	1,128	1,099	1,099	1,099
Premises	702	707	732	686	548	557	566
Transport	128	126	128	107	108	110	112
Supplies & Services	263	169	252	198	201	204	207
3rd party payments	2,277	2,447	2,414	2,158	2,073	2,008	2,043
Transfer payments							
Support services	1,259	917	1,385	1,385	1,385	1,385	1,385
Depreciation	5,915	5,915	5,651	6,046	6,046	6,046	6,046
Revenue 000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Income	3,104	2,140	2.307	2,211	2.266	2,266	2,266
Governit of grants	280	243	219	, 0	0	0	0
Reimbursements	834	389	362	400	400	400	400
Custom Custom Client receipts	1,493	1,477	1,229	1,314	1,369	1,369	1369
Recharges	497	31	497	497	497	497	497
Reserve Capital Wed							
Council Funded Net Budget	9,259	9,726	9,588	9,497	9,194	9,143	9,192
Capital Budget £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Highways Gen Planned Works		511	484	419	419	422	427
Footways Planned Works		1,002	1,000	1,000	1,000	1,000	1,000
Street Lighting		421	600	462	290	509	290
Street Scene		59	191	60	60	60	60
Highways Planned Poad Works		1 757	1 500	1 500	1 500	1 500	1 250

2,834

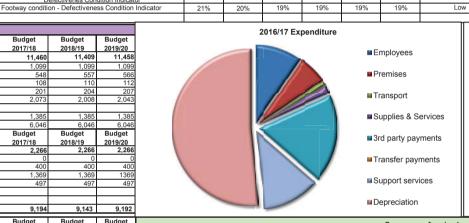
1,754

1,845

1,865



1,906



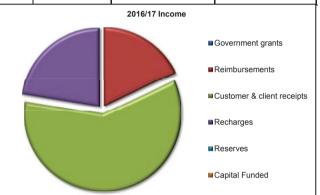
95%

19%

95%

19%

Planning Assumptions



Quality

Quality

Quality

The Corporate strategies your

Increased costs

Increased costs

Increased costs

Summary of major budget etc. changes 2016/17

High

Low

Annual

Annual

Annual

1,000 ER23 = (53k)
290 EN27 = (£10k)
60 EN30 = (£20k)
1,250 EN31 = (£30k)
TBA ER35 = (£10k)
ER32 = (£10k)
ER35 = (£25k)
ER36 = (£25k)
ER36 = (£60k)
ER38 = (£50k)
ER39 = (£50k)

92%

21%

95%

20%

95%

19%

% of Condition Surveys completed on time

Carriageway Condition - Unclassified Roads non principal

Defectivenes Condition Indicator

5k)			

E&R32 = (£5k) E&R34 = (£30k) E&R35 = (£25k) E&R37 = (£50k)

ENV15 = (£148k) ENV16 = (£65k)

ENV16 = (£65k)

ENV16 = (£65k) ENV17 = (£35k)

### 2018/19

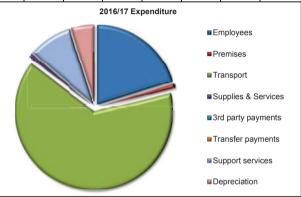
2017/18

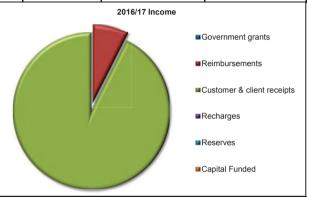
2019/20

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Traffic & Highw	- MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD Zays			
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Risk Impact	Score
Pro	oject 1	Project Title:	Flood and Water Management Schemes	Improved reputation			
Start date	2013-14	Project Details:	Development and adoption of Local Flood Risk Management Strategy.		1	1	1
End date	2016-17						
Pro	oject 2	Project Title:	Delivery of Mitcham Town Centre scheme	Improved reputation			
Start date	2013-14	Project Details:	Major improvement to road network around Mitcham Town Centre		4	3	12
End date	2016						
Pro	oject 3	Project Title:	On-line self Service System	Improved effectiveness			
Start date	2015-16	Project Details:	Move to on-line self service system		2	2	4
End date	2016-17						
Pro	oject 4	Project Title:	4 Year work Programme	Improved reputation			
Start date	2015-16				2	1	2
End date	2019-20	Project Details:	Development and delivery of a 4 year Capital funded work programme across the borough				
Pro	oject 5	Project Title:	Street Lighting Investment - Conversion to LED	Improved sustainability			
Start date	2015-16	Project Details:	Conversion to LED to generate energy saving targets and reduce on-going maintenance costs		2	2	4
En <b>M</b> ate	2018-19						
O Pro	oject 6	Project Title:		Select one major benefit			
Start onte							
En Cate		Project Details:					
Pro	oject 7	Project Title:		Select one major benefit			
Start date		Project Details:					
End date		r roject Detaile.					
Pro	oject 8	Project Title:		Select one major benefit			
Start date		Project Details:					
End date		i Toject Details.					
Pro	oject 9	Project Title:		Select one major benefit			
Start date		Project Details:					
End date		Project Details:					
Pro	ject 10	Project Title:		Select one major benefit			
Start date		Decinal Detelle					
End date		Project Details:					
		<u> </u>				L	L

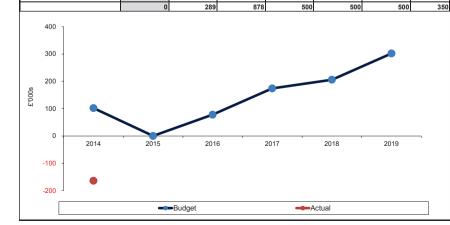
	Transport					nning Assur						The Corporate strategies your
	Cabinet Member for Sustainability & Regeneration	Anticipated demand		4/15	201	-	201		2017/18	2018/19	2019/20	service contributes to
Enter a brief descri	iption of your main activities and objectives below	CSF Passenger Journeys - Contractors	950	000	95	00	950	000	95000	95000	95000	Capital Programme
	nd effective Home to School and Vunerable Adults transport	CSF Passenger Journeys - In-House		000	70		700		70000	70000	70000	Children & Young person's Plan
	departments such as Children Schools & Families and e in-house fleet and taxi providers.	C&H Passenger Journeys - Contractors		000	50			000	50000	50000	50000	Adult Treatment Plan
Community & Housing using the	e in-nouse neet and taxi providers.	C&H Passenger Journeys - In-House		000	70		700		70000	70000	70000	Customer Services Strategy
	the in-house departments (Waste Operations, Leisure, Parking	Anticipated non financial resources	201	4/15	201	5/16	201	6/17	2017/18	2018/19	2019/20	
etc.) who require vehicles to car	rryout their services.	No. of Commissioned Taxi Framework contractors		34	3			4	34	34	34	
Full fleet management is provide	led to support the council fleet of vehicles. This includes all	Staff		33	62		62	.75	62.75	61.75	61.75	
	and Operators Licence requirements.	No.Transport Fleet vehicles	19	92	1	12	19	92	192	192	192	
organisations	ehicle related in-house training to all council staff and external	Performance indicator	2014/15(T)				2018/19(P)	, ( )	Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
Procurement of vehicles for the	authority ensuring depts get the vehicles to suit their services,	Spot checks on contractors	50	50	50	50	50	50	High	Monthly	Business critical	Reduced customer service
and provide assistance on vehic		Parents/carers satisfaction with taxi journeys	75%	TBD	TBD	TBD	TBD	TBD	High	Annual	Perception	Reduced customer service
		% MOT vehicle pass rates	95	95	95	95	95	95	High	Quarterly	a :	
Objectives		% WOT VEHICLE pass rates	93	95	90				riigii	Quarterry	Outcome	Reduce customer service
Objectives Ensuring that the service provide	ided by Transport is effective value for money while still meeting	Average % passnger vehicles in use	65	95 85	85	85	85	85	High	Quarterly	Unit cost	Reduce customer service Increased costs
Ensuring that the service provide customers expectations.	ided by Transport is effective ,value for money while still meeting	F								,		
☐ Ensuring that the service provide customers expectations. ☐ Procurement of goods & service	ces for the workshop area. Ensuring value for money and	Average % passnger vehicles in use	65	85	85	85	85	85	High	Quarterly	Unit cost	Increased costs
□Ensuring that the service providus customers expectations. □Procurement of goods & service compiling with authorities standi	ces for the workshop area. Ensuring value for money and	Average % passnger vehicles in use % in-house journey that meet timescales	65 85	85 85	85 85	85 85	85 85	85 85	High High	Quarterly Quarterly	Unit cost Outcome	Increased costs Incresed costs
Ensuring that the service provicustomers expectations.  Procurement of goods & servic compiling with authorities standi  Procurement of replacement very we will ensure legal compliance.	ces for the workshop area. Ensuring value for money and ling orders rehicles for the whole of the authority. e with regards to all statutory requirements for road tranport	Average % passnger vehicles in use % in-house journey that meet timescales % Client user satisfaction	65 85 97	85 85 97	85 85 97	85 85 97	85 85 97	85 85 97	High High High	Quarterly Quarterly Annual	Unit cost Outcome Outcome	Increased costs Incresed costs Reduce update of service
□Ensuring that the service provicustomers expectations. □Procurement of goods & servic compiling with authorities standi □Procurement of replacement versions.	ces for the workshop area. Ensuring value for money and ling orders rehicles for the whole of the authority. e with regards to all statutory requirements for road tranport	Average % passnger vehicles in use % in-house journey that meet timescales % Client user satisfaction	65 85 97	85 85 97	85 85 97	85 85 97	85 85 97	85 85 97	High High High	Quarterly Quarterly Annual	Unit cost Outcome Outcome	Increased costs Incresed costs Reduce update of service
Ensuring that the service provicustomers expectations.  Procurement of goods & servic compiling with authorities standi  Procurement of replacement very we will ensure legal compliance.	ces for the workshop area. Ensuring value for money and ling orders vehicles for the whole of the authority. evith regards to all statutory requirements for road tranport ence requiements.  DEPARTMENTAL BUDGET AND RESOURCES	Average % passnger vehicles in use % in-house journey that meet timescales % Client user satisfaction Sickness - average days per FTE	65 85 97	85 85 97 12.5	85 85 97	85 85 97 11	85 85 97	85 85 97	High High High	Quarterly Quarterly Annual	Unit cost Outcome Outcome	Increased costs Incresed costs Reduce update of service
□ Ensuring that the service provicustomers expectations. □ Procurement of goods & servic compiling with authorities standing Procurement of replacement with the will ensure legal compliance services including operators lice	ces for the workshop area. Ensuring value for money and ling orders rehicles for the whole of the authority.  with regards to all statutory requirements for road tranport ence requirements.  DEPARTMENTAL BUDGET AND RESOURCES  Final Budget Actual Budget Budget 2014/15 2015/16 2016/17	Average % passnger vehicles in use % in-house journey that meet timescales % Client user satisfaction Sickness - average days per FTE  Budget Budget Budget 2017/18 2018/19 2019/20	65 85 97	85 85 97 12.5	85 85 97 11.5	85 85 97 11	85 85 97 10.5	85 85 97 10	High High High	Quarterly Quarterly Annual	Unit cost Outcome Outcome Unit cost	Increased costs Incresed costs Reduce update of service Increased costs
□ Ensuring that the service provicustomers expectations. □ Procurement of goods & servic compiling with authorities standi □ Procurement of replacement v We will ensure legal compliance services including operators lice  Revenue £'000s  Expenditure	ces for the workshop area. Ensuring value for money and ling orders vehicles for the whole of the authority.  with regards to all statutory requirements for road tranport ence requiements.    DEPARTMENTAL BUDGET AND RESOURCES	Average % passnger vehicles in use % in-house journey that meet timescales % Client user satisfaction Sickness - average days per FTE  Budget Budget Budget 2017/18 2018/19 2019/20 9,820 9,887 9,983	65 85 97	85 85 97 12.5	85 85 97 11.5	85 85 97 11	85 85 97 10.5	85 85 97	High High High	Quarterly Quarterly Annual	Unit cost Outcome Outcome Unit cost	Increased costs Incresed costs Reduce update of service
□ Ensuring that the service provicustomers expectations. □ Procurement of goods & servic compiling with authorities standid □ Procurement of replacement v We will ensure legal compliance services including operators lice  Revenue £'000s  Expenditure  Employees	ces for the workshop area. Ensuring value for money and ling orders rehicles for the whole of the authority. ewith regards to all statutory requirements for road tranport ence requiements.    Pinal Budget   DEPARTMENTAL BUDGET AND RESOURCES   Final Budget   2014/15   2015/16   2016/17   2014/15   2015/16   2016/17   9,970   9,943   9,766   9,772   2,102   2,007   1,996   1,985	Average % passnger vehicles in use % in-house journey that meet timescales % Client user satisfaction Sickness - average days per FTE  Budget Budget 2018/19 2018/20 9,820 9,887 9,983 1,983 1,983 1,953 1,953	65 85 97	85 85 97 12.5	85 85 97 11.5	85 85 97 11	85 85 97 10.5	85 85 97 10	High High High	Quarterly Quarterly Annual	Unit cost Outcome Outcome Unit cost	Increased costs Incresed costs Reduce update of service Increased costs
Ensuring that the service provicustomers expectations.  Procurement of goods & servic compiling with authorities standiprocurement of replacement view will ensure legal compliance services including operators lice  Revenue £'000s  Expenditure	ces for the workshop area. Ensuring value for money and ling orders vehicles for the whole of the authority.  with regards to all statutory requirements for road tranport ence requiements.    DEPARTMENTAL BUDGET AND RESOURCES	Average % passnger vehicles in use % in-house journey that meet timescales % Client user satisfaction Sickness - average days per FTE  Budget Budget Budget 2019/19 2019/20 9,820 9,887 9,983 1,983 1,953 1,953 87 88 88	65 85 97	85 85 97 12.5	85 85 97 11.5	85 85 97 11	85 85 97 10.5	85 85 97 10	High High High	Quarterly Quarterly Annual	Unit cost Outcome Outcome Unit cost	Increased costs Incresed costs Reduce update of service Increased costs

	DE	PARTMENTAL	BUDGET AND	RESOURCES			
Revenue £'000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Expenditure	9,970	9,943	9,766	9,724	9,820	9,887	9,983
Employees	2,102	2,007	1,996	1,983	1,983	1,953	1,953
Premises	90	78	93	87	87	88	88
Transport	6,396	6,440	6,316	6,233	6,327	6,422	6,517
Supplies & Services	96	97	98	84	86	87	88
3rd party payments							
Transfer payments							
Support services	752	787	876	876	876	876	876
Depreciation	534	534	387	461	461	461	461
Revenue 000s	Final Budget 2014/15	Actual 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Government grants	9,868	10,107	9,766	9,646	9,646	9,681	9,681
Reimbursements	911	729	911	703	703	703	703
Custom Client receipts	8,957	9,372	8,855	8,943	8,943	8,978	8,978
Recharge		6					
Reserve							
Capital anded							
Council Funded Net Budget	102	(164)	0	78	174	206	302
Capital Budget £'000s	Final Budget	Actual	Budget	Budget	Budget	Budget	Budget
Replacement Fleet Vehicles	2014/15	<b>2014/15</b> 289	2015/16 802	<b>2016/17</b> 500	<b>2017/18</b> 500	<b>2018/19</b> 500	2019/20 350
Other		203	76	300	300	300	330
Otner							ــــــــــــــــــــــــــــــــــــــ
		At present th	ere is no provisi	on for the impler	nentation of the	South London Pa	artnership





Summary of major budget etc. changes 2016/17





2018/19

2017/18

2019/20

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMI Transport	UM OF 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Risk Impact	Score
Pr	oject 1	Project Title:	New Joint Passenger Transport Framework	Improved efficiency (savings)			
Start date	2015-16	Project Details:	Joint Passenger Transport Framework with neighboroughing boroughs Sutton and Kingston.		2	2	4
End date	2019-20						
Pr	oject 2	Project Title:	Benchmarking - Internal Services	Improved efficiency (savings)			
Start date	2014-15	Project Details:	To carry out benchmarking exercises on internal services to find alternative options, value for money and possible savings to client departments		2	2	4
End date	2016-17		• • • • • • • • • • • • • • • • • • • •				
Pr	oject 3	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							1
Pr	oject 4	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date							
Pr	oject 5	Project Title:		Select one major benefit			
Start date							0
En <b>®</b> ate		Project Details:					
O Pr	oject 6	Project Title:		Select one major benefit			
Stattoate		Project Details:					0
En <del>u da</del> te							
Pr	oject 7	Project Title:		Select one major benefit			
Start date		Drainet Dataile					0
End date		Project Details:					
Pr	oject 8	Project Title:		Select one major benefit			
Start date							0
End date		Project Details:					
Pr	oject 9	Project Title:		Select one major benefit			
Start date							0
End date		Project Details:					
Pro	oject 10	Project Title:		Select one major benefit			
Start date							
End data		Project Details:					0
End date							

	Waste Management Clir Judy Saunders Cabinet Member for Performance & Implementation								Pla	nning Assur	mntions					The Corporate strategies your
Cllr Judy Saunders (		ce & Implementation		Anticipated	d demand		201	14/15	201			16/17	2017/18	2018/19	2019/20	service contributes to
	iption of your main activities a			Popul				3,822	211,			4,229	216,806	218000	220000	Waste Management Plan
	n is responsible for both house		Anticipate	ed free bulky wa		er annum		0000	156			5900	16000	16100	+	Performance Management Frameworl
disposal.	•			Total household				,000	71,0			,000	71,000	71,000	71000	London wide strategy
lousehold Reuse and Recy	cling Centres - Merton is requ	ired to provide facilities for		ted number of G			+ ''	,000	60			312	6612	6912	7000	Climate Change Strategy
ne disposal of excess nouse Objectives	ehold and garden waste free o	cnarge.		icipated non fir			201	14/15	201			16/17	2017/18	2018/19	2019/20	Olimate Orlange Ottategy
	ssible services to all of our cus	omers, including those with	Ant	Staff (		ices		0.79	112			4.19	94.19	90.19	90.19	
pecific needs.	- 46			Trans				31	2			29	29	29	29	
to advise our customers or line with customer needs.	n the services provided and to	keep improving our services		Trans	эрогс		· ·		-				20	20		
	of waste minimisation and en	courage re-use and					+		<b>†</b>							
ecycling through information	n, education and empowermer	t.					Perfor	mance Targe	ets (T) & Prov	sional Perfe	ormance Ta	raets (P)				Main impact if indicator no
				Performanc	e indicator		2014/15(T)	2015/16(T)	2016/17(P)	2017/18(P)	2018/19(P)	2019/20(P)	Polarity	Reporting cycle	Indicator type	met
				% Household w	vaste recycled		42	38	TBC	TBC	TBC	TBC	High	Monthly	Business critical	Reputational risk
				sidents satisfied		llection	74	72	74	76	77	77		Annual	Perception	Reputational risk
				sidual waste kg			504	580	TBC	TBC	TBC	TBC	Low	Monthly	Outcome	Increased costs
				Municipal solid			47	60	59	57	57	56	Low	Monthly	Outcome	Increased costs
				mber of missed			55	55	TBC	TBC	TBC	TBC	Low	Monthly	Outcome	Reduced customer service
				al waste arising			873	910	TBC	TBC	TBC	TBC	Low	Monthly	Outcome	Reputational risk
				Days lost from si			10	15	14	13	12	1		Quarterly	Outcome	Increased costs
				idents satisfied v			75	73	74	75	76	12 76		Annual	Perception	Reputational risk
			/0 i tesi	cationed v	rooyomig i		13	13		, ,	10	/6	High	Annual	Output	Reduced customer service
	DEDARTMENTA	BUDGET AND RESOURCES	_					1					11	, amudi		. ISSUESSE GUSTOTTET SETVICE
				Durturt	I Durton			20	)16/17 Expe	nditure					2016/17 Income	
venue £'000s	Final Budget Actual 2014/15 2014/15	Budget Budget 2015/16 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20									_		
penditure	14,221 15,059										■ E	mployees				■Government grants
nployees	3,743 4,098															= Covernment grants
emises	141 114	139 12	9 124	124	4 125		4				■F	remises				
ansport	1,354 1,235	1,306 1,26	8 1,073	1,093	3 1112											■ Reimbursements
pplies & Services	843 680										■ T	ransport	/			
d party payments ansfer payments	6,077 6,868	5,977 5,66	5 5,422	5,516	5610	4				- 1						-0.1.0.1.1.1.1
pport services	1,360 1,363	1,355 1,35	5 1,355	1,355	5 1355						<b>■</b> S	Supplies & S	ervices			■Customer & client receipts
preciation	701 701	702 64				4		4	all the last	1		applies a o				
<u> </u>	Final Budget Actual	Budget Budget	Budget	Budget	Budget						<b>=</b> 2	rd norty nov	monto			■Recharges
venug \$000s	2014/15 2014/15	2015/16 2016/17	2017/18	2018/19	2019/20	\ \					• 3	rd party pay	ments		,	- recondinges
come t granta	1,779 1,785		3 1,675	1,684	1,684	N.						. ,	.			
overnment grants eimbuls binents	265 245 236 216		3 233	233	3 233	1						ransfer payı	ments			Reserves
ustomer & client receipts	640 676	640 63														
echarges	638 648										■ S	Support servi	ices			
eserves																■Capital Funded
ouncil Funded ouncil Funded Net Budget	10.110										<b>■</b> D	epreciation				
bunci Panded Net Budget	12,442 13,274	12,587 11,95	2 10,408	10,371	1 10,493											
apital Budget £'000s	Final Budget Actual	Budget Budget	Budget	Budget	Budget							Summary	of major budget et	c changes		
aste Management Schemes	2014/15 2014/15	2015/16 2016/17 368 4	2017/18 6 46	2018/19	2019/20								2016/17			
aste Management Schemes	95	368 4	0 40	40	3 40	E0D47 (0)	201.)						2010/17			
			+		+	E&R17 = (£2 E&R18 = (£7										
			+	-	+	E&R10 = (£5										
			+		+	E&R21 = (£3										
		<del>                                     </del>	+													
			+		+	WCSS reser	rve adjustme	nt = (£275k)								
		<del>                                     </del>	+	-	+											
	0 95	368 46	3 46	46	40								2017/18			
	0 95	300 40	46	46	40		EOI/)						2017/10			
44.000						EV08 = (£25 E&R16 = (£9										
14,000						ENV25 = (£										
						ENV26 = (£										
12,000 -		_				ENV27 = (£6										
,						ENV28 = (£:										
						ENV29 = (£2										
10,000 -				_		ENV30 = (£3 ENV31 = (£3	3UK) 102k)									
						ENV31 = (£	50k)									
8,000 -							,						2018/19			
3 0,000						END/04 (0)	01.)						2010/19			
						ENV31 = (£9 ENV35 = (£9	9K) 150k)									
6,000 -						ENV35 = (£	IJUK)									
4.000																
4,000 -																
													2019/20			
2,000 -													2019/20			
·																
		0047	2018	2019												
0 2014	2015					1										
2014	2015 20			2010												
	2015 20		■Actual	2010												

			DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) Waste Manager	- MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD			
			PROJECT DESCRIPTION	MAJOR PROJECT BENEFIT	Likelihood	Risk	Score
Pro	oject 1	Project Title:	South London waste partnership (phase B)	Improved efficiency (savings)	Likelillood	Шрасс	Score
Start date	2012-13	Project Details:	The partnership manages the waste disposal for Merton, Kingston, Croydon and Sutton. Management consists of disposing waste in a sustainable manner and to ensure cost effectiveness. Interim service commencing on 1 April 2014. A rolling 3 month plan to be developed covering Communications, Construction and Operational plans for the construction period and commissioning of new facility.	to ensure sustainable and affordable waste disposal solutions mitigating the need for Landfill	2	4	8
Pro	oject 2	Project Title:	Mobile technology including GPS and in cab monitors	Improved efficiency (savings)			
Start date	2014-15	Project Details:	Procurement and introduction of the GPS, driver behavioural management, route optimisation system. This project has been delayed as planned to introduce during 2014-15. Will not start to be implemented until 2015-16, planned savings have been deferred. Revised specification and service		3	2	6
End date	2016-17		requirements amended.				
Pro	oject 3	Project Title:	LWARB efficiency review of Domestic waste collections	Improved efficiency (savings)			
Start date	2014-15	Project Details:	Review of existing service to ensure we have the most efficient service and consider options for the future. Phase one completed need to agree if we move forward with phase 2.		2	2	4
End date	2016-17		nuture. Friase one completed need to agree it we move forward with phase 2.				
Pro	oject 4	Project Title:	South London waste partnership (phase C)	Improved efficiency (savings)	1		
Start date	2014-15	Project Detaile:	The SLWP includes Merton, Sutton, Croydon and Kingston. If Members of the 4 boroughs agree the partnership will procure contracts for a wide range of environmental services including: waste collection, street cleansing, grounds and parks maintenance, winter gritting and fleet maintenance		3	2	6
End date	2017-18	Project Details:	as well as commercial waste collection On schedule for contract award December 2016 with contract start date of April 17.				
Pro	oject 5	Project Title:		Select one major benefit			
Start date	2014-15						
age 3	2017-18	Project Details:					
→ Pro	oject 6	Project Title:		Select one major benefit			
Start date	-	Project Details:					0
End date							
Pro	oject 7	Project Title:		Select one major benefit			
Start date		Project Details:					0
End date		,					
Pro	oject 8	Project Title:		Select one major benefit	1		
Start date		Project Details:					0
End date					1		
Pro	oject 10	Project Title:		Select one major benefit	+		
Start date		-					0
End date		Project Details:					

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# Draft Departmental Budget Summaries 2016-17

SUMMARY - SL	JBJECTIVE A	NALYSI	S	
FULL TIME EQUIVALENTS Total FTE Staff			2015/16 2,173.5	2016/17 1,697.8
SUBJECTIVE ANALYSIS OF ESTIMATES	2015/16 Estimate £000	Inflation £000	Other Variations £000	2016/17 Estimate £000
Expenditure				
Employees	95,328	23	(3,675)	91,676
Premises	8,196		99	8,339
Transport	13,598		896	14,528
Supplies and Services	186,924		(24,832)	162,353
Third Party Payments	85,029	372	(4,279)	81,122
Transfer Payments	103,934	1	415	104,350
Support Services Depreciation and Impairment Losses	30,127 16,506	0	0 1,133	30,127 17,638
GROSS EXPENDITURE	539,643	734	(30,243)	510,133
Income	(07.1.505)	_	40 101	(OFF 15:
Government Grants Other Reimburgements and Contributions	(274,532)	0	19,431	(255,101
Other Reimbursements and Contributions	(25,190)		4,130	(21,060
Customer and Client Receipts Interest	(58,363) (44)	0	(4,388)	(62,751
			(2)	(46
Recharges Reserves	(30,944)	0	(262)	(30,944 (238
GROSS INCOME	(389,049)	_ 0	18,908	(370,141
			(44.005)	400.004
NET EXPENDITURE	150,591	734	(11,335)	139,992
Cornerate Provisions	4,425	(0)	(3,252)	1,171
Corporate Provisions		<b>P</b>	` '	
NET EXPENDITURE	155,017	733	(14,587)	141,164
Funded by:				
Revenue Support Grant	(30,425)	0	7,264	(23,161)
Business Rates	(34,820)	0	388	(34,432
				,
New Homes Bonus Council Tax	(2,642)	0	(262)	(2,904)
Council Tax Council Tax Freeze Grant 2015/16	(76,758)	0	(384) 861	(77,142 (
Council Tax Freeze Grant 2013/16  Council Tax Freeze Grant 2014/15	(861)	0	0	(
WPCC Levy	(293)	0	(0)	(293
Collection Fund	(4,420)	0	5,986	1,566
PFI Grant	(4,797)	0	0,900	(4,797
*	(155,016)	0	13,853	(141,163)
NET	0	733	(735)	(
Other Variations: Contingency/Other				
Major Items: Corporate Provisions			£000	fte
Corporate harrowing and love-t			74	0.0
Corporate borrowing and Investment Further provision for revenuisation/RCCO			71 (1.847)	0.0 0.0
Pension Fund and Auto-enrolment			(1,847) 190	0.0
Contingency and centrally held provisions			29	0.0
Contingency and centrally field provisions  Change in Grants			172	0.0
Appropriation to/from Reserves			2,653	0.0
Depreciation and impairment			(1,132)	0.0
CHAS - dividend			(1,132)	0.0
Redundancy/Pension Strain			(1,123)	0.0
Pay provision not yet allocated			(78)	0.0
Transport - Additional provision			(1,272)	0.0
Levies			(1,212)	0.0
LOVICO			ا	0.0
TOTAL			(2.220)	

0

(3,338)

TOTAL

SUMMARY					
FULL TIME EQUIVALENTS				2015/16	2016/17
Total FTE Staff				2,173.5	1,697.8
SERVICE AREA ANALYSIS		2015/16		Other	2016/17
		Estimate £000	Inflation £000	Variations £000	Estimate £000
		2000	2000	2000	2000
Corporate Services		14,024	74	(2,684)	11,414
Education Services	] ] CSF	50,894	293	(1,217)	49,970
Children's Services	j				
Environment and Regeneration		23,985	125	(3,336)	20,774
Adult Social Care	]				
Cultural Services Housing General Fund	] C&H ]	61,400	242	(4,792)	56,850
Single Status		100	0	0	100
Pay Award		189	0	694	883
TOTAL NET SERVICE EXPENDITUR	E	150,591	734	(11,335)	139,990
Corporate Provisions/Appropria	ations	4,425	0	(3,252)	1,173
NET EXPENDITURE		155,016	734	(14,587)	141,163
Funded by:					
Revenue Support Grant Business Rates		(30,425) (34,820)	0	7,264 388	(23,161) (34,432)
New Homes Bonus		(2,642)	0	(262)	(2,904)
Council Tax		(76,758)	0	(384)	(77,142)
Council Tax Freeze Grant 2015/16		(861)	0	861	0
Council Tax Freeze Grant 2014/15 WPCC Levy		(293)	0 0	0 (0)	(293)
Collection Fund		(4,420)	0	5,986	1,566
PFI Grant		(4,797)	0	0	(4,797)
		(155,016)	0	13,853	(141,163)
NET		0	734	(735)	(0)
NB Public Health		320	0	(304)	16
Variations inc. Appropriations to/fro	om reserves	0	U	(304)	0
Net Public Health		320	0	(304)	16
Other Variations: Contingency/Oth  Major Items: Corporate Provisions	er			£000	fte
major items. Corporate Provisions				2000	ite
Corporate borrowing and Investme				71	0.0
Further provision for revenuisation. Pension Fund and Auto-enrolment				(1,847)	0.0
Contingency and centrally held pro				190 29	0.0
Change in Grants	771010110			172	0.0
Appropriation to/from Reserves				2,653	0.0
Depreciation and impairment				(1,132)	0.0
CHAS - dividend				(1,123)	0.0
Redundancy/Pension Strain				(1,000)	0.0
Pay provision not yet allocated Change in departmental NNDR				(78) 86	0.0
Transport - Additional provision				(1,272)	0.0
Levies				(1,272)	0.0
TOTAL				(3,252)	0

### **CORPORATE ITEMS ANALYSIS**

	2015/16 Estimate	Inflation	Other Variations	2016/17 Estimate
	£000	£000	£000	£000
Expenditure				
Cost of Borrowing including Minimum Revenue Provision	14,117	0	141	14,258
Further provision for revenuisation/RCCO	1,939	0	(1,847)	92
Pension Fund	3,742	0	) 190	3,932
Pensions: Auto-enrolment	300	0	0	300
Centrally held provision for Utilities inflation	100	0	200	300
Adjustment re Income re P3/P4	400	0	0	400
Overheads - Charge to non-general fund	194	0	(78)	116
Provision for excess inflation	543	0	(1 <del>7</del> 1)	372
Bad Debt Provision	500	0	Ò	500
Redundancy/Pension Strain	1,000	0	(1,000)	C
Transport - Additional provision	1,322	0	(1,272)	50
Contingency	1,500	0	Ó	1,500
Changes in departmental business rates	0	0	86	86
Change in Corporate Specific and Special Grants	70	0	172	242
Levies:-				
Lee Valley	209		0	209
London Pensions Fund	264		0	264
Environment Agency	159		0	159
WPCC	293		0	293
GROSS EXPENDITURE	26,653	0	(3,579)	23,073
Income				
Investment Income	(559)		(70)	(629
Depreciation & Impairment	(16,505)		(1,132)	(17,638
Appropriations to/from reserves (excluding Public Health)	(4,991)		2,653	(2,339
CHAS Dividend	(174)		(1,123)	(1,297
	` '			•
GROSS INCOME	(22,230)	0	328	(21,902
NET EXPENDITURE	4,423	0	(3,252)	1,171



### **SUMMARY: CORPORATE SERVICES DEPARTMENT**

**FULL TIME EQUIVALENTS (FTE) Number of Permanent Staff Number of Fixed term contracts Number of FTE Sutton TUPE staff Number of FTE Richmond TUPE staff Total FTE** 

2015/16	2016/17
454.6	474.9
71.0	57.0
39.0	0.0
0.0	6.0
564.6	537.9

SUBJECTIVE ANALYSIS OF ESTIMATES	2015/16		Other	2016/17
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	26,172	10	(2,459)	23,724
Premises	2,787	12	(22)	2,777
Transport	139	1	(3)	137
Supplies and Services	11,661	45	(1,117)	10,590
Third Party Payments	1,343	6	517	1,866
Transfer Payments	93,710	0	0	93,710
Support Services	8,432	0	0	8,432
Depreciation and Impairment Losses	2,045	0	278	2,322
GROSS EXPENDITURE	146,290	74	(2,806)	143,557
Income				
Government Grants	(95,165)	0	287	(94,878)
Other Reimbursements and Contributions	(5,531)	0	2,120	(3,411)
Customer and Client Receipts	(6,526)	0	(2,284)	(8,810)
Interest	0	0	0	0
Recharges	(25,043)	0	0	(25,043)
Reserves	0	0	0	0
GROSS INCOME	(132,265)	0	122	(132,143)
NET EXPENDITURE	14,024	74	(2,684)	11,415

### **SUMMARY: CORPORATE SERVICES DEPARTMENT**

**FULL TIME EQUIVALENTS (FTE) Number of Permanent Staff Number of Fixed term contracts Number of FTE Sutton TUPE staff Number of FTE Richmond TUPE staff Total FTE** 

2015/16	2016/17
454.6	474.9
71.0	57.0
39.0	0.0
0.0	6.0
564.6	537.9

	CHANGE BETWEEN YEARS			
SERVICE AREA ANALYSIS	2015/16		Other	2016/17
	Original			
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Customer Services	2,394	8	(123)	2,279
Infrastructure & Transactions	77	25	100	0
inirastructure & Transactions	77	25	100	202
Business Improvement	2,272	4	(1,466)	810
Business improvement	2,212	4	(1,400)	010
Corporate Governance	1,793	2	(412)	1,383
corporate covernance	1,700		(112)	0
Resources	2,225	19	(634)	1,610
			(,	0
HR	291	5	(149)	147
				0
Corporate Items	4,973	11	0	4,984
TOTAL EXPENDITURE	14,025	74	(2,684)	11,415
Contingency / Other	0	0	0	0
Contingency / Cities	O	0	O	o
Capital Financing Adjustment	0	0	0	0
▼ .				
Levies	0	0	0	0
NET EXPENDITURE	14,025	74	(2,684)	11,415

### **INFRASTRUCTURE & TRANSACTIONS**

The Infrastructure & Transactions Division consists of Facilities Management, IT Service Delivery, Post & Print Room and Transactional services.

**FULL TIME EQUIVALENTS (FTE) Number of Permanent Staff Number of Fixed term contracts Total FTE** 

2015/16	2016/17
90.7	88.7
0.0	0.0
90.7	88.7

SUBJECTIVE ANALYSIS OF ESTIMATES	2015/16		Other	2016/17
	Original Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure	2000	2000	2000	2000
Employees	3,655	0	83	3,738
Premises	2,645	11	(29)	2,628
Transport	36	0	(7)	29
Supplies and Services	2,812	13	(278)	2.547
Third Party Payments	210	1	106	317
Transfer Payments	0	0	9	9
Support Services	837		. 0	837
Depreciation and Impairment Losses	2,045		278	2,322
			0	
GROSS EXPENDITURE	12,238	25	163	12,426
Income				
Government Grants	0		0	0
Other Reimbursements and Contributions	0		0	0
Customer and Client Receipts	(2,406)		(63)	(2,469)
Interest	0			0
Recharges	(9,755)			(9,755)
Reserves	0			0
GROSS INCOME	(12,161)	0	(63)	(12,224)
NET EXPENDITURE	77	25	100	202

Major Items	£000	fte
Savings	(567)	(2.0)
Transfer between departments	214	6.0
Technical adjustments	175	(6.0)
Depreciation adjustments	278	
Overheads adjustments		
Use of reserves		
TOTAL	100	(2.0)

### **CUSTOMER SERVICES**

The Customer Services Division consists of: Merton Link (including the Cash Office, Translation Services and Contact Centre), Support Team, Local Taxation (including Business Rates, Baliff Team and Recovery Team), Benefits Administration, Registrars, Debt Recovery, Corporate Communications, Web Team and Consultation & Community Engagement

FULL TIME EQUIVALENTS (FTE)
Number of Permanent Staff
Number of Fixed term contracts
Total FTE

2015/16	2016/17
137.3	134.0
11.0	9.0
148.3	143.0

SUBJECTIVE ANALYSIS OF ESTIMATES	2015/16		Other	2016/17
	Original			
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	5,113	0	38	5,151
Premises	20	0	8	29
Transport	64	0	5	70
Supplies and Services	1,425	6	(342)	1,089
Third Party Payments	458	2	(35)	425
Transfer Payments	0			0
Support Services	1,910			1,910
Depreciation and Impairment Losses	0			0
GROSS EXPENDITURE	8,991	8	(326)	8,673
Income				
Government Grants	(1,519)		287	(1,232)
Other Reimbursements and Contributions	(930)		(40)	(970)
Customer and Client Receipts	(2,184)		(44)	(2,228)
Interest	0			0
Recharges	(1,964)			(1,964)
Reserves	0			0
GROSS INCOME	(6,597)	0	203	(6,394)
NET EXPENDITURE	2,394	8	(123)	2,279

Major Items	£000	fte
Savings	(520)	(3.0)
Transfer between departments		
Technical adjustments	372	2.7
Depreciation adjustments		
Overhead adjustments		
Use of Reserves	25	(5.0)
TOTAL	(123)	(5.3)

### **CORPORATE GOVERNANCE**

The Corporate Governance Division consists of the South London Legal Partnership, Internal Audit, Investigations, Democracy Services, Electoral Services and Information Governance. Internal audit joined the Richmond and Kingston shared internal audit service in October 2015

FULL TIME EQUIVALENTS (FTE)
Number of Permanent Staff
Number of Fixed term contracts
Number of FTE Richmond TUPE staff
Total FTE

2015/16	2016/17
123.3	121.0
4.0	2.0
0.0	6.0
127.3	129.0

SUBJECTIVE ANALYSIS OF ESTIMATES	2015/16		Other	2016/17
	2015/16	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	6,606	0	(846)	5,760
Premises	7	0	(1)	5
Transport	32	0	1	33
Supplies and Services	1,549	2	(37)	1,514
Third Party Payments	0		486	486
Transfer Payments	0			0
Support Services	540			540
Depreciation and Impairment Losses	0			0
GROSS EXPENDITURE	8,735	2	(397)	8,339
Income				
Government Grants	0			0
Other Reimbursements and Contributions	(4,527)		2,160	(2,367)
Customer and Client Receipts	(530)		(2,175)	(2,704)
Interest	0			0
Recharges	(1,886)			(1,886)
Reserves	0			0
GROSS INCOME	(6,942)	0	(15)	(6,957)
NET EXPENDITURE	1,793	2	(412)	1,383

Major Items	£000	fte
Previous years savings	(155)	
New savings		
Transfer between departments		
Technical adjustments	(23)	0.7
Depreciation adjustments		
Overhead adjustments		
Use of Reserves	(234)	1.0
TOTAL	(412)	1.7

### **BUSINESS IMPROVEMENT**

The Business Improvement Division consists of IT Business Systems, IT Business Process Reengineering, Business Improvement and Programme Office.

**FULL TIME EQUIVALENTS Number of Permanent Staff Number of Fixed term contracts Total FTE** 

2015/16	6	2016/17
31	.5	29.0
13	.0	20.0
44	.5	49.0

SUBJECTIVE ANALYSIS OF ESTIMATES	2015/16		Other	2016/17
	Original			
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	3,576	0	(1,214)	2,363
Premises	0	0	0	0
Transport	3	0	0	3
Supplies and Services	1,230	4	(223)	1,011
Third Party Payments	0		0	0
Transfer Payments	0		0	0
Support Services	386		0	386
Depreciation and Impairment Losses	0		0	0
			0	
GROSS EXPENDITURE	5,196	4	(1,436)	3,763
Income				
Government Grants	0			0
Other Reimbursements and Contributions	0			0
Customer and Client Receipts	(84)		(30)	(114)
Interest	Ó		(,	, ,
Recharges	(2,840)			(2,840)
Reserves	0			0
GROSS INCOME	(2,924)	0	(30)	(2,954)
NET EXPENDITURE	2,272	4	(1,466)	810

Major Items	£000	fte
Savings	(278.0)	(4.0)
Transfer between departments		
Technical adjustments	39.0	1.5
Depreciation adjustments		
Overheads adjustments		
Use of reserves	(1,227.0)	7.0
TOTAL	(1,466.0)	4.5

### **RESOURCES**

The Resources Division consists of Policy & Strategy, Commercial Services, Business Planning, Accountancy and Business Partners . The Pensions service is managed by LB Wandsworth.

**FULL TIME EQUIVALENTS Number of Permanent Staff Number of Fixed term contracts Total FTE** 

2015/16	2016/17
67.3	58.6
3.0	3.0
70.3	61.6

SUBJECTIVE ANALYSIS OF ESTIMATES	2015/16		Other	2016/17
	Original			
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	4,071	0	(426)	3,645
Premises	100	0	(1)	100
Transport	4	0	(2)	2
Supplies and Services	4,110	19	(223)	3,906
Third Party Payments	171	0	0	171
Transfer Payments	9		(9)	0
Support Services	602			602
Depreciation and Impairment Losses	0			0
GROSS EXPENDITURE	9,068	19	(661)	8,426
Income				
Government Grants	0			0
Other Reimbursements and Contributions	(54)			(54)
Customer and Client Receipts	(753)		27	(726)
Interest	0			0
Recharges	(6,036)			(6,036)
Reserves	0			0
GROSS INCOME	(6,843)	0	27	(6,816)
NET EXPENDITURE	2,225	19	(634)	1,610

Major Items	£000	fte
Savings	(381)	(2.5)
Transfer between departments	(214)	(6.0)
Technical adjustments	107	(0.2)
Depreciation adjustments		
Overhead adjustments		
Use of Reserves	(146)	
TOTAL	(634)	(8.7)

### HR

The HR division consists of: Strategic HR, Business Partnerships, Corporate Learning & Development, Diversity, iTrent Client team, Recruitment & Resourcing, Central Operations Team. The function also interfaces with Staff Side. The HR service previously shared with the LB of Sutton but will be brought back in house from April 2016.

FULL TIME EQUIVALENTS (FTE)
Number of Permanent Staff
Number of Fixed term contracts
Number of FTE Sutton TUPE staff
Total FTE

2015/16	2016/17
4.5	43.5
40.0	23.0
39.0	0.0
83.5	66.5

SUBJECTIVE ANALYSIS OF ESTIMATES	2015/16		Other	2016/17
	Original			
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	2,463	2	(94)	2,372
Premises	15	0	0	15
Transport	(0)	0		(0)
Supplies and Services	221	1	(15)	207
Third Party Payments	263	1	(40)	224
Transfer Payments	0			0
Support Services	480			480
Depreciation and Impairment Losses	0			0
GROSS EXPENDITURE	3,442	5	(149)	3,298
Income				
Government Grants	0			0
Other Reimbursements and Contributions	(20)			(20)
Customer and Client Receipts	(569)			(569)
Interest	0			0
Recharges	(2,562)			(2,562)
Reserves	0			0
GROSS INCOME	(3,151)	0	0	(3,151)
NET EXPENDITURE	291	5	(149)	147

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(142)	
Transfer between departments		
Technical adjustments	43	
Depreciation adjustments		
Overheads adjustments		
Use of reserves	(50)	(17.0)
TOTAL	(149)	(17.0)

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### **CORPORATE ITEMS**

Corporate Management is composed of Housing Benefit subsidy payments and entitlements, Agency contract, Coroners Court and Severance payments.

**FULL TIME EQUIVALENTS(FTE) Number of Permanent Staff** 

2015/16	2016/17
0	0

SUBJECTIVE ANALYSIS OF ESTIMATES	2015/16		Other	2016/17
	Original Estimate	Inflation	Variations	Estimate
	2015/16	£000	£000	£000
Evnanditura	2015/16	2000	£000	2000
Expenditure	688	8		696
Employees* Premises				_
	0	0		0
Transport	0	0		24.4
Supplies and Services	313	2		314
Third Party Payments	242	1		243
Transfer Payments	93,700			93,700
Support Services	3,677			3,677
Depreciation and Impairment Losses	0			0
GROSS EXPENDITURE	98,620	11	0	98,631
Income				
Government Grants	(93,647)			(93,647)
Other Reimbursements and Contributions	0			0
Customer and Client Receipts	0			0
Interest	0			0
Recharges	(0)			(0)
Reserves	0			0
GROSS INCOME	(93,647)	0	0	(93,647)
NET EXPENDITURE	4,973	11	0	4,984

Major Items	£000	fte
Savings Transfer between departments Technical adjustments Overheads adjustments	0	
TOTAL	0	0.0

<sup>\*</sup> The employee budgets shown here relate to employee redundancy payments. There are no FTE's in Corporate Items



## **2016/2017 ESTIMATES**

# CHILDREN, SCHOOLS AND FAMILIES **DEPARTMENT**

### CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

This Page contains the Budget for the whole Children, Schools and Families Department including funding provided directly to Merton's Schools

### **FULL TIME EQUIVALENTS**

Number of Permanent Staff

Number of DSG Staff

Number of Fixed term contracts

Total FTE

2015/16	2016/17	
445.0	448.8	
66.4	57.2	
24.5	22.5	
535.9	528.4	

SUBJECTIVE ANALYSIS OF ESTIMATES	2015/16 Estimate	Inflation	Other Variations	2016/17 Estimate	2016/17 DSG Estimate	2016/17 LA Estimate
	£000	£000	£000	£000	£000	£000
Expenditure						
Employees	26,420	11	105	26,536	4,403	22,133
Premises	1,465	4	79	1,548	71	1,477
Transport	3,375	16	910	4,301	66	4,235
Supplies and Services	164,049	180	(20,049)	144,180	128,907	15,273
Third Party Payments	30,573	82	(2,592)	28,063	11,885	16,178
Transfer Payments	360	0	28	388	0	388
Support Services	4,614	0	0	4,614	258	4,356
Depreciation and Impairment Losses	5,237	0	74	5,311	0	5,311
GROSS EXPENDITURE	236,093	293	(21,445)	214,941	145,590	69,351
Income						
Government Grants	(174,826)	0	19,143	(155,683)	(143,871)	(11,812)
Other Reimbursements and Contributions	(7,327)	0	1,189	(6,138)	(1,238)	(4,900)
Customer and Client Receipts	(3,026)	0	160	(2,866)	(243)	(2,623)
Interest	(44)	0	(2)	(46)	0	(46)
Recharges	0	0	0	0	0	0
Reserves	24	0	(262)	(238)	(238)	0
GROSS INCOME	(185,199)	0	20,228	(164,971)	(145,590)	(19,381)
NET EXPENDITURE	50,894	293	(1,217)	49,970	0	49,970

Major Items	£000	fte
Savings	(2,191)	-3.4
Overhead adjustments	0	
Depreciation adjustments	74	
Technical adjustments	1,578	
Revenuisation	0	
Use of Reserves adjustment	(678)	
TOTAL	(1,217)	(3.4)

SERVICE AREA ANALYSIS	2015/16		Other	2016/17	2016/17 DSG	2016/17 LA
	Estimate £000	Inflation £000	Variations £000	Estimate £000	Estimate £000	Estimate £000
Senior Management	1,505	2	(41)	1,466	0	1,460
Childrens Social Care	13,137	10	(138)	13,009	110	12,89
Commissioning, Strategy and Performance	14,128	41	(1,265)	12,904	3,658	9,24
Education	35,356	43	(975)	34,424	23,505	10,91
Schools	(20,872)	0	(1,266)	(22,138)	(27,273)	5,13
Other Childrens, Schools and Families	7,640	197	2,468	10,305	0	10,30
TOTAL NET EXPENDITURE	50,894	293	(1,217)	49,970	0	49,97



#### Senior Management

This budget contains provision for the Senior Management of Children, Schools and Familes Department.

#### **FULL TIME EQUIVALENTS**

Number of Permanent Staff Number of DSG Staff Number of Fixed term contracts Total FTE

2015/16	2016/17
4.0	4.0
0.0	0.0
0.0	0.0
4.0	4.0

SUBJECTIVE ANALYSIS OF ESTIMATES	2015/16		Other	2016/17	2016/17 DSG	2016/17 LA
	Estimate	Inflation	Variations	Estimate	Estimate	Estimate
	£000	£000	£000	£000	£000	£000
Expenditure						
Employees	609	9 0	4	613	0	613
Premises		0 0	0	0	0	0
Transport		1 0	Ô	1	0	1
Supplies and Services	864	4 2	(10)	856	0	856
Third Party Payments		7 0	Ó	7	0	7
Transfer Payments		0	0	0	0	0
Support Services	24	4 0	(35)	(11)	0	(11)
Depreciation and Impairment Losses		0	Ò	Ó	0	Ó
·						
GROSS EXPENDITURE	1,50	5 2	(41)	1,466	0	1,466
Income						
Government Grants		0	0	0	0	0
Other Reimbursements and Contributions		0	0	0	0	0
Customer and Client Receipts		0	0	0	0	0
Interest	\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \	0	0	0	0	0
Recharges		0	0	0	0	0
Reserves		0	0	0	0	0
GROSS INCOME		0	0	0	0	0
NET EXPENDITURE	1,50	5 2	(41)	1,466	0	1,466

Major Items	£000	fte
Overhead adjustments	0	
Transfer between departments	0	
Shared legal services devolved budgets	0	
Technical adjustments	(41)	
TOTAL	(41)	0.0

#### **Children's Social Care**

This budget contains the funding for central sosial work; family and adolescent servicee; Mash and child protection; permanency, placements and looked after children; as well as safeguarding, standards and training.

#### **FULL TIME EQUIVALENTS**

Number of Permanent Staff Number of DSG Staff Number of Fixed term contracts Total FTE

2015/16	2016/17
190.9	205.6
2.0	TBA
22.0	18.2
214.9	207.6

SUBJECTIVE ANALYSIS OF ESTIMATES	2015/16		Other	2016/17	2016/17 DSG	2016/17 LA
	Estimate	Inflation	Variations	Estimate	Estimate	Estimate
	£000	£000	£000	£000	£000	£000
Expenditure						
Employees	9,841	0	(180)	9,661	105	9,556
Premises	93	0	(40)	53	0	53
Transport	188	1	(24)	165	1	164
Supplies and Services	1,084	3	(254)	833	4	829
Third Party Payments	1,242	6	(87)	1,161	0	1,161
Transfer Payments	341	0	28	369	0	369
Support Services	1,744	0	0	1,744	0	1,744
Depreciation and Impairment Losses	11	0	(11)	0	0	0
GROSS EXPENDITURE	14,544	10	(568)	13,986	110	13,876
Income						
Government Grants	(881)	0	140	(741)	0	(741)
Other Reimbursements and Contributions	(526)	0	290	(236)	0	(236)
Customer and Client Receipts	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
GROSS INCOME	(1,407)	0	430	(977)	0	(977)
NET EXPENDITURE	13,137	10	(138)	13,009	110	12,899

Major Items	£000	fte
Savings	(200)	(2.4)
Overhead adjustments	0	
Depreciation adjustments	(11)	
Use of Reserves adjustment	(600)	
Technical adjustments	673	
TOTAL	(138)	(2.4)

#### Commissioning, Strategy and Performance

This page contains the budgets for access to resources service; policy, planning and performance; joint commissioning and partnerships; as well as contract procurement and school organisation.

#### **FULL TIME EQUIVALENTS**

Number of Permanent Staff Number of DSG Staff Number of Fixed term contracts Total FTE

2015/16	2016/17
36.8	37.2
5.9	5.9
2.5	2.5
45.2	45.6

#### SUBJECTIVE ANALYSIS OF ESTIMATES

Expenditure
Employees
Premises
Transport
Supplies and Services
Third Party Payments
Transfer Payments
Support Services
Depreciation and Impairment Losses
GROSS EXPENDITURE
Income
Income Government Grants
Government Grants
Government Grants Other Reimbursements and Contributions
Government Grants Other Reimbursements and Contributions Customer and Client Receipts
Government Grants Other Reimbursements and Contributions Customer and Client Receipts Interest
Government Grants Other Reimbursements and Contributions Customer and Client Receipts Interest Recharges
Government Grants Other Reimbursements and Contributions Customer and Client Receipts Interest Recharges

2015/16		Other	2016/17	2016/17 DSG	2016/17 LA
Estimate	Inflation	Variations	Estimate	Estimate	Estimate
£000	£000	£000	£000	£000	£000
2,208	0	(95)	2,113	211	1,902
418	2	0	420	20	400
36	0	(2)	34	2	32
4,317	21	(784)	3,554	51	3,503
7,262	18	(417)	6,863	3,365	3,498
0	0	0	0	0	0
472	0	5	477	37	440
0	0	0	0	0	0
		_			
14,713	41	(1,293)	13,461	3,686	9,775
()			(00)	0	(00)
(77)	0	9	(68)	0	(68)
(283)	0	76	(207)	(28)	(179)
(225)	0	(57)	(282)	0	(282)
0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	0
(585)	0	28	(557)	(28)	(529)
14,128	41	(1,265)	12,904	3,658	9,246
		( ,)	,	-,	.,

Major Items	£000	fte
Savings	(776)	0.0
Overhead adjustments	0	
Use of Reserves adjustment	(52)	
Revenuisation	0	
Technical adjustments	(437)	
TOTAL	(1,265)	0.0

#### Education

To page contains the budgets for school improvement; early years and children's centres; education inclusion; as well as special educational needs and disability integrated service.

#### **FULL TIME EQUIVALENTS**

Number of Permanent Staff Number of DSG Staff Number of Fixed term contracts Total FTE

2015/16	2016/17
211.1	199.8
58.5	67.6
0.0	1.7
269.6	269.0

SUBJECTIVE ANALYSIS OF ESTIMATES	2015/16		Other	2016/17	2016/17 DSG	2016/17 LA
	Estimate	Inflation	Variations	Estimate	Estimate	Estimate
	£000	£000	£000	£000	£000	£000
Expenditure						
Employees	10,955	0	400	11,355	3,434	7,921
Premises	908	1	119	1,028	5	1,023
Transport	3,150	15	936	4,101	61	4,040
Supplies and Services	15,368	20	(1,692)	13,696	11,941	1,755
Third Party Payments	11,761	7	(2,177)	9,591	8,521	1,070
Transfer Payments	19	0	0	19	0	19
Support Services	2,358	0	30	2,388	221	2,167
Depreciation and Impairment Losses	172	0	4	176	0	176
GROSS EXPENDITURE	44,691	43	(2,380)	42,354	24,183	18,171
Income						
Government Grants	(3,243)	0		(2,740)	(146)	(2,594)
Other Reimbursements and Contributions	(3,292)	0	923	(2,369)	(51)	(2,318)
Customer and Client Receipts	(2,800)	0	217	(2,583)	(243)	(2,340)
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	(238)	(238)	(238)	0
GROSS INCOME	(9,335)	0	1,405	(7,930)	(678)	(7,252)
NET EXPENDITURE	35,356	43	(975)	34,424	23,505	10,919

Major Items	£000	fte
Savings	(1,025)	(1.0)
Overhead adjustments	0	
Use of Reserves adjustment	(50)	
Depreciation adjustments	4	
Technical adjustments	96	
TOTAL	(975)	(1.0)

#### **Schools**

This budget covers schools funding as well as some centrally retained DSG money to support the schools function.

#### **FULL TIME EQUIVALENTS**

Number of Permanent Staff Number of DSG Staff Number of Fixed term contracts Total FTE

2015/16	2016/17
0.0	0.0
0.0	0.0
0.0	0.0
0.0	0.0

SUBJECTIVE ANALYSIS OF ESTIMATES	2015/16		Other	2016/17	2016/17 DSG	2016/17 LA
	Estimate	Inflation	Variations	Estimate	Estimate	Estimate
	£000	£000	£000	£000	£000	£000
Expenditure						
Employees	654	0	0	654	654	0
Premises	46	0	0	46	46	0
Transport	0	0	Ô	0	0	0
Supplies and Services	142,104	0	(17,114)	124,990	116,911	8,079
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Support Services	0	0	0	0	0	0
Depreciation and Impairment Losses	5,054	0	81	<b>5</b> ,135	0	5,135
GROSS EXPENDITURE	147,858	0	(17,033)	130,825	117,611	13,214
Income						
Government Grants	(167,701)	0	15,897	(151,804)	(143,725)	(8,079)
Other Reimbursements and Contributions	(1,029)	0	(130)	(1,159)	(1,159)	0
Customer and Client Receipts	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
GROSS INCOME	(168,730)	0	15,767	(152,963)	(144,884)	(8,079)
NET EXPENDITURE	(20,872)	0	(1,266)	(22,138)	(27,273)	5,135

Major Items	£000	fte
Depreciation adjustments	81	
Technical adjustments	(1,347)	
TOTAL	(1,266)	0.0

#### Other Children Schools and Families Budgets

This budget covers asylum seeker costs, past and present pension and redundancy costs, ESG income and PFI unitary charges.

#### **FULL TIME EQUIVALENTS**

Number of Permanent Staff Number of DSG Staff Number of Fixed term contracts Total FTE

2015/16	2016/17
2.2	2.2
0.0	0.0
0.0	0.0
2.2	2.2

SUBJECTIVE ANALYSIS OF ESTIMATES	2015/16		Other	2016/17	2016/17 DSG	2016/17 LA
	Estimate	Inflation	Variations	Estimate	Estimate	Estimate
	£000	£000	£000	£000	£000	£000
Expenditure						
Employees	2,152	10	(22)	2,140	0	2,140
Premises	0	0	0	0	0	0
Transport	0	0	0	0	0	0
Supplies and Services	312	135	(195)	252	0	252
Third Party Payments	10,301	52	88	10,441	0	10,441
Transfer Payments	0	0	0	0	0	0
Support Services	16	0	0	16	0	16
Depreciation and Impairment Losses	0	0	0	0	0	0
GROSS EXPENDITURE	12,781	197	(129)	12,849	0	12,849
Income						
Government Grants	(2,923)	0	2,594	(329)	0	(329)
Other Reimbursements and Contributions	(2,198)	0	29	(2,169)	0	(2,169)
Customer and Client Receipts	0	0	0	0	0	0
Interest	(44)	0	(2)	(46)	0	(46)
Recharges	0	0	0	0	0	0
Reserves	24	0	(24)	0	0	0
GROSS INCOME	(5,141)	0	2,597	(2,544)	0	(2,544)
NET EXPENDITURE	7,640	197	2,468	10,305	0	10,305

Major Items	£000	fte
Savings	(190)	
Overhead adjustments	0	
Use of Reserves adjustment	24	
Technical adjustments	2,634	
TOTAL	2,468	0.0



# **2016/2017 ESTIMATES**

# ENVIRONMENT AND REGENERATION DEPARTMENT

## **SUMMARY: ENVIRONMENT & REGENERATION**

FULL TIME EQUIVALENTS (FTE) **Permanent Staff Fixed Term Contract Total FTE** 

2015/16	2016/17
644	623
11	9
654	632

SERVICE AREA ANALYSIS
Street Scene and Waste
Public Protection and Development
Sustainable Communities
Senior Management and Support
TOTAL EXPENDITURE

С	CHANGE BETWEEN YEARS				
2015/2016 Original Estimate	Inflation	Other Variations	2016/2017 Estimate		
£000	£000	£000	£000		
17,733	71	(818)	16,986		
(7,944)	9	(1,748)	(9,683)		
14,196	44	(576)	13,664		
0	1	(194)	(193)		
23,985	125	(3,336)	20,774		

# **Departmental Summary**

**FULL TIME EQUIVALENTS (FTE) Permanent Staff Fixed Term Contract Total FTE** 

2015/16	2016/17
644	623
11	9
654	632

SUBJECTIVE ANALYSIS OF ESTIMATES	2015/2016		Other	2016/2017
	Original Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	23,428	0	(307)	23,121
Premises	2,966	23	51	3,040
Transport	8,861	13	(183)	8,691
Supplies and Services	4,728	16	(1,358)	3,386
Third Party Payments	10,289	73	(385)	9,977
Transfer Payments	9	0	(7)	2
Support Services	8,825	0	0	8,825
Depreciation and Impairment Losses	8,583	0	957	9,540
GROSS EXPENDITURE	67,689	125	(1,232)	66,582
Income				
Government Grants	(481)	0	365	(116)
Other Reimbursements and Contributions	(3,658)	0	244	(3,414)
Customer and Client Receipts	(36,908)	0	(2,713)	(39,621)
Recharges	0	0	0	0
Reserves	(2,656)	0	0	(2,656)
GROSS INCOME	(43,703)	0	(2,104)	(45,807)
NET EXPENDITURE	23,985	125	(3,336)	20,774

Major Items	£000	fte
Savings	(4,771)	(22)
Depreciation adjustments	957	
Overheads adjustments	0	
Transfer between departments	(18)	
Technical adjustments	1,607	
Use of Reserves adjustments	(1,111)	(3)
TOTAL	(3,336)	(24.4)

Street Scene and Waste: Transport Services, Waste Management and Operations.

**FULL TIME EQUIVALENTS (FTE) Permanent Staff Fixed Term Contract Total FTE** 

2015/16	2016/17
314	306
1	0
315	306

SUBJECTIVE ANALYSIS OF ESTIMATES	2015/2016		Other	2016/2017
	Original Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	9,338	0	13	9,351
Premises	276	0	(18)	258
Transport	8,231	10	(148)	8,093
Supplies and Services	1,137	3	(446)	694
Third Party Payments	6,674	58	(189)	6,543
Transfer Payments	2	0	0	2
Support Services	3,171	0	0	3,171
Depreciation and Impairment Losses	1,193	0	(88)	1,105
GROSS EXPENDITURE	30,022	71	(876)	29,217
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(1,016)	0	80	(936)
Customer and Client Receipts	(1,010)	0	(22)	(11,295)
Recharges	(11,273)	0	(22)	(11,233)
Reserves	0	0	0	0
110001100				
GROSS INCOME	(12,289)	0	58	(12,231)
NET EXPENDITURE	17,733	71	(818)	16,986

Major Items	£000	fte
Savings	(544)	(11.0)
Depreciation adjustments	(88)	
Overheads adjustments	0	
Technical adjustments	89	
Use of reserves adjustments	(275)	(1.0)
TOTAL	(818)	(12.0)

Public Protection: Regulatory Services Partnership, Parking Control, Safer Merton.

**FULL TIME EQUIVALENTS (FTE) Permanent Staff Fixed Term Contract Total FTE** 

2015/16	2016/17
146	142
1	0
147	142

SUBJECTIVE ANALYSIS OF ESTIMATES	2015/2016		Other	2016/2017
	Original Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	5,577	0	86	5,663
Premises	643	2	(24)	621
Transport	185	1	(16)	170
Supplies and Services	566	3	0	569
Third Party Payments	617	3	(5)	615
Transfer Payments	0	0	0	(0)
Support Services	1,474	0	0	1,474
Depreciation and Impairment Losses	212	0	(80)	132
GROSS EXPENDITURE	9,274	9	(39)	9,244
Income				
Government Grants	(108)	0	0	(108)
Other Reimbursements and Contributions	(1,279)	0	111	(1,168)
Customer and Client Receipts	(15,830)	0	(1,820)	(17,650)
Recharges	0	0	0	0
Reserves	(0)	0	0	(0)
GROSS INCOME	(17,217)	0	(1,709)	(18,926)
NET EXPENDITURE	(7,944)	9	(1,748)	(9,683)

Major Items	£000	fte
Savings	(3,065)	(3.0)
Depreciation adjustments	(80)	
Overheads adjustments	0	
Technical adjustments	1,397	
Use of Reserves adjustments	0	
-		
TOTAL	(1,748)	(3.0)

Sustainable Communities: Traffic and Highway Services, Development Control, Building Control, Physical Regeneration, Spatial Planning and Policy, Regeneration Partnerships, Property Management, Greenspaces, Leisure and Culture Development, Transport Planning & Safety Education, Business Performance.

**FULL TIME EQUIVALENTS (FTE) Permanent Staff Fixed Term Contract Total FTE** 

2015/16	2016/17
173	166
7	9
180	175

SUBJECTIVE ANALYSIS OF ESTIMATES	2015/2016		Other	2016/2017
	Original Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure	•			
Employees	7,574	0	(221)	7,353
Premises	2,046	21	93	2,160
Transport	425	2	(7)	420
Supplies and Services	2,825	9	(915)	1,919
Third Party Payments	2,998	12	(191)	2,819
Transfer Payments	7	0	(7)	0
Support Services	4,033	0	0	4,033
Depreciation and Impairment Losses	7,179	0	1,125	8,304
GROSS EXPENDITURE	27,087	44	(123)	27,008
Income				
Government Grants	(373)	0	365	(8)
Other Reimbursements and Contributions	(1,363)	0	53	(1,310)
Customer and Client Receipts	(9,804)	0	(871)	(10,675)
Recharges	(1,350)	0	0	(1,350)
Reserves	(0)	0	0	(0)
GROSS INCOME	(12,891)	0	(453)	(13,344)
NET EXPENDITURE	14,196	44	(576)	13,664

Major Items	£000	fte
Savings Depreciation adjustments Overheads adjustments Transfer between departments Technical adjustments	(1,092) 1,125 0 (18) 95	(6.2)
Use of Reserves adjustments	(686)	0.4
TOTAL	(576)	(5.8)

Senior Management and Support: The Department's senior management and secretarial support.

**FULL TIME EQUIVALENTS (FTE) Permanent Staff Fixed Term Contract Total FTE** 

2015/16	2016/17
11	9
2	0
13	9

SUBJECTIVE ANALYSIS OF ESTIMATES	2015/2016		Other	2016/2017
	Original Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	939	0	(185)	754
Premises	1	0	0	1
Transport	20	0	(12)	8
Supplies and Services	199	1	3	203
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	147	0	0	147
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	1,306	1	(194)	1,113
lanama.				
Income Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Recharges	(1,306)	0	0	(1,306)
Reserves	0	0	0	0
GROSS INCOME	(1,306)	0	0	(1,306)
NET EXPENDITURE	0	1	(194)	(193)

Major Items	£000	fte
Savings Overheads adjustments Technical adjustments Use of Reserves adjustments	(70) 0 26 (150)	(1.6)
TOTAL	(194)	(3.6)



# **2016/2017 ESTIMATES**

# **COMMUNITY AND** HOUSING **DEPARTMENT**

# **SUMMARY: COMMUNITY AND HOUSING**

Number of FTE Staff Number of FTE PCT TUPE staff Number of Fixed Term contract **Total FTE** 

2015/16	2016/17
466.32	394.33
22.74	22.18
2.00	2.00
491.06	418.51

SERVICE AREA ANALYSIS	2015/16			2016/17
	Original		Other	
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Adult Social Care	55,678	226	(4,460)	51,444
Libraries and Heritage	3,089	4	(216)	2,877
Merton Adult Education	80	3	74	157
Housing General Fund	2,151	8	(190)	1,969
Senior Management	402	1	0	403
NET EXPENDITURE	61,400	242	(4,792)	56,850

### **COMMUNITY AND HOUSING DEPARTMENT Total**

2015/16

(11,903)

(3,245)

(27,882)

61,400

The department includes Adult Social Care, Housing, Libraries and Merton Adult Education.

#### **FULL TIME EQUIVALENTS**

Number of FTE Staff Number of FTE PCT TUPE staff Number of Fixed Term contract **Total FTE** 

**SUBJECTIVE ANALYSIS OF ESTIMATES** 

2015/16	2016/17
466.32	394.33
22.74	22.18
2.00	2.00
491.06	418.51

2016/17

17,313 974 1,399 4,197 41,216 10,250 8,256 465

84,070

(4,424)(8,097)

(11,454)

(3,245)

(27,220)

56,850

449

662

(4,792)

0

242

	Original		Otner	
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	19,019	2	(1,708)	17,313
Premises	978	5	(9)	974
Transport	1,223	4	172	1,399
Supplies and Services	6,486	19	(2,308)	4,19
Third Party Payments	42,824	211	(1,819)	41,210
Transfer Payments	9,855	1	394	10,250
Support Services	8,256	0	0	8,256
Depreciation and Impairment Losses	641	0	(176)	465
GROSS EXPENDITURE	89,282	242	(5,454)	84,070
Income				
Government Grants	(4,060)	0	(364)	(4,424
Other Reimbursements and Contributions	(8,674)	0	577	(8,097

Other Variations are analysed as follows:

**Customer and Client Receipts** 

Interest Recharges

Reserves

**GROSS INCOME** 

**NET EXPENDITURE** 

Major Items	£000	fte
Savings	(5,379)	(61.97)
Growth	450	0
Overheads adjustments	0	0
Depreciation adjustments	(175)	0
Rebasing of Income	0	0
Technical adjustments	(14)	0
Transfers between departments	279	0
Grants	0	0
Other	295	0
Use of Reserves Adjustment	(403)	0.00
TOTAL	(4,947)	(61.97)

# COMMUNITY AND HOUSING DEPARTMENT Adult Education

Provides high quality learning and training needs of Merton communities for ages 16-65. Funded by LSC, MAE is able to support financially qualifying learners and or offer free courses. Services are provided through two main town centres Whatley Avenue, Wimbledon's Marlborough hall, and four neighbourhood centres, Cobham Court, Mictham's Canons house, Pollards Hill and Morden libraries. (Cabinet have approved decision to move the Adult Education model to a Commissioing model )

#### **FULL TIME EQUIVALENTS**

Number of FTE Staff

Number of Fixed Term contract

#### **Total FTE**

2015/16	2016/17
27.29	24.26
0.00	0.00
27.29	24.26

SUBJECTIVE ANALYSIS OF ESTIMATES	2015/16			2016/17
			Other	
	Original	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	1,891	0	(411)	1,480
Premises	166	1	0	167
Transport	4	0	(1)	3
Supplies and Services	350	2 0	0	352
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	335	0	0	335
Depreciation and Impairment Losses	92	0	(6)	86
GROSS EXPENDITURE	2,838	3	(418)	2,423
Income Government Grants	(1.055)	0	492	(1.462)
Other Reimbursements and Contributions	(1,955) 0	0	492	(1,463)
Customer and Client Receipts	(803)	0	0	(803)
Interest	(803)	0	0	(803)
Recharges	0	0	0	0
Reserves	0	0	0	0
I VEGET VEG	U	U		
GROSS INCOME	(2,758)	0	492	(2,266)
NET EXPENDITURE	80	3	74	157

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(8)	(0.50)
Growth	0	
Overheads adjustments	0	
Depreciation adjustments	(6)	
Rebasing of Income	0	
Technical adjustments	0	
Transfers between departments	0	
Grants	0	
Other	20	
Use of Reserves Adjustment	68	
TOTAL	74	(0.50)

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## **COMMUNITY AND HOUSING DEPARTMENT Library & Heritage Services**

Services are provided through three main town centre libraries, Mitcham, Morden, Wimbledon and four neighbourhood libraries, Donald Hope, Pollards Hill, Raynes Park and West Barnes. Additional services available are home visits and school services. Also available is the Heritage Service located at Morden Library.

FULL TIME EQUIVALENTS	2015/16	2016/17
Number of FTE Staff	45.71	42.56
Number of Fixed Term Contract	1.00	1.00
Total FTE	46.71	43.56

SUBJECTIVE ANALYSIS OF ESTIMATES	2015/16			2016/17
	Original		Other	
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	1,325	0	23	1,348
Premises	397	2	9	408
Transport	4	0	0	4
Supplies and Services	465	2	(18)	449
Third Party Payments	28.	0	(1)	27
Transfer Payments	0	0	0	0
Support Services	696	0	0	696
Depreciation and Impairment Losses	490	0	(187)	303
GROSS EXPENDITURE	3,405	4	(174)	3,235
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	(42)	(42)
Customer and Client Receipts	(316)	0	()	(316)
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
				ı .
GROSS INCOME	(316)	0	(42)	(358)
NET EXPENDITURE	3,089	4	(216)	2,877

Major Items	£000	fte
Savings	(96)	(1.00)
Growth	0	
Overheads adjustments	0	
Depreciation adjustments	(186)	
Rebasing of Income	0	
Technical adjustments	42	
Transfers between departments	0	
Grants	0	
Other	24	
Use of Reserves Adjustment	0	
TOTAL	(216)	(1.00)

# **COMMUNITY AND HOUSING DEPARTMENT Housing General Fund**

#### **Housing Needs and Enabling Service**

FULL TIME EQUIVALENTS	2015/16	2016/17
Number of FTE Staff	30.53	26.82
Number of Fixed Term Contract	0.00	0.00
Total FTE	30.53	26.82

SUBJECTIVE ANALYSIS OF ESTIMATES	2015/16			2016/17
	Original		Other	
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	1,222	0	(103)	1,119
Premises	39	0	0	39
Transport	28	0	0	28
Supplies and Services	203	1	5	209
Third Party Payments	1,396	6	860	2,262
Transfer Payments	304	1	(56)	249
Support Services	251	0	0	251
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	3,443	8	706	4,157
luccomo.				
Income Government Grants	(1,140)	0	(860)	(2,000)
Other Reimbursements and Contributions	(5)	0	(5)	(2,000)
Customer and Client Receipts	(147)	0	(31)	(178)
Interest	(147)	0	(31)	(170)
Recharges	0	0	0	0
Reserves	0	0	0	0
Neserves	O	O	O	Ů
GROSS INCOME	(1,292)	0	(896)	(2,188)
NET EXPENDITURE	2,151	8	(190)	1,969

Major Items	£000	fte
Savings	(215)	(3.71)
Growth	0	
Overheads adjustments	0	
Depreciation adjustments	0	
Rebasing of Income	0	
Technical adjustments	3	
Transfers between departments	0	
Grants	0	
Other	22	
Use of Reserves Adjustment	0	
TOTAL	(190)	(3.71)

## **COMMUNITY AND HOUSING DEPARTMENT Adult Social Care**

This area includes Older People, Mental Health, Learning Disability, Physical Disability and sensory Impaired clients. It also includes No Recourse to Public Fund, aids support and substance misuse clients, concessionary fares and clients receiving other services.

#### **FULL TIME EQUIVALENTS**

Number of FTE Staff Number of FTE PCT TUPE staff Number of Fixed Term Contract **Total FTE** 

2015/16	2016/17		
360.79	298.69		
22.74	22.18		
1.00	1.00		
384.53	321.87		

SUBJECTIVE ANALYSIS OF ESTIMATES	2015/16			2016/17
	Original		Other	
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	14,357	2	(1,217)	13,142
Premises	376	2	(18)	360
Transport	1,187	4	173	1,364
Supplies and Services	5,332	13	(2,295)	3,050
Third Party Payments	41,400	205	(2,678)	38,927
Transfer Payments	9,551	0	450	10,001
Support Services	6,932	0	0	6,932
Depreciation and Impairment Losses	59	0	17	76
GROSS EXPENDITURE	79,194	226	(5,568)	73,852
Income				
Government Grants	(965)	0	4	(961)
Other Reimbursements and Contributions	(8,669)	0	624	(8,045)
Customer and Client Receipts	(10,637)	0	480	(10,157)
Interest	0	0	0	0
Recharges	(3,245)	0	0	(3,245)
Reserves	0	0	0	0
GROSS INCOME	(23,516)	0	1,108	(22,408)
NET EXPENDITURE	55,678	226	(4,460)	51,444

Major Items	£000	fte
Savings	(5,060)	(56.76)
Growth	450	
Overheads adjustments	0	
Depreciation adjustments	17	
Rebasing of Income	0	
Technical adjustments	(59)	
Transfers between departments	279	
Grants	0	
Other	229	
Use of Reserves Adjustment	(471)	
TOTAL	(4,615)	(56.76)

# **COMMUNITY AND HOUSING DEPARTMENT** Senior Management

This area includes the cost of the Director and Executive Assistant

#### **FULL TIME EQUIVALENTS**

Number of FTE Staff

Number of Fixed Term Contract

**Total FTE** 

2015/16	2016/17	
2.00	2.00	
0.00	0.00	
2.00	2.00	

SUBJECTIVE ANALYSIS OF ESTIMATES	2015/16			2016/17
	Original		Other	
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	224	0	0	224
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	136	1	0	137
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	42	0	0	42
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	402	1	0	403
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	0	0	0	0
NET EXPENDITURE	402	1	0	403

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# COMMUNITY AND HOUSING DEPARTMENT Public Health

Public Health services comprise• Mandatory Services: Sexual health, NHS health checks, National Child Measurement Programme, Support to Clinical Commissioning groups, and assurance of health emergency preparedness.• Universal Services: Smoking cessation, Drugs and alcohol, Obesity and Health Visiting Services.

#### **FULL TIME EQUIVALENTS**

Number of FTE Staff

Number of Fixed Term Contracts

**Total FTE** 

2015/16	2016/17
14.77	15.43
0.00	0.00
14.77	15.43

SUBJECTIVE ANALYSIS OF ESTIMATES	2015/16			2016/17
	Original		Other	
	Estimate	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	995	0	131	1,126
Premises	2	0	0	2
Transport	2	0	0	2
Supplies and Services	4,721	0	(1,283)	3,438
Third Party Payments	4,155	0	2,602	6,757
Transfer Payments	0	0	0	0
Support Services	172	0	0	172
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	10,047	0	1,450	11,497
Income				
Government Grants	(9,236)	0	(1,945)	(11,181)
Other Reimbursements and Contributions	(491)	0	191	(300)
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	(9,727)	0	(1,754)	(11,481)
NET EXPENDITURE	320	0	(304)	16

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(1,112)	
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1,945	
16	
(1,153)	
(304)	0.00
	0 1,945 16 (1,153)

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