

Committee: Sustainable Communities Overview and Scrutiny Panel

1 November 2016

Healthier Communities & Older People Overview and Scrutiny Panel

8 November 2016

Children and Young People Overview and Scrutiny Panel

9 November 2016

Overview and Scrutiny Commission

15 November 2016

Agenda item:

Wards:

Subject: Business Plan Update 2017-2021

Lead officer: Caroline Holland

Lead member: Councillor Mark Allison

Contact officer: Paul Dale

Forward Plan reference number:

Recommendations:

1. That the Panel considers the proposed amendments to savings, and associated equalities analysis where applicable, set out in Appendix 1 and Appendix 4 of the attached report on the Business Plan 2017-2021 which it is proposed are incorporated into the draft MTFS 2017-21.
2. That the Panel considers the draft capital programme 2017-21 and indicative programme for 2022-26 set out in Appendix 3 of the attached report on the Business Plan
3. That the Overview and Scrutiny Commission considers the comments of the Panels on the Business Plan 2017-2021 and provides a response to Cabinet when it meets on the 12 December 2016.

1. Purpose of report and executive summary

- 1.1 This report requests Scrutiny Panels to consider the latest information in respect of the Business Plan and Budget 2017-21, including proposed amendments to

savings previously agreed by Council and associated equalities assessments where applicable, and the draft capital programme 2017-21, and feedback comments to the Overview and Scrutiny Commission.

- 1.2 The Overview and Scrutiny Commission will consider the comments of the Panels and provide a response on the Business Plan 2017-21 to Cabinet when it meets on the 12 December 2016.

2. **Details - Revenue**

- 2.1 The Cabinet of 12 October 2016 received a report on the business plan for 2017-21.

- 2.2 At the meeting Cabinet

RESOLVED: That

1. That Cabinet agree the proposed amendments to savings set out in Appendix 1 and incorporate the financial implications into the draft MTFS 2017-21.
2. That Cabinet agrees the latest draft Capital Programme 2017-21 detailed in Appendix 3 for consideration by scrutiny in November and notes the indicative programme for 2022-26.

3. **Alternative Options**

- 3.1 It is a requirement that the Council sets a balanced budget. The Cabinet report on 12 October 2016 sets out the progress made towards setting a balanced budget. This identified the current budget position that needs to be addressed between now and the report to Cabinet on 12 December 2016, with further reports to Cabinet on 16 January 2017 and 13 February 2017, prior to Council on 1 March 2017, agreeing the Budget and Council Tax for 2017/18 and the Business Plan 2017-21, including the MTFS and Capital Programme 2017-21.

4. **Capital Programme 2017-21**

- 4.1 Details of the draft Capital Programme 2017-21 were agreed by Cabinet on 12 October 2016 in the attached report for consideration by Overview and Scrutiny panels and Commission.

5. **Consultation undertaken or proposed**

- 5.1 Further work will be undertaken as the process develops.

6. **Timetable**

- 6.1 The timetable for the Business Plan 2017-21 including the revenue budget 2017/18, the MTF5 2017-21 and the Capital Programme for 2017-21 was agreed by Cabinet on 19 September 2016.

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

- 7.1 These are set out in the Cabinet report for 12 October 2016. (Appendix 1)

8. **Legal and statutory implications**

- 8.1 All relevant implications have been addressed in the Cabinet reports. Further work will be carried out as the budget and planning proceeds and will be included in the budget report to Cabinet on the 12 December 2016.
- 8.2 Detailed legal advice will be provided throughout the budget setting process further to any proposals identified and prior to any final decisions.

9. **Human Rights, Equalities and Community Cohesion Implications**

- 9.1 All relevant implications will be addressed in Cabinet reports on the business planning process.
- 9.2 A draft equalities assessment has been carried out with respect to the proposed replacement savings where applicable and is included as Appendix 4 to the Business Plan report (Appendix1).

10. **Crime and Disorder implications**

- 10.1 All relevant implications will be addressed in Cabinet reports on the business planning process.

11. **Risk Management and Health and Safety Implications**

- 11.1 All relevant implications will be addressed in Cabinet reports on the business planning process.

Appendices – the following documents are to be published with this report and form part of the report

Appendix 1: Cabinet report 12 October 2016: Draft Business Plan 2017-21

BACKGROUND PAPERS

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

Budget files held in the Corporate Services department.

2016/17 Budgetary Control and 2015/16 Final Accounts Working Papers in the Corporate Services Department.

Budget Monitoring working papers

MTFS working papers

13. **REPORT AUTHOR**

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email: paul.dale@merton.gov.uk Budget files held in the Corporate Services department.

Cabinet

Date: 12 October 2016

Subject: Draft Business Plan 2017-21

Lead officer: Caroline Holland – Director of Corporate Services

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

Contact Officer: Paul Dale

Urgent report:

Reason for urgency: The chairman has approved the submission of this report as a matter of urgency as it provides the latest available information on the Business Plan and Budget 2017/18 and requires consideration of issues relating to the Budget process and Medium Term Financial Strategy 2017-2021. It is important that this consideration is not delayed in order that the Council can work towards a balanced budget at its meeting on 1 March 2017 and set a Council Tax as appropriate for 2017/18.

Recommendations:

1. That Cabinet agree the proposed amendments to savings set out in Appendix 1 and incorporate the financial implications into the draft MTFS 2017-21.
 2. That Cabinet agrees the latest draft Capital Programme 2017-21 detailed in Appendix 3 for consideration by scrutiny in November and notes the indicative programme for 2022-26.
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1. Purpose of report and executive summary

- 1.1 This report provides an update on progress towards preparing the Business Plan 2017-21 and requests Cabinet to consider and agree some proposed amendments to savings, including replacement savings, which have been approved previously and are incorporated into the current MTFS.
- 1.3 The report also provides details of the latest capital programme, including new bids and an indicative programme for 2021- 2025

Details

2. Medium Term Financial Strategy 2017-21

- 2.1 At its meeting on 19 September 2016 Cabinet considered a report which updated the Business Plan 2017-21. At the meeting it was resolved that Cabinet:-

1. That Cabinet notes the rolled forward MTFS for 2017 - 21.
2. That Cabinet confirm the latest position with regards to savings already in the MTFS.
3. That Cabinet agrees the approach to setting a balanced budget using weighted controllable expenditure for each department as the basis for the setting of targets.
4. That Cabinet agrees the proposed departmental targets to be met from savings and income.
5. That Cabinet review the targets and the MTFS at the next meeting in light of the actions identified in response to the monitoring report recommendations set out elsewhere on this agenda.
6. That Cabinet agrees the timetable for the Business Plan 2017-21 including the revenue budget 2017/18, the MTFS 2017-21 and the Capital Programme for 2017-21.
7. That Cabinet note the process for the Service Plan 2017-21 and the progress made so far.
8. That Cabinet consider and review the draft Efficiency Plan at Appendix 3 and request officers to submit a final version to the DCLG by the deadline of 14 October 2016 in order to qualify for the four year funding offer.

2.2 In the September Cabinet report, the following budget gap was identified before identifying any new savings and income proposals:-

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Budget Gap in MTFS	0	0	2,224	17,267

2.3 The September Cabinet report set out initial targets, based on controllable spend and shortfalls in previously identified targets, to balance the MTFS agreed by Council in March 2016 to 2019/20 at this stage for each department as follows:-

SERVICE DEPARTMENT'S SAVINGS TARGETS FOR 2017-2021 BUSINESS PLANNING PROCESS	Total £000
Corporate Services	586
Children, Schools & Families	912
Environment & Regeneration	1,659
Community & Housing	312
Total Savings/Income Proposals	3,469

3. Proposed Amendments to Previously Agreed Savings

- 3.1 In recent years, the introduction of multi-year financial planning has resulted in savings agreed in a particular financial year having an impact on future years. These have been incorporated into the Council's Medium Term Financial Strategy. The full year effect of savings in the current MTFS from 2017/18 onwards is shown in the following table:-

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Total £000
Corporate Services	1,679	1,563	0	0	3,242
Children, Schools & Families	1,050	516	0	0	1,566
Environment & Regeneration	4,000	537	0	0	4,537
Community & Housing	2,700	3,128	0	0	5,828
Total	9,429	5,744	0	0	15,173
Cumulative total	9,429	15,173	15,173	15,173	

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

3.2.1 Corporate Services

There are a number of savings that it is proposed to reprofile from 2017/18 to 2018/19 and a replacement which ensures that there is no overall impact on the MTFS.

3.2.2 Children, Schools and Families

Savings in Commissioning, Strategy, and Performance totalling £485k are proposed to be replaced by alternative savings which total £719k. The balance of £234k will be applied as part of savings proposals to meet the CSF target as set out in the table in paragraph 2.3.

3.2.3 Environment and Regeneration

There is a replacement saving proposed for saving E&R43 in 2017/18 which is for £70k. There is no overall financial impact arising from this change.

3.2.4 Community and Housing

There is a replacement saving proposed for libraries which results in a net shortfall of £27k.

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

3.3 Summary

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

SUMMARY (cumulative)	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Total £000
Corporate Services	0	0	0	0	0
Children, Schools & Families	(60)	27	(201)	0	(234)*
Environment & Regeneration	0	0	0	0	0
Community & Housing	27	0	0	0	27**
Total	(33)	27	(201)	0	(207)
Net Cumulative total	(33)	(6)	(207)	0	(207)

* The net increase in savings will be applied against the CSF target set out in paragraph 2.3.

** The net shortfall in savings will be added to C&H Savings Target to be found from savings still to be identified

4. **Capital Programme for 2017-21**

4.1 The report to Cabinet in September 2016 provided information on the capital financing costs of the Capital Programme based on the July monitoring position and assumed the maximum use of capital receipts.

4.2 In this report, the draft Capital Programme 2017-21 is discussed. It includes the latest information based on August monitoring information and also includes the addition of new schemes commencing in 2020/21. An indicative programme for 2022-26 is also provided. The draft programme is set out in Appendix 3.

4.3 The bidding process for 2020/21 was launched on 27 June 2016.

4.4 The current capital provision and associated revenue implications in the currently approved capital programme, based on August 2016 monitoring information, are as follows:-

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Capital Programme	45,897	26,690	15,494	8,475
Revenue Implications	12,543	11,503	12,439	12,873

4.5 The change in the capital programme since that reported to Cabinet on 19 September 2016, based on July 2015 monitoring information, is summarised in the following table:-

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Capital Programme:				
- Cabinet 19 September 2016	45,651	32,795	17,502	14,731
- Revised Position with Slippage revisions and new schemes	45,897	26,690	15,494	8,475
Change	246	(6,105)	(2,008)	(6,256)
Revenue impact				
Cabinet 19 September 2016	12,686	11,765	12,800	13,318
Revised	12,543	11,503	12,439	12,873
Change	(143)	(262)	(361)	(445)

- 4.6 The programme has been rigorously reviewed and reduced where appropriate. The changes made to the programme are detailed within Appendix 3, along with movements when compared to the current programme. This review is continuing and it is envisaged that further information will be presented to December 2016 Cabinet.

5. Update to MTFS 2017-21

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

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Budget Gap in MTFS	0	0	1,386	16,615

- 5.2 A more detailed MTFS is included as Appendix 2.
- 5.3 It is anticipated that new revenue savings/income proposals and revisions to the capital programme will continue to be identified during the business planning process and these will be included in future reports to Cabinet in accordance with the agreed timetable and these will go onto Overview and Scrutiny Panels and the Commission in January 2017.

6. Alternative Options

- 6.1 The range of options available to the Council relating to the Business Plan 2017-21 and for setting a balanced revenue budget and fully financed capital programme will be presented in reports to Cabinet and Council in accordance with the agreed timetable.

7. Consultation Undertaken or Proposed

7.1 All relevant bodies have been consulted.

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

Sustainable Communities	1 November 2016
Healthier Communities and Older People	8 November 2016
Children and Younger People	9 November 2016
Overview and Scrutiny Commission	15 November 2016

7.3 As for 2016/17, it is proposed that a savings proposals consultation pack will be prepared and distributed to all councillors at the end of December 2016 that can be brought to all Scrutiny and Cabinet meetings from 9 January 2017 onwards and to Budget Council. This was an improvement introduced last year for both councillors and officers – it was more manageable for councillors and ensures that only one version of those documents is available so referring to page numbers at meetings is easier. It considerably reduces printing costs and reduces the amount of printing that needs to take place immediately prior to Budget Council.

7.4 The pack will include:

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

7.5 The Council launched a consultation with residents on council tax and council spending on 9 September 2016. Residents have until 4 November 2016 to respond and the outcome will be used to inform the decisions made with respect to the council tax and MTFs for 2017-21 as part of the Business Planning Process.

8. Timetable

8.1 In accordance with current financial reporting timetables.

8.2 The proposed timetable for developing the business plan and service plans was approved by Cabinet on 19 September 2016.

9. Financial, resource and property implications

9.1 As contained in the body of the report.

9.2 The Chancellor of the has announced that there will be an Autumn Statement published on 23 November 2016. Overall funding allocations for local government will be notified in the review but details of provisional funding

allocations for each local authority will not be known until the provisional Local Government Finance Settlement is published in mid/late December 2015.

10. Legal and statutory implications

10.1 As outlined in the report.

11. Human rights, equalities and community cohesion implications

11.1 None for the purposes of this report, these will be dealt with as the budget is developed for 2017 – 2021.

11.2 Equalities Assessments for replacement savings are provided in Appendix 4.

12. Crime and Disorder Implications

12.1 Not applicable.

13. Risk Management and health and safety implications

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

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

Appendix 1 – Proposed Amendments to previously agreed savings

Appendix 2 – Latest draft MTFS 2017-21

Appendix 3 – Draft Capital Programme 2017-21

Appendix 4 - Equalities analyses for new and replacement savings

15. Background Papers

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

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

Budget Monitoring working papers

MTFS working papers

16. REPORT AUTHOR

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CORPORATE SERVICES SAVINGS - Original Savings

	Ref	Description of Saving		Baseline Budget £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CS71	Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Infrastructure & Transactions</u> Delete two in house trainers posts None 2 posts None None None		85	Low	Low	SS2
	CS75	Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Human Resources</u> Review of COT team staffing in light of potential for 4-borough shared service opportunities Aims to improve efficiencies and economies of scale through a wider partnership approach Likely to be x1 FTE reduction arising from staffing review Need to ensure service standards are maintained Need to ensure that service standards are maintained in light of staffing reductions Given the profile of the workforce is mainly female this will have an equality impact	506	58	M	M	SS1

CORPORATE SERVICES SAVINGS - Original Savings

	Ref	Description of Saving	Baseline Budget £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CSD2	<p align="center"><u>Infrastructure & Transactions</u></p> <p>Description Energy Savings (Subject to agreed investment of £1.5M)</p> <p>Service Implication None</p> <p>Staffing Implications None</p> <p>Business Plan implications Will contribute towards improving performance in respect to business plan targets for the reduction of CO2 emissions from the Councils buildings.</p> <p>Impact on other departments None</p> <p>Equalities Implications None</p>		150	M	L	SNS1

CORPORATE SERVICES SAVINGS - Original Savings

	Ref	Description of Saving		Baseline Budget £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CSD7	<u>Division Description</u>	<u>Infrastructure & Transactions</u> Restructure Post & Print section and delete 2 FTE posts.	382	47	L	L	SS2
		<u>Service Implication</u>	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.					
		<u>Staffing Implications</u>	Delete 2 FTE posts which will result in two staff redundancies.					
		<u>Business Plan implications</u>	None					
		<u>Impact on other departments</u>	Reduction in current level of service may impact some time critical processes.					
		<u>Equalities Implications</u>	None					
	CSD30	<u>Division Description</u>	<u>Human Resources</u> Schools COT support (delivery of schools buy-back service)	425	152	H	H	SS2
		<u>Service Implication</u>	Removal of dedicated COT support for schools					
		<u>Staffing Implications</u>	Post reductions					
		<u>Business Plan implications</u>	No dedicated COT service					
		<u>Impact on other departments</u>	No dedicated COT service					
		<u>Equalities Implications</u>	Impacts on female workforce					
Total					492			

CORPORATE SERVICES SAVINGS - Replacement Savings

	Ref	Description of Saving		Baseline Budget £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CS71	Description	<u>Infrastructure & Transactions</u> Delete two in house trainers posts		(42)	(43)	Low	Low	SS2
		Service Implication	None						
		Staffing Implications	2 posts						
		Business Plan implications	None						
		Impact on other departments	None						
		Equalities Implications	None						
	CS75	Description	<u>Human Resources</u> Review of COT team	506		(58)	M	M	SS1
		Service Implication	Aims to improve efficiencies and economies of scale through a wider partnership approach						
		Staffing Implications	Likely to be x1 FTE reduction arising from staffing review						
		Business Plan implications	Need to ensure service standards are maintained						
		Impact on other departments	Need to ensure that service standards are maintained in light of staffing reductions						
		Equalities Implications	Given the profile of the workforce is mainly female this will have an equality impact						

CORPORATE SERVICES SAVINGS - Replacement Savings

	Ref	Description of Saving	Baseline Budget £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CSD2	<p align="center">Infrastructure & Transactions</p> <p>Description Energy Savings (Subject to agreed investment of £1.5M)</p> <p>Service Implication None</p> <p>Staffing Implications None</p> <p>Business Plan implications Will contribute towards improving performance in respect to business plan targets for the reduction of CO2 emissions from the Councils buildings.</p> <p>Impact on other departments None</p> <p>Equalities Implications None</p>			(150)	M	L	SNS1
	CSD7	<p>Division Infrastructure & Transactions</p> <p>Description Restructure Post & Print section and delete 2 FTE posts.</p> <p>Service Implication 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.</p> <p>Staffing Implications Delete 2 FTE posts which will result in two staff redundancies.</p> <p>Business Plan implications None</p> <p>Impact on other departments Reduction in current level of service may impact some time critical processes.</p> <p>Equalities Implications None</p>	382		(47)	L	L	SS2

CORPORATE SERVICES SAVINGS - Replacement Savings

	Ref	Description of Saving		Baseline Budget £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CSD30	Division Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Human Resources Schools COT support (delivery of schools buy-back service) Removal of dedicated COT support for schools Post reductions No dedicated COT service No dedicated COT service Impacts on female workforce	425		(152)	H	H	SS2
	Replacement	Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Review of balance sheet management None None To offset savings deferred to 2018/19 None None		(450)	450	M	L	SNS1
TOTAL					(492)	0			
ORIGINAL SAVINGS					492	0			
NET CHANGE					0	0			

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

Panel	Ref	Description of Saving		Baseline Budget £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact
C&YP	CSF2015-05	<u>Service Description</u>	<u>Commissioning, Strategy and Performance</u> Property and contracts service review.	451		55			Medium	Medium
C&YP	CSF2015-06	<u>Service Description</u>	<u>Cross Cutting</u> Data review & centralisation.	377	40				Medium	Low
C&YP	CSF2015-09	<u>Service Description</u>	<u>Cross Cutting</u> Review of CSF staffing structure beneath management level.	1,049	189	201			Medium	Low
Total Children, Schools and Families Savings						229	256	0	0	

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

Panel	Ref	Description of Saving		Baseline Budget 16/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact
C&YP	CSF2015-05	<u>Service Description</u> <u>Service Implication</u> <u>Staffing Implications</u> <u>Business Plan implications</u> <u>Impact on other departments</u> <u>Equalities Implications</u> <u>TOM Implications</u>	<u>Commissioning, Strategy and Performance</u> Schools organisation and contracts service review. There will be a lower volume of capital works to expand school provision and fewer contracts to manage enabling a reduction in project and contract management capacity. 1 FTE project manager post out of 3. None specific None specific We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs. The TOM refresh includes 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	65				Medium	Medium

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Panel	Ref	Description of Saving		Baseline Budget 16/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact
C&YP	CSF2015-06	<p><u>Service</u></p> <p>Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p> <p>TOM Implications</p>	<p><u>Cross Cutting</u></p> <p>Data review & centralisation.</p> <p>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. Reduced capacity will impact on the deliverability of increased inspection burdens which is why the risk score for this saving has been revised.</p> <p>1 FTE staffing of overall pool of 8 posts.</p> <p>None</p> <p>We will focus on statutory returns which may impact on requests from other departments.</p> <p>We will use the Council's agreed HR policies and procedures for restructuring. An EA will be developed for the service change staffing proposals.</p> <p>The TOM refresh includes 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. Delivery of a functioning MOSAIC product is key to delivering this saving.</p>	377		40			Medium	Medium

Draft

Panel	Ref	Description of Saving		Baseline Budget 16/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact
C&YP	CSF2015-09	<u>Service</u>	<u>Cross Cutting</u>							
		Description	Review of CSF staffing structure beneath management level.	1,049		189	201		High	Medium
		Service Implication	Deliver for September 2018 so estimated full year effect of £390k split over two years. With changes to the structure of the department, the implementation of SCIS and a focus on minimal education and social care core functions we will redesign our workforce across the smaller department. We have reviewed our workforce following our strategy to reduce agency cost and changes to team management positions. Due to less experienced staff and increased inspection burdens, we revised the risk score for this saving.							
		Staffing Implications	Expect a reduction of 13 posts from a total of 65FTE.							
		Business Plan implications	We will prioritise our core statutory education and social care functions.							
		Impact on other departments	A smaller workforce will reduce our ability to work on cross cutting issues and new developments.							
		Equalities Implications	We will use the Council's agreed HR policies and procedures for restructuring. An EA will be developed for the service change staffing proposals.							
		TOM Implications	The TOM refresh includes 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. Delivery of a functioning MOSAIC product is key to delivering this saving.							

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Panel	Ref	Description of Saving		Baseline Budget 16/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact
C&YP	CSF2016-01	Service Description	Cross Cutting Deletion of Assistant Director, Service Manager and half an admin support posts as part of phased restructure of the department.	1,509	224				High	Medium
		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 department. A phased approach across two years is proposed to enable a managed transition to a significantly downsized department.							
		Staffing Implications	2.5 FTE post reductions out of an establishment of 18 FTE in the Senior Leadership Team and 30+ wider management posts across CSF.							
		Business Plan implications	We will prioritise our core statutory education and social care functions however there will likely be reductions in volume and outcomes.							
		Impact on other departments	A smaller management team will reduce our ability to work on cross cutting issues and new developments. This will have an impact on management support for partnership working.							
		Equalities Implications	We will use the Council's agreed HR policies and procedures for restructuring. A single EIA will be developed for the service change staffing proposals.							
		TOM Implications	The TOM refresh will include an increased focus on delivering the restructure. The continued focus on LEAN processes and disciplined performance management will be critical. There are inter-dependencies to potential national policy development with regard to Adoption, Youth Justice and the Council's education duties which will impact on the deliverability of this saving.							
Total Children, Schools and Families Savings					289	229	201	0		

The net £234k increase in savings will be allocated towards the 2019/20 savings target for CSF

60 -27 201 0 234

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

Panel	Ref	Description of Saving		2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
2015/18	E&R43	Service/Section Description Service Implication	Safer Merton Reductions in staffing across Safer Merton Reduction of our Community Safety offer to a statutory minimum which would be ASB , Annual Strategic Assessment, some Domestic Violence work, and limited strategic / partnership activity.	70	High	High	SS2
		Staffing Implications	2-3 FTEs to be deleted				
		Business Plan	This is in line with the team's TOM.				
		Impact on other	Council wide				
		Equalities Implications	Crime affects all members of the Community . Higher levels of crime are reported in more deprived parts of the borough and any reduction in capacity would potentially affect these areas more .				
		TOM Implications	None				

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

Panel	Ref	Description of Saving		2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
2015/18	E&R43	Service/Section Description	Safer Merton Reprofiling how Safer Merton will achieve savings of £70,000 in 2017-18. The reprofiling will see staff levels maintained and budget reductions met through cutting back on non statutory budgetary spend.	70	High	High	SNS1
		Service Implication	By reviewing every single budget line within Safer Merton's full budget profile we have identified a range of efficiencies to be made. The service will operate only with essential spend requirements and we will remove large, non statutory service costs. By making savings from each cost line we will achieve budget reduction without the need to further reduce staffing levels				
		Staffing Implications	No reduction in staff				
		Business Plan implications	In line with the TOM				
		Impact on other departments	No additional impacts. Addressing crime and disorder remains a council wide responsibility				
		Equalities Implications	Crime affects all areas of the borough and all of the communities whom live within it. The partnerships response to these issues requires a strong Safer Merton service and as such not reducing staffing further is vital to achieving this outcome				
		TOM Implications	None				

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

Original Savings			Revised Savings				Risk Analysis - Deliverability	Risk Analysis - Reputational Impact	Risk Analysis - Deliverability	Risk Analysis - Reputational Impact	Type of Saving (see key)	New Ref
Ref	Description of Saving	2017/18 £'000	Description of Saving	2016/17 £000	2017/18 £000	2018/19 £000						
CH67 2017/18	Library & Heritage Service-Shared Management Structure	130	<p>Libraries</p> <p>Description Additional staffing efficiencies and consolidation of branch managers</p> <p>Service Implications This proposal works in conjunction with the agreed savings of CH7 and CH49 and will further consolidate staffing across libraries whilst ensuring that all libraries remain open with current opening hours arrangements in place.</p> <p>Staffing Implications This proposal along with CH7 and CH49 will require an organisational restructure of the library service and a greater dependency on security services and volunteers. The overall FTE reduction is estimated at 10.65 FTE .</p> <p>Business Plan Implications A reduction in staffing capacity could lead to reductions in achievement against KPI's and some key projects but this is mitigated by ensuring that the focus remains on key business plan objectives including library redevelopments and the schools and libraries membership scheme.</p> <p>Impact on other departments Reduced capacity could lead to a reduction in customer support. This may have an impact on assisted digital support work but will be mitigated by reducing backroom processes and increasing voluntary support.</p> <p>Equalities Implications An Equalities Analysis has been completed and key actions identified will be implemented.</p>	0	63			H	H		SS2	CH70
CH67 2017/18	Library & Heritage Service-Shared Management Structure		<p>Description Reduction in People's Network costs</p> <p>Service Implications Reductions in line costs and contracts mean that current levels of service for public Internet computers and Wi-Fi can be delivered at a reduced cost.</p> <p>Staffing Implications Not applicable.</p> <p>Business Plan Implications Not applicable - no impact on service.</p> <p>Impact on other departments Reduction in budget will mean that there will be no budget available for any unplanned works or upgrades.</p> <p>Equalities Implications None identified.</p>	0	40			M	L		SNS1	CH71
Total: Community and Housing Replacement Savings				0	103	0	0					
Total: Community and Housing Deleted Savings				0	130	0	0					
Net Shortfall: Community and Housing Savings				0	27	0	0					

DRAFT MTFS 2017-21:				
	2017/18	2018/19	2019/20	2020/21
	£000	£000	£000	£000
Departmental Base Budget 2016/17	139,982	139,982	139,982	139,982
Inflation (Pay, Prices)	3,122	6,244	9,366	12,488
Autoenrolment/Nat. ins changes	857	1,172	1,172	1,172
FYE – Previous Years Savings	(9,429)	(15,173)	(15,173)	(15,173)
Amendments to previously agreed savings	(33)	(33)	(6)	(207)
Change in Net Appropriations to/(from) Reserves	(1,281)	(1,767)	(1,478)	(1,981)
Taxi card/Concessionary Fares	450	901	1,351	1,801
Other	71	144	1,816	3,470
Re-Priced Departmental Budget	133,739	131,470	137,030	141,551
Treasury/Capital financing	12,543	11,503	12,439	12,873
Pensions	4,592	4,799	5,015	5,015
Other Corporate items	(13,171)	(12,824)	(13,175)	(13,175)
Levies	628	628	628	628
Sub-total: Corporate provisions	4,592	4,106	4,907	5,341
Sub-total: Repriced Departmental Budget + Corporate Provisions	138,331	135,576	141,937	146,892
Savings/Income Proposals 2017/18	0	0	0	0
Sub-total	138,331	135,576	141,937	146,892
Appropriation to/from departmental reserves	(719)	(233)	(522)	(19)
Appropriation to/from Balancing the Budget Reserve	1,852	(2,220)	(7,891)	0
BUDGET REQUIREMENT	139,464	133,123	133,524	146,873
Funded by:				
Revenue Support Grant	(15,520)	(10,071)	(5,076)	0
Business Rates (inc. Section 31 grant)	(34,847)	(35,553)	(36,295)	(36,952)
PFI Grant	(4,797)	(4,797)	(4,797)	(4,797)
New Homes Bonus	(4,763)	(2,993)	(2,871)	(2,000)
Council Tax inc. WPC	(79,313)	(79,708)	(83,098)	(86,509)
Collection Fund – (Surplus)/Deficit	(224)	0	0	0
TOTAL FUNDING	(139,464)	(133,123)	(132,137)	(130,258)
GAP including Use of Reserves (Cumulative)	0	0	1,386	16,615

Capital Programme as at August 2016 Monitoring - October 2016 Cabinet with Bids

Department	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Community and Housing									
<u>Libraries</u>									
Library Self Service	0	0	0	350,000	0	0	0	0	350,000
Colliers Wood Re-Fit	150,000	0	0	0	0	0	0	0	0
West Barnes Library Re-Fit	200,000	0	0	0	0	0	0	0	0
Library Management System	100,000	0	0	0	0	0	0	0	0
<u>Housing</u>									
Disabled Facilities Grant	755,000	628,900	280,000	280,000	280,000	280,000	280,000	280,000	280,000
Total Community and Housing	1,205,000	628,900	280,000	630,000	280,000	280,000	280,000	280,000	630,000

Capital Programme as at August 2016 Monitoring - October 2016 Cabinet with Bids

Environment and Regeneration									
<u>Footways</u>									
Repairs to Footways	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
<u>Greenspaces</u>									
Parks investment	201,000	307,500	295,000	300,000	300,000	300,000	300,000	300,000	300,000
Parks Bins - Finance Lease	34,000	27,500	0	0	0	0	0	0	0
Pay & Display Machine	0	0	60,000	0	0	0	0	60,000	60,000
<u>Highways General Planned Works</u>									
Surface Drainage Water	69,000	72,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000
Highways and Bridges Structures	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000
Maintain AntiSkid and Coloured	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
<u>Highways Planned Road Works</u>									
Borough Roads Maintenance	1,500,000	1,500,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
<u>Leisure Centres</u>									
Leisure Centre Plant and Machines	300,000	300,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Morden Leisure Centre	5,692,460	331,940	0	0	0	0	0	0	0
Wimbledon Park Lake De-Silting	250,000	1,250,000	0	0	0	0	0	0	0
<u>Other E&R</u>									
Replacing Handheld Computers	0	0	0	0	35,000	0	0	0	0
<u>On and Off Street Parking</u>									
Improved parking- shop parades	0	0	0	0	0	0	0	0	0
<u>Regeneration Partnerships</u>									
Mitcham Major Schemes - TfL	700,000	0	0	0	0	0	0	0	0
Industrial Estate Investment	450,000	0	0	0	0	0	0	0	0
Transportation Enhancements	0	1,000,000	3,000,000	1,000,000	0	0	0	0	0
<u>Street Lighting</u>									
Street Lighting	290,000	509,000	290,000	290,000	290,000	290,000	290,000	290,000	290,000
<u>Street Scene</u>									
B591b Shop Front Improvement	0	0	0	0	0	0	0	0	0
Street Tree Programme	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
<u>Transport for London</u>									
TfL Unallocated	1,844,800	1,864,800	0	0	0	0	0	0	0
Morden TfL	220,000	2,000,000	0	0	0	0	0	0	0
<u>Transport and Plant</u>									
Replacement Fleet Vehicles	400,000	400,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
SWLP Vehicles	3,956,000	0	0	0	0	0	0	0	3,956,000

Capital Programme as at August 2016 Monitoring - October 2016 Cabinet with Bids

Traffic and Parking Management									
Traffic Schemes	156,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Waste Operations									
Alley Gating	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Waste Bins - Finance Lease	5,500	5,500	0	0	0	0	0	0	0
SWLP IT	42,000	0	0	0	0	0	0	0	42,000
SWLP Depot	73,000	0	0	0	0	0	0	0	0
SWLP Wheelie Bins	2,674,000	0	0	0	0	0	0	0	0
Total Environment and Regeneratio	20,307,760	11,168,240	7,072,000	5,017,000	4,052,000	4,017,000	4,017,000	4,077,000	8,075,000

Capital Programme as at August 2016 Monitoring - October 2016 Cabinet with Bids

Children, Schools and Families										
<u>Primary Expansions</u>										
<u>Secondary Expansion</u>										
St Marks	1,111,800	511,800	4,681,000	0	0	0	0	0	0	0
New 6fe School	4,916,250	2,203,600	0	0	0	0	0	0	0	0
Harris merton	2,181,310	0	0	0	0	0	0	0	0	0
Harris Morden	1,793,560	1,200,000	0	0	0	0	0	0	0	0
Raynes Park	0	0	0	0	0	0	0	0	0	0
<u>SEN Expansion</u>										
Perseid	850,000	650,000	0	0	0	0	0	0	0	0
Secondary School Autism Unit	1,110,000	200,000	0	0	0	0	0	0	0	0
Further SEN	2,434,360	3,000,000	0	0	0	0	0	0	0	0
<u>Other CSF</u>										
Schools Capital Maintenance	670,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000
School Loans	104,450	0	0	0	0	0	0	0	0	0
Admissions IT	0	0	105,000	0	0	0	105,000	0	0	0
Total Children, Schools and Families	15,171,730	8,415,400	5,436,000	650,000	650,000	650,000	755,000	650,000	650,000	650,000

Capital Programme as at August 2016 Monitoring - October 2016 Cabinet with Bids

Corporate Services									
<u>Business Improvement</u>									
Replacement Social Care System	200,000	350,000	0	0	0	0	2,100,000	0	0
Planning&Public Protection Sys	0	510,000	0	0	0	0	0	0	550,000
Revenue and Benefits	0	400,000	0	0	0	0	0	400,000	0
Spectrum Spatial Analyst Replacemen	0	42,000	0	0	42,000	0	0	42,000	0
Capita Housing	100,000	0	0	0	0	100,000	0	0	0
Aligned Assets	0	75,000	0	0	0	0	75,000	0	0
Replacement Document Management	0	0	0	0	0	0	900,000	0	0
Electronic Asset Management	190,000	0	0	0	0	0	0	240,000	0
Customer Contact	0	0	0	0	2,000,000	0	0	0	2,000,000
<u>Corporate</u>									
<u>Facilities Management</u>									
Invest to Save Schemes	900,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Capital Works Facilities	300,000	300,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000
Water Safety Works	150,000	100,000	0	0	0	0	0	0	0
Asbestos Safety Works	250,000	250,000	0	0	0	0	0	0	0
Schools PV&Energy conservation	2,000,000	0	0	0	0	0	0	0	0
Civic Centre Boilers	0	300,000	0	0	0	0	0	0	0
Civic Centre Staff Entrance Improveme	200,000	0	0	0	0	0	0	0	0
Civic Centre Lightning Upgrade	0	0	300,000	0	0	0	0	0	0
Civic Centre Block Paving	75,000	0	0	0	0	0	0	0	0
Multi-Function Device	75,000	0	600,000	0	0	0	0	600,000	0
<u>Information Tecnology</u>									
Planned Replacement Programme	1,746,000	510,000	430,000	860,000	770,000	560,000	575,000	430,000	860,000
IT Enhancements	200,000	275,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Data Centre Support Equipment	0	300,000	0	0	0	0	0	0	0
<u>Resources</u>									
Improving Financial Systems	0	0	0	0	0	700,000	0	0	0
Full EDRMS Invoice Solution SCIS/FIS	0	0	0	0	0	0	0	0	0
Replacement of Civica Icon	0	0	0	125,000	0	0	0	0	0
Total Corporate Services	6,386,000	3,712,000	2,480,000	2,135,000	3,962,000	2,510,000	4,800,000	2,862,000	4,560,000
Total Merton	43,070,490	23,924,540	15,268,000	8,432,000	8,944,000	7,457,000	9,852,000	7,869,000	13,915,000

Movement in the Revised Capital Programme 2017-26

<u>Department</u>	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
<u>Community and Housing</u>									
<u>Libraries</u>									
Library Self Service	0	0	0	0	0	0	0	0	350,000
Colliers Wood Re-Fit	0	0	0	0	0	0	0	0	0
West Barnes Library Re-Fit	0	0	0	0	0	0	0	0	0
Library Management System	0	0	0	0	0	0	0	0	0
<u>Housing</u>									
Disabled Facilities Grant	0	0	0	0	0	0	0	0	280,000
Total Community and Housing	0	0	0	0	0	0	0	0	630,000

Movement in the Revised Capital Programme 2017-26

Environment and Regeneration										
<u>Footways</u>										
Repairs to Footways	0	0	0	0	0	0	0	0	0	1,000,000
<u>Greenspaces</u>										
Parks investment	0	0	0	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	300,000
Parks Bins - Finance Lease	0	0	0	0	0	0	0	0	0	0
Pay & Display Machine	0	0	0	0	0	0	0	0	0	60,000
<u>Highways General Planned Works</u>										
Surface Drainage Water	0	0	0	0	0	0	0	0	0	77,000
Highways and Bridges Structures	0	0	0	0	0	0	0	0	0	260,000
Maintain AntiSkid and Coloured	0	0	0	0	0	0	0	0	0	90,000
<u>Highways Planned Road Works</u>										
Borough Roads Maintenance	0	0	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	1,200,000
<u>Leisure Centres</u>										
Leisure Centre Plant and Machines	0	0	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	250,000
Morden Leisure Centre	0	0	0	0	0	0	0	0	0	0
Wimbledon Park Lake De-Silting	0	0	0	0	0	0	0	0	0	0
<u>Other E&R</u>										
Replacing Handheld Computers	0	0	0	0	0	0	0	0	0	0
<u>On and Off Street Parking</u>										
Improved parking- shop parades	0	0	0	0	0	0	0	0	0	0
<u>Regeneration Partnerships</u>										
Mitcham Major Schemes - TfL	0	0	0	0	0	0	0	0	0	0
Industrial Estate Investment	0	0	0	0	0	0	0	0	0	0
Transportation Enhancements	0	(4,000,000)	3,000,000	1,000,000	0	0	0	0	0	0
<u>Street Lighting</u>										
Street Lighting	0	0	0	0	0	0	0	0	0	290,000
<u>Street Scene</u>										
B591b Shop Front Improvement	0	0	0	0	0	0	0	0	0	0
Street Tree Programme	0	0	0	0	0	0	0	0	0	60,000
<u>Transport for London</u>										
TfL Unallocated	0	0	0	0	0	0	0	0	0	0
Morden TfL	0	0	0	0	0	0	0	0	0	0
<u>Transport and Plant</u>										
Replacement Fleet Vehicles	(100,000)	(100,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	300,000
SWLP Vehicles	0	0	0	0	0	0	0	0	0	3,956,000

Movement in the Revised Capital Programme 2017-26									
<u>Traffic and Parking Management</u>									
Traffic Schemes	0	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	150,000
<u>Waste Operations</u>									
Alley Gating	0	0	0	0	0	0	0	0	40,000
Waste Bins - Finance Lease	0	0	0	0	0	0	0	0	0
SWLP IT	0	0	0	0	0	0	0	0	42,000
SWLP Depot	0	0	0	0	0	0	0	0	0
SWLP Wheelie Bins	0	0	0	0	0	0	0	0	0
Total Environment and Regeneration	(100,000)	(4,125,000)	2,825,000	800,000	(200,000)	(200,000)	(200,000)	(200,000)	8,075,000

Movement in the Revised Capital Programme 2017-26

Children, Schools and Families									
<u>Primary Expansions</u>									
<u>Secondary Expansion</u>									
St Marks	0	(2,169,200)	2,681,000	0	0	0	0	0	0
New 6fe School	0	0	(1,979,100)	(6,000,000)	(4,008,000)	0	0	0	0
Harris merton	0	0	0	0	0	0	0	0	0
Harris Morden	0	500,000	0	0	0	0	0	0	0
Raynes Park	(100,000)	(1,530,000)	(4,200,000)	0	0	0	0	0	0
<u>SEN Expansion</u>									
Perseid	0	0	0	0	0	0	0	0	0
Secondary School Autism Unit	0	200,000	0	0	0	0	0	0	0
Further SEN	0	0	(1,000,000)	0	0	0	0	0	0
<u>Other CSF</u>									
Schools Capital Maintenance	0	0	0	0	0	0	0	0	650,000
School Loans	0	0	0	0	0	0	0	0	0
Admissions IT	0	0	0	0	0	0	0	0	0
Total Children, Schools and Families	(100,000)	(2,999,200)	(4,498,100)	(6,000,000)	(4,008,000)	0	0	0	650,000

Movement in the Revised Capital Programme 2017-26

Corporate Services									
<u>Business Improvement</u>									
Replacement Social Care System	200,000	350,000	0	(150,000)	(1,950,000)	0	2,100,000	0	0
Planning&Public Protection Sys	(510,000)	510,000	0	0	(550,000)	0	0	0	550,000
Revenue and Benefits	0	0	0	0	0	0	0	0	0
Spectrum Spatial Analyst Replacement	0	0	0	0	0	0	0	0	0
Capita Housing	0	0	0	0	0	0	0	0	0
Aligned Assets	0	0	0	0	0	(75,000)	75,000	0	0
Replacement Document Management	0	0	0	0	0	0	900,000	0	0
Electronic Asset Management	190,000	0	(190,000)	0	0	0	(190,000)	240,000	0
Customer Contact	0	0	0	(200,000)	200,000	0	0	0	2,000,000
<u>Corporate</u>									
<u>Facilities Management</u>									
Invest to Save Schemes	0	0	0	0	0	0	0	0	300,000
Capital Works Facilities	0	0	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	650,000
Water Safety Works	0	0	0	0	0	0	0	0	0
Asbestos Safety Works	0	0	0	0	0	0	0	0	0
Schools PV&Energy conservation	0	0	0	0	0	0	0	0	0
Civic Centre Boilers	0	0	0	0	0	0	0	0	0
Civic Centre Staff Entrance Improveme	0	0	0	0	0	0	0	0	0
Civic Centre Lightning Upgrade	0	0	0	0	0	0	0	0	0
Civic Centre Block Paving	0	0	0	0	0	0	0	0	0
Multi-Function Device	0	0	0	0	0	0	0	0	0
<u>Information Tecnology</u>									
Planned Replacement Programme	0	0	0	0	0	0	0	(145,000)	860,000
IT Enhancements	0	0	0	0	0	0	0	0	200,000
Data Centre Support Equipment	0	0	0	0	0	0	0	0	0
<u>Resources</u>									
Improving Financial Systems	0	0	0	(700,000)	0	700,000	0	0	0
Full ED RMS Invoice Solution SCIS/FIS	0	0	0	0	0	0	0	0	0
Replacement of Civica Icon	0	0	0	0	0	0	0	0	0
Total Corporate Services	(120,000)	860,000	(240,000)	(1,100,000)	(2,350,000)	575,000	2,835,000	45,000	4,560,000
Total Merton	(320,000)	(6,264,200)	(1,913,100)	(6,300,000)	(6,558,000)	375,000	2,635,000	(155,000)	13,915,000

Equality Analysis

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

What are the proposals being assessed?	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.
2. How does this contribute to the council's corporate priorities?	CSF delivers the council's statutory education, children's social care, early years and youth justice and broader statutory functions relating to children schools and families. The department is down-sizing but must remain fit for purpose with appropriate spans of management to operate a safe and effective set of services within the reduced resources available. 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

increased demands with a reduced number of staff.

Stage 2: Collecting evidence/ data

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

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

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

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Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age					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 (staff reductions are being realised via: deleting a vacant post in School Org and two members of the joint leadership team requesting VR).

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

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

N/A

Stage 4: Conclusion of the Equality Analysis

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

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

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

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 EA is not disproportionate.	Undertake EA's at key stages of the process: design; implementation	EA's undertaken	To be determined as part of programme	Existing	CSF Business partner	

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

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:

Safer Merton Savings 2017-18 - Alternative for E&R 43

What are the proposals being assessed?	Re-profiling of Safer Merton savings for 2017-18
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 E&R
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>The revised proposal will see Safer Merton achieve savings of £70,000 through refining non-essential spend rather than through staff reductions as previously proposed. The Safer Merton Manager has undertaken review of every single budget line within the services full budget profile and has identified a range of efficiencies to be made. The service will operate only with essential spend requirements and we will remove large, non-statutory service costs alongside trimming back on budgets which have previously been underspent against. By making savings from each cost line we will achieve budget reduction without the need to further reduce staffing levels</p> <p>This would mean that we can maintain our current offers in key business areas such as ASB, Domestic Violence and Abuse, Neighbourhood Watch, Integrated Offender Management and the partnerships analytical support</p>
2. How does this contribute to the council's corporate priorities?	This is a financially driven target to ensure that Safer Merton contributes to E&Rs, and in turn, the councils, saving targets
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	There will be minimal effect on our customers as the savings targets do not affect staffing. There may be some impact on campaigns, due to cuts in communications budgets, but actual service delivery is maintained.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	<p>The delivery of Community Safety functions are the statutory responsibility of all. Under the Crime and Disorder Act 1998, every service and partner needs to consider the impact of crime and ASB under all that they do</p> <p>This work is overseen and driven by the Safer Merton team whom co-ordinate the work</p>

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Stage 2: Collecting evidence/ data

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

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

Through the annual strategic assessment and through changes in the London Mayor we have identified that our previous savings proposals would have negatively impacted upon our residents, businesses and visitors within the borough. Merton is a safe borough and has been consistently. Further staff cuts could put this status at risk.

The re-profiling should allow the Safer Merton Partnership to maintain recent success and build on this moving in to the new financial year and subsequent electoral periods.

Stage 3: Assessing impact and analysis

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

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2
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Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	X				If the proposals are agreed there are likely to be significant positive impacts on the community at large as we maintain our status as a safe borough
Disability	X				As above
Gender Reassignment	X				As above
Marriage and Civil Partnership	X				As above
Pregnancy and Maternity	X				As above
Race	X				As above
Religion/ belief	X				As above
Sex (Gender)	X				As above
Sexual orientation	X				As above
Socio-economic status	X				As above

APPENDIX 4

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

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

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

Stage 4: Conclusion of the Equality Analysis

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

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


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OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Neil Thursday, Safer Merton Manager	Signature: 	Date: 19/09/19
Improvement action plan signed off by Director/ Head of Service	John Hill, Head of Public Protection	Signature:	Date:

Equality Analysis

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

What are the proposals being assessed?	Introduction of self-service libraries at off peak times in branch libraries. Consolidation of managers at branch libraries and staff reductions at all library sites.
Which Department/ Division has the responsibility for this?	Community and Housing / Libraries

Stage 1: Overview	
Name and job title of lead officer	Annette Acquah – Libraries Transformation Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>As part of the Medium Term Financial Strategy, libraries along with all services are required to deliver savings. This proposal will deliver a significant part of the libraries savings target whilst ensuring that all libraries remain open and current opening hours are maintained. There will however be some impact on the quality of service delivered.</p> <p>This proposal includes the introduction self-service libraries at branch sites during quiet periods, shared management roles across branch sites, staff reductions across all libraries. In order to achieve this staff roles will need to be redefined with an increased reliance on volunteers and security guards for the continued delivery of services. The alternative delivery model for libraries will deliver a total saving of £190,000.</p>
2. How does this contribute to the council's corporate priorities?	<p>In the set of guiding priorities and principles adopted in July 2011, the council set out its commitment to provide a certain level of essential services for residents with the continued provision of everything that is statutory being the top priority of “must” services. The Council also highlights its commitment to doing all that it can to help residents who aspire. In particular it sets out keeping the borough as a good place for the young to grow as one of its priorities.</p> <p>Merton Library Service falls under the Public Libraries and Museums Act 1964 which places a statutory duty on all local authorities to provide a “free and efficient” library service to residents. Whilst library services must be provided with free access to membership, books and information, authorities can decide on how these services are to be delivered.</p> <p>This proposal enables the continued provision of a statutory library service. It sees libraries acting as an</p>

	<p>enabler through the development of partnerships to deliver added value services such as initiatives to help young people to develop their literacy skills and employability sessions to support the unemployed and those looking to improve their career prospects.</p> <p>The savings proposed will deliver a significant portion of the libraries savings target set as part of the Council's MTFS.</p>
<p>3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.</p>	<p>The library service is open to anyone living, working, learning or visiting the borough and is intended to benefit all. Some library users reside in neighbouring boroughs that are in close proximity to a Merton library. There are over 65,000 customers that regularly use libraries with over 124,000 registered library members. In 2015/16 there were approximately 1,150,000 visits to a Merton library and 232,472 customers accessed library services online.</p> <p>The service currently has a staffing workforce of 43.56 FTE with approximately 340 active volunteers supporting service delivery. Security guards are timetabled in to provide support and enable the continued delivery of services. All library staff, volunteers and security guards will be affected by the proposals.</p>
<p>4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?</p>	<p>There are a number of partnerships in place to support and enable the delivery of library services. Key partners include:</p> <ul style="list-style-type: none"> - The London Libraries Consortium for the sharing of Library Management Systems and Stock procurement contracts across 18 local authorities - Merton Voluntary Services Council-for the delivery of the Home Visits Library Service and support with volunteering arrangements - Organisations such as the Alzheimer's Society, Next Steps Career Service, University of the Third Age and Explore Learning for the delivery of health, employability support, lifelong learning, children's activities and other added value services in libraries. - External contractors assigned to carry out cleaning, building maintenance, and other works in libraries.

Stage 2: Collecting evidence/ data

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

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

<p>Evidence reviewed:</p> <ul style="list-style-type: none"> - Outcome of previous consultation exercises including the Working Age and Older People Library Non-User Survey, Annual Residents Survey, Public Library User Surveys, Opening Hours Survey, Library Staff Surveys and staff consultation on the alternative delivery

model.

- Analysis of library customer profiles including breakdown by age, gender, ethnicity and disability.
- Service monitoring reports looking at volunteer and partner statistics as well as library usage data including visitor figures, self service usage, issue figures, active usage data etc.
- National and local statistics including Merton Observatory, census data and CIPFA benchmarking data
- Insight gathered from library managers, frontline staff, volunteers, partners, security guards, customers and other feedback.
- Quarterly complaints and comments reports.

Summary of key findings:

- High usage of libraries with 62% of Merton residents registered as library members and 32% of residents regularly using library services.
- Wimbledon, Morden and Mitcham Libraries accounted for 69% of all visits to a Merton library.
- There is a higher than average active use of libraries among people from a Black ethnic or mixed race background with 38% and 36% respectively of these populations actively using libraries.
- Usage is lowest among the white population with only 23% of this group actively using libraries. 45% of library users are from a white background.
- 32% of the Asian population actively use libraries, this is consistent with active usage across the entire Merton population.
- 2% of active users have registered a disability. 22% of active library users with a disability have a learning difficulty and 15% have a mental health condition. 0.3% of users have a mobility related disability.
- 42% of library users are male, 56% are female. The gender of 2% of active users is unknown.
- 98% of users rate opening hours as very good (54%), good (37%) or adequate (9%).
- Satisfaction is well above the London average with 82% of residents rating library services as good to excellent
- 96% of customer transactions are completed through self-service machines.
- 74% of all library transactions take place between 10am and 12pm and 1pm and 5pm on weekdays.
- Libraries were generally quiet over the lunch hour with transaction levels falling to three or less per hour on occasion in four of the seven libraries.
- Only 5% of transactions took place between 5 and 7pm across all libraries.
- Usage is highest among children aged 5-9. 84% of the Merton population aged 10-14 years and 37% of those aged 0-4 years actively use libraries.
- Usage of libraries progressively declines from the age of 15 years onwards with an average of 9% of those aged 75years + using libraries.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		x	x		<p>During self-service periods there will be a reduced staffing presence with lone working in place to safeguard the interests of young people and vulnerable adults.</p> <p>Termly library visits are arranged for all Merton school classes to encourage the habit of reading for pleasure from a very young age. A reduction in staffing capacity could restrict the ability to continue to deliver these.</p>
Disability			x		<p>During self -service periods there will be limited support for people with disabilities to access services.</p> <p>The majority of library customers with a disability have a mental health condition or a learning disability. Staff have been trained to support customers with a mental health problem and customer support will be reduced during self-service periods.</p>
Gender Reassignment		x		x	Limited data is held to ascertain whether there is any potential impact.
Marriage and Civil Partnership		x		x	Limited data is held to ascertain whether there is any potential impact.
Pregnancy and Maternity		x		x	
Race	x		x		<p>There are a wide range of social activities delivered in libraries to promote diversity and community cohesion. With a reduction in staffing levels it is expected that fewer activities and events will be offered.</p> <p>There will be an increased reliance on security guards and volunteers for service delivery. Having a volunteer force that reflect the diversity of the community served will help develop our understanding of the local residents served.</p>
Religion/ belief		x		x	
Sex (Gender)		x		x	
Sexual orientation		x		x	
Socio-economic status		x	x		Many services are currently offered to support those looking to enter into employment and/or progress their careers. A reduced staffing resource could impact on the capacity to continue to coordinate and deliver these.

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

- We will seek to maintain opening hours through the introduction of self service periods during quiet periods. A security guard and volunteer presence will be maintained at all times to provide support for all customers and in particular to safeguard the vulnerable and support people with disabilities.
- Ensure that all security guards have enhanced training in safeguarding and disability awareness.
- All staff and security guards will receive training in supporting people with a learning disability.
- All security guards will receive training in supporting customers with mental health problems
- Reduce school visit schedule whilst ensuring that all school children have a quality interaction with their library service over the course of an academic year. We will work with primary schools to develop new initiatives as well as browse and borrow sessions which will involve children accessing services with minimal staff input. Offering services that are less resource intensive will ensure that we continue to promote and encourage the active use of libraries with reduced capacity.
- We will proactively engage with community groups to develop services and activities that are well tailored to their needs.
- To seek to develop a volunteer force that further reflects the diversity of the community served.
- Further develop partner working relations with other organisations to offer a wide range of employability support services in libraries.

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Stage 4: Conclusion of the Equality Analysis

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

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

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

Stage 5: Improvement Action Plan

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

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

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?
Safeguarding young people and vulnerable adults	To ensure that a security guard presence is maintained in libraries at all times	Security guards in libraries during all opening hours.	End of March 17	Existing	DC	Yes
	To seek to recruit a team of volunteers to provide support in libraries during self-service periods.	Volunteer cover during self-service periods				
	To ensure that all security guards receive safe guarding training	100% of security guards receive safeguarding training				
Reduced capacity school activities	Work with schools to develop a consolidated library offer	40% reduction in the staff time spent coordinating school activities	June 2017	Existing	AA	Yes
	Develop and coordinate browse and borrow sessions for children	Maintenance of number of children actively using libraries				
Reduced support for people with mental health conditions	All security guards trained in supporting customers with mental health problems	All security guards trained to identify and support customers with mental health problems	End of March 2017	Existing	DC	Yes
Limited support for people with learning difficulties	All staff and security guards receive training in supporting customers with a learning difficulty	100% of security guards complete training. Mystery shopper exercises	End of March 2017	Existing	DC	Yes

		and customer feedback				
Restricted access to services for those with mobility issues	Awareness training for all security guards and select volunteers	Number of volunteers and security guards trained	End of March 2017		DC	Yes
Risk of reduced access to services for ethnic minority groups	Engagement workshops held with ethnic minority groups	2 workshops held to gather insight. Priority areas consolidated into service model	End of March 2018		AA/JI	Yes
Limited support for those seeking employment or to develop their career prospects	Identify and establish working relations with partners to provide employability support sessions in libraries.	Weekly employability support sessions available in libraries in the deprived wards of the borough and where there is a demand.	End of March 2017		AA	Yes

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

Stage 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 <u>2</u> Assessment
<p>The Equality Analysis in this assessment identifies any potential negative impact of these proposals. The Equality Analysis action plan will be managed by the Library, Heritage & Adult Education Service and reports will be provided to members and officers as and when required.</p> <p>This proposal will ensure that all libraries remain open and are accessible to all of the community but acknowledges that reduced capacity will mean that levels of support for customers and the breadth of community engagement will be reduced but focused on key groups.</p>

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Annette Acquah Service Transformation Manager	Signature:	Date: 21 September 2016
Improvement action plan signed off by Director/ Head of Service	Anthony Hopkins Head of Libraries, Heritage and Adult Education Services	Signature:	Date: 22 September 2016