

Departmental Budget Summaries 2014-15

SUMMARY - SUBJECTIVE ANALYSIS

FULL TIME EQUIVALENTS		2013/14	2014/15
Number of FTE Staff		2,133.5	2,147.8
Number of FTE Sutton / PCT TUPE Staff		61.5	64.8
Total FTE Staff		2,195.0	2,212.7

SUBJECTIVE ANALYSIS OF ESTIMATES	2013/14 Estimate £000	Inflation £000	Other Variations £000	2014/15 Estimate £000
Expenditure				
Employees	90,148	145	(25)	90,268
Premises	8,267	92	447	8,806
Transport	10,909	108	1,807	12,823
Supplies and Services	164,380	811	(5,929)	159,262
Third Party Payments	83,063	1,037	(4,421)	79,679
Transfer Payments	99,048	6	9,300	108,354
Support Services	33,533	0	(2,712)	30,821
Depreciation and Impairment Losses	13,990	0	1,236	15,226
GROSS EXPENDITURE	503,338	2,199	(297)	505,240
Income				
Government Grants	(237,012)	0	(13,126)	(250,138)
Other Reimbursements and Contributions	(22,123)	(200)	(43)	(22,365)
Customer and Client Receipts	(56,043)	(80)	150	(55,972)
Interest	(44)	0	0	(44)
Recharges	(35,222)	0	3,850	(31,372)
Reserves	(980)	0	51	(929)
GROSS INCOME	(351,424)	(279)	(9,117)	(360,821)
NET EXPENDITURE	151,914	1,920	(9,415)	144,419
Corporate Provisions	12,345	(0)	5,778	18,123
NET EXPENDITURE	164,260	1,919	(3,637)	162,543
Funded by:				
Revenue Support Grant	(47,221)	0	7,482	(39,738)
Business Rates	(32,019)	0	(2,352)	(34,371)
New Homes Bonus	(2,724)	0	(475)	(3,199)
Council Tax	(73,850)	0	(1,200)	(75,050)
Council Tax Freeze Grant 2013/14	(835)	0	835	0
Council Tax Freeze Grant 2014/15	0	0	(858)	(858)
WPCC Levy	(269)	0	(25)	(293)
Collection Fund	(2,545)	0	(1,691)	(4,236)
PFI Grant	(4,797)	0	0	(4,797)
	(164,260)	0	1,717	(162,543)
	0	1,919	(1,919)	(0)

Other Variations: Contingency/Other

Major Items: Corporate Provisions	£000	fte
Corporate borrowing and Investment	(297)	0.0
Further provision for revaluation/RCCO	540	0.0
Pension Fund and Auto-enrolment	8,347	0.0
Contingency and centrally held provisions	(29)	0.0
Cost of DR Recovery	(47)	0.0
CHAS - Council Tax loss	(1,226)	0.0
Appropriation to/from Reserves	0	0.0
Depreciation and impairment	(1,535)	0.0
Council Tax Freeze Grant 2012/13	0	0.0
Levies	25	0.0
TOTAL	5,778	0

SUMMARY

FULL TIME EQUIVALENTS

Number of FTE Staff
 Number of FTE Sutton / PCT TUPE Staff
 Total FTE Staff

2013/14	2014/15
2,133.5	2,147.8
61.5	64.8
2,195.0	2,212.7

SERVICE AREA ANALYSIS

	2013/14 Estimate £000	Inflation £000	Other Variations £000	2014/15 Estimate £000
Corporate Services	10,530	194	562	11,285
Education Services]				
Children's Services] CSF	50,712	766	(3,438)	48,040
Environment and Regeneration]				
Environment and Regeneration	25,778	391	(3,315)	22,854
Adult Social Care]				
Cultural Services] C&H	63,472	552	(2,692)	61,333
Housing General Fund]				
Public Health	0	0	0	0
CRM	159		(159)	0
Single Status	474		(373)	101
Pay Award	790	17	0	807
TOTAL NET SERVICE EXPENDITURE	151,915	1,919	(9,415)	144,420
<i>Corporate Provisions/Appropriations</i>	12,345	0	5,778	18,123
NET EXPENDITURE	164,260	1,919	(3,637)	162,543
Funded by:				
Revenue Support Grant	(47,221)	0	7,482	(39,738)
Business Rates	(32,019)	0	(2,352)	(34,371)
New Homes Bonus	(2,724)	0	(475)	(3,199)
Council Tax	(73,850)	0	(1,200)	(75,050)
Council Tax Freeze Grant 2013/14	(835)	0	835	0
Council Tax Freeze Grant 2014/15	0	0	(858)	(858)
WPCC Levy	(269)	0	(25)	(293)
Collection Fund	(2,545)	0	(1,691)	(4,236)
PFI Grant	(4,797)	0	0	(4,797)
	(164,260)	0	1,717	(162,543)
	0	1,919	(1,919)	0

Other Variations: Contingency/Other

Major Items: Corporate Provisions	£000	fte
Corporate borrowing and Investment	(297)	0.0
Further provision for revaluation/RCCO	540	0.0
Pension Fund and Auto-enrolment	8,347	0.0
Contingency and centrally held provisions	(29)	0.0
Change in Grants	(47)	0.0
CHAS - Council Tax loss	(1,226)	0.0
Appropriation to/from Reserves	0	0.0
Depreciation and impairment	(1,535)	0.0
Council Tax Freeze Grant 2012/13	0	0.0
Levies	25	0.0
TOTAL	5,778	0

CORPORATE ITEMS ANALYSIS

	2013/14 Estimate £000	Inflation £000	Other Variations £000	2014/15 Estimate £000
Expenditure				
Cost of Borrowing including Minimum Revenue Provision	14,261	0	(158)	14,103
Further provision for revaluation/RCCO	1,618	0	540	2,158
Pension Fund	4,787	0	8,347	13,134
Pensions: Auto-enrolment	300	0	0	300
Centrally held provision for Utilities inflation	1,000	0	(700)	300
Adjustment re Income re P3/P4	0	0	400	400
Provision for excess inflation	314	0	271	585
Bad Debt Provision	500	0	0	500
Contingency	1,500	0	0	1,500
Change in Corporate Specific and Special Grants	0	0	(47)	(47)
CHAS - Council Tax Loss	1,226	0	(1,226)	0
Levies:-				
Lee Valley	220		0	220
London Pensions Fund	268		0	268
Environment Agency	157		0	157
WPCC	269		25	293
GROSS EXPENDITURE	26,420	0	7,452	33,872
Income				
Investment Income	(383)		(139)	(522)
Depreciation & Impairment	(13,692)		(1,535)	(15,227)
Use of Reserves - Closing the Gap Reserve	0		0	0
GROSS INCOME	(14,075)	0	(1,674)	(15,749)
NET EXPENDITURE	12,345	0	5,778	18,123



2014/2015 ESTIMATES

CORPORATE SERVICES DEPARTMENT

SUMMARY: CORPORATE SERVICES DEPARTMENT

FULL TIME EQUIVALENTS

Number of FTE Staff

Number of FTE Sutton TUPE staff

2013/14	2014/15
444.5	460.5
41.6	40.6
486.1	501.1

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Original Estimate £000	Inflation £000	Other Variations £000	2014/15 Estimate £000
Expenditure				
Employees	21,877	32	1,311	23,220
Premises	3,075	31	(224)	2,882
Transport	173	2	(32)	143
Supplies and Services	13,272	165	(2,359)	11,078
Third Party Payments	1,230	20	83	1,333
Transfer Payments	85,566	0	12,623	98,188
Support Services	10,041	0	(781)	9,260
Depreciation and Impairment Losses	1,688	0	231	1,919
GROSS EXPENDITURE	136,922	250	10,851	148,023
Income				
Government Grants	(87,328)	0	(12,411)	(99,739)
Other Reimbursements and Contributions	(2,402)	(2)	(3,009)	(5,413)
Customer and Client Receipts	(9,772)	(55)	3,493	(6,333)
Interest	0	0	0	0
Recharges	(26,890)	0	1,637	(25,253)
Reserves	0	0	0	0
GROSS INCOME	(126,392)	(56)	(10,290)	(136,738)
NET EXPENDITURE	10,529	194	562	11,285

SUMMARY: CORPORATE SERVICES DEPARTMENT

FULL TIME EQUIVALENTS
Number of FTE Staff
Number of FTE Sutton TUPE staff

2013/14	2014/15
444.5	460.5
41.6	40.6
486.1	501.1

SERVICE AREA ANALYSIS

	CHANGE BETWEEN YEARS			
	2013/14 Original Estimate £000	Inflation £000	Other Variations £000	2014/15 Estimate £000
	Customer Services	1,240	2	1,222
Infrastructure & Transactions	171	76	(247)	(0)
Business Improvement	504	10	(445)	69
Corporate Governance	1,704	24	(117)	1,610
Resources	1,487	48	407	1,942
HR	140	7	(143)	4
Corporate Items	5,284	26	(114)	5,196
TOTAL EXPENDITURE	10,529	194	562	11,285
Contingency / Other	0	0	0	0
Capital Financing Adjustment	0	0	0	0
Levies	0	0	0	0
NET EXPENDITURE	10,529	194	562	11,285

INFRASTRUCTURE & TRANSACTIONS

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

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
83.7	82.7

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Original Estimate £000	Inflation £000	Other Variations £000	2014/15 Estimate £000
Expenditure				
Employees	3,304	7	55	3,365
Premises	2,908	28	(203)	2,733
Transport	39	1	(7)	33
Supplies and Services	2,828	42	(182)	2,687
Third Party Payments	274	3	(70)	207
Transfer Payments	0	0	0	0
Support Services	930	0	(55)	875
Depreciation and Impairment Losses	1,685	0	231	1,916
GROSS EXPENDITURE	11,967	80	(232)	11,815
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	(1,990)	(4)	(70)	(2,063)
Interest	0	0	0	0
Recharges	(9,807)	0	55	(9,752)
Reserves	0	0	0	0
GROSS INCOME	(11,797)	(4)	(15)	(11,815)
NET EXPENDITURE	171	76	(247)	(0)

Other Variations are analysed as follows:

Major Items	£000	fte
Previous years savings	(327)	(1.0)
Technical adjustments	(181)	
Depreciation adjustments	261	
Overheads adjustments	0	
TOTAL	(247)	(1.0)

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. CHAS is now trading as a limited company and reported separately.

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
162.4	139.4

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Original Estimate £000	Inflation £000	Other Variations £000	2014/15 Estimate £000
Expenditure				
Employees	5,749	0	(712)	5,038
Premises	39	0	(19)	20
Transport	91	1	(28)	63
Supplies and Services	3,346	21	(1,920)	1,447
Third Party Payments	475	6	(20)	461
Transfer Payments	0	0	367	367
Support Services	2,753	0	(288)	2,465
Depreciation and Impairment Losses	3	0	0	3
GROSS EXPENDITURE	12,456	29	(2,620)	9,865
Income				
Government Grants	(1,826)	0	(155)	(1,981)
Other Reimbursements and Contributions	(930)	0	0	(930)
Customer and Client Receipts	(6,185)	(27)	4,027	(2,184)
Interest	0	0	0	0
Recharges	(2,275)	0	(30)	(2,305)
Reserves	0	0	0	0
GROSS INCOME	(11,216)	(27)	3,842	(7,400)
NET EXPENDITURE	1,240	2	1,222	2,465

Other Variations are analysed as follows:

Major Items	£000	fte
Previous years savings	(213)	(4.0)
Transfer between Corporate services divisions		(2.0)
Technical adjustments	1,753	(17.0)
Depreciation adjustments		
Overhead adjustments	(318)	
TOTAL	1,222	(23.0)

BUSINESS IMPROVEMENT

The Business Improvement Division consists of IT Business Systems, IT Business Process Re-engineering, Business Improvement and Programme Office.

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
29.9	30.9

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Original Estimate £000	Inflation £000	Other Variations £000	2014/15 Estimate £000
Expenditure				
Employees	1,477	0	64	1,541
Premises	0	0	0	0
Transport	3	0	0	3
Supplies and Services	639	10	280	928
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	339	0	(21)	318
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	2,458	10	323	2,791
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	(79)	0	(5)	(84)
Interest	0	0	0	0
Recharges	(1,875)	0	(763)	(2,638)
Reserves	0	0	0	0
GROSS INCOME	(1,954)	0	(768)	(2,722)
NET EXPENDITURE	504	10	(445)	69

Other Variations are analysed as follows:

Major Items	£000	fte
Previous years savings	(81)	(1.0)
Transfer between departments		2.0
Technical adjustments	420	
Overheads adjustments	(784)	
TOTAL	(445)	1.0

CORPORATE GOVERNANCE

The Corporate Governance Division consists of the South London Legal Partnership, Internal Audit, Investigations, Democracy Services, Electoral Services, Information Governance and Safety Services.

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
90.5	134.5

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Original Estimate £000	Inflation £000	Other Variations £000	2014/15 Estimate £000
Expenditure				
Employees	4,441	3	2,154	6,599
Premises	9	0	1	10
Transport	29	0	5	35
Supplies and Services	1,648	25	(19)	1,654
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	705	0	(196)	509
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	6,832	29	1,946	8,807
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(1,472)	(2)	(3,009)	(4,482)
Customer and Client Receipts	(197)	(4)	(429)	(629)
Interest	0	0	0	0
Recharges	(3,460)	0	1,375	(2,085)
Reserves	0	0	0	0
GROSS INCOME	(5,129)	(5)	(2,063)	(7,197)
NET EXPENDITURE	1,704	24	(117)	1,610

Other Variations are analysed as follows:

Major Items	£000	fte
Previous years savings	(59)	(1.0)
Technical adjustments	(1,237)	45.0
Overhead adjustments	1,179	
TOTAL	(117)	44.0

RESOURCES

The Resources Division consists of Policy & Strategy, Commercial Services, Business Planning, Accountancy and Business Partners . The Pensions service is now managed by LB Wandsworth. The costs for the directorate function are included within Resources.

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
73.2	68.2

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Original Estimate £000	Inflation £000	Other Variations £000	2014/15 Estimate £000
Expenditure				
Employees	4,030	0	(209)	3,821
Premises	103	2	0	105
Transport	4	0	0	4
Supplies and Services	4,198	61	(425)	3,834
Third Party Payments	14	0	154	169
Transfer Payments	9	0	0	9
Support Services	823	0	(105)	718
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	9,181	63	(585)	8,660
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	(789)	(15)	0	(804)
Interest	0	0	0	0
Recharges	(6,905)	0	991	(5,914)
Reserves	0	0	0	0
GROSS INCOME	(7,694)	(15)	991	(6,718)
NET EXPENDITURE	1,487	48	407	1,942

Other Variations are analysed as follows:

Major Items	£000	fte
Previous years savings	(480)	(1.0)
Technical adjustments	0	(4.0)
Overheads adjustments	886	
TOTAL	407	(5.0)

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 is shared with the LB of Sutton. The payroll service is shared with LB of Sutton, LB of Kingston and Richmond.

FULL TIME EQUIVALENTS

Number of FTE Staff

Number of FTE Sutton TUPE staff

2013/14	2014/15
4.8	4.8
41.6	40.6
46.4	45.4

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Original Estimate £000	Inflation £000	Other Variations £000	2014/15 Estimate £000
Expenditure				
Employees	2,220	6	(40)	2,185
Premises	17	0	(3)	15
Transport	7	0	(2)	5
Supplies and Services	210	3	5	218
Third Party Payments	255	4	0	259
Transfer Payments	0	0	0	0
Support Services	533	0	(82)	451
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	3,241	13	(122)	3,132
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	(533)	(6)	(30)	(569)
Interest	0	0	0	0
Recharges	(2,568)	0	9	(2,559)
Reserves	0	0	0	0
GROSS INCOME	(3,101)	(6)	(21)	(3,128)
NET EXPENDITURE	140	7	(143)	4

Other Variations are analysed as follows:

Major Items	£000	fte
Previous years savings	(90)	(1.0)
Technical adjustments	20	
Overheads adjustments	(73)	
Transfer from departments	0	
TOTAL	(143)	(1.0)

CORPORATE ITEMS

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

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
0	0

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Original Estimate £000	Inflation £000	Other Variations £000	2014/15 Estimate £000
Expenditure				
Employees*	657	16	(1)	672
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	403	4	(98)	308
Third Party Payments	212	7	19	238
Transfer Payments	85,556	0	12,256	97,812
Support Services	3,958	0	(34)	3,924
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	90,786	26	12,142	102,954
Income				
Government Grants	(85,502)	0	(12,256)	(97,758)
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	(85,502)	0	(12,256)	(97,758)
NET EXPENDITURE	5,284	26	(114)	5,196

Other Variations are analysed as follows:

Major Items	£000	fte
Savings		
Technical adjustments	(80)	
Overheads adjustments	(34)	
Shared legal services devolved budgets		
TOTAL	(114)	0.0

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



2014/2015 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 FTE Staff

2013/14	2014/15	DSG	LA
497.1	520.9	75.4	445.5

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Estimate £000	Inflation £000	Other Variations £000	2014/15 Estimate £000	2014/15 DSG Estimate £000	2014/15 LA Estimate £000
Expenditure						
Employees	25,036	(26)	124	25,134	4,202	20,932
Premises	804	15	605	1,424	209	1,215
Transport	3,440	49	(150)	3,339	63	3,276
Supplies and Services	142,473	531	(4,319)	138,685	130,482	8,203
Third Party Payments	26,510	211	337	27,058	10,445	16,613
Transfer Payments	431	6	(20)	417	0	417
Support Services	4,657	0	(87)	4,570	138	4,432
Depreciation and Impairment Losses	4,989	0	246	5,235	0	5,235
GROSS EXPENDITURE	208,340	786	(3,264)	205,862	145,539	60,323
Income						
Government Grants	(146,458)	0	(554)	(147,012)	(142,184)	(4,828)
Other Reimbursements and Contributions	(6,999)	0	514	(6,485)	(1,160)	(5,325)
Customer and Client Receipts	(4,235)	(20)	(114)	(4,369)	(2,195)	(2,174)
Interest	(44)	0	0	(44)	0	(44)
Recharges	0	0	0	0	0	0
Reserves	108	0	(20)	88	0	88
GROSS INCOME	(157,628)	(20)	(174)	(157,822)	(145,539)	(12,283)
NET EXPENDITURE	50,712	766	(3,438)	48,040	0	48,040

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(860)	-10.6
Overhead adjustments	0	
Depreciation adjustments	453	
Technical adjustments	(2,636)	
Revenuisation	(390)	
Transfers between departments	(5)	
TOTAL	(3,438)	(10.6)

SUMMARY: CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

FULL TIME EQUIVALENTS		2013/14	2014/15	DSG	LA	
Number of FTE Staff		497.1	520.9	75.4	445.5	
SERVICE AREA ANALYSIS		2013/14	Other	2014/15	2014/15	2014/15
	Estimate	Inflation	Variations	Estimate	DSG	LA
	£000	£000	£000	£000	Estimate	Estimate
	£000	£000	£000	£000	£000	£000
Senior Management	1,314	11	(29)	1,296	0	1,296
Childrens Social Care	13,131	53	(54)	13,130	97	13,033
Commissioning, Strategy and Performance	13,670	88	(499)	13,259	4,533	8,726
Education	29,204	114	5,409	34,727	21,603	13,124
Schools	(15,954)	0	(5,246)	(21,200)	(26,233)	5,033
Other Childrens, Schools and Families	9,347	500	(3,019)	6,828	0	6,828
TOTAL NET EXPENDITURE	50,712	766	(3,438)	48,040	0	48,040

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Senior Management

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

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15	DSG	LA
4.0	4.0	0.0	4.0

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Estimate £000	Inflation £000	Other Variations £000	2014/15 Estimate £000	2014/15 DSG Estimate £000	2014/15 LA Estimate £000
Expenditure						
Employees	514	0	(19)	495	0	495
Premises	0	0	0	0	0	0
Transport	1	0	(1)	0	0	0
Supplies and Services	741	11	(9)	743	0	743
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Support Services	58	0	0	58	0	58
Depreciation and Impairment Losses	0	0	0	0	0	0
GROSS EXPENDITURE	1,314	11	(29)	1,296	0	1,296
Income						
Government Grants	0	0	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0	0	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	0	0	0	0	0	0
NET EXPENDITURE	1,314	11	(29)	1,296	0	1,296

Other Variations are analysed as follows:

Major Items	£000	fte
Overhead adjustments	0	
Transfer between departments	0	
Shared legal services devolved budgets	0	
Technical adjustments	(29)	
TOTAL	(29)	0.0

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Children's Social Care

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

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15	DSG	LA
206.4	207.2	2.0	205.2

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Estimate £000	Inflation £000	Other Variations £000	2014/15 Estimate £000	2014/15 DSG Estimate £000	2014/15 LA Estimate £000
Expenditure						
Employees	9,217	3	278	9,497	92	9,405
Premises	121	2	1	124	0	124
Transport	191	2	(8)	186	1	185
Supplies and Services	1,198	13	(115)	1,096	4	1,092
Third Party Payments	1,844	27	(90)	1,781	0	1,781
Transfer Payments	412	6	(20)	398	0	398
Support Services	1,899	0	(154)	1,745	0	1,745
Depreciation and Impairment Losses	11	0	0	11	0	11
GROSS EXPENDITURE	14,893	53	(108)	14,838	97	14,741
Income						
Government Grants	(957)	0	(25)	(982)	0	(982)
Other Reimbursements and Contributions	(633)	0	98	(535)	0	(535)
Customer and Client Receipts	(5)	0	0	(5)	0	(5)
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	(167)	0	(19)	(186)	0	(186)
GROSS INCOME	(1,762)	0	54	(1,708)	0	(1,708)
NET EXPENDITURE	13,131	53	(54)	13,130	97	13,033

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(100)	(2.8)
Overhead adjustments	0	
Depreciation adjustments	0	
Transfer between departments	0	
Technical adjustments	45	
TOTAL	(55)	(2.8)

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

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 FTE Staff

2013/14	2014/15	DSG	LA
48.8	56.3	5.9	50.4

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Estimate £000	Inflation £000	Other Variations £000	2014/15 Estimate £000	2014/15 DSG Estimate £000	2014/15 LA Estimate £000
Expenditure						
Employees	2,118	0	140	2,258	201	2,057
Premises	138	1	393	532	125	407
Transport	39	1	1	41	7	33
Supplies and Services	6,849	57	(557)	6,349	2,030	4,319
Third Party Payments	6,915	31	(1,085)	5,861	4,019	1,843
Transfer Payments	0	0	0	0	0	0
Support Services	512	0	83	595	32	563
Depreciation and Impairment Losses	0	0	0	0	0	0
GROSS EXPENDITURE	16,571	90	(1,025)	15,636	6,414	9,222
Income						
Government Grants	(746)	0	640	(106)	0	(106)
Other Reimbursements and Contributions	(209)	0	(101)	(310)	(28)	(282)
Customer and Client Receipts	(1,946)	(2)	(13)	(1,961)	(1,853)	(108)
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
GROSS INCOME	(2,901)	(2)	526	(2,377)	(1,881)	(496)
NET EXPENDITURE	13,670	88	(499)	13,259	4,533	8,726

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(350)	(2.0)
Overhead adjustments	0	
Transfer between departments	0	
Revenuisation	(390)	
Technical adjustments	241	
TOTAL	(499)	(2.0)

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

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 FTE Staff

2013/14	2014/15	DSG	LA
235.7	251.2	67.5	183.7

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Estimate £000	Inflation £000	Other Variations £000	2014/15 Estimate £000	2014/15 DSG Estimate £000	2014/15 LA Estimate £000
Expenditure						
Employees	10,453	0	(348)	10,105	3,270	6,835
Premises	511	12	211	734	50	684
Transport	3,210	48	(147)	3,111	55	3,056
Supplies and Services	12,779	58	1,119	13,956	12,197	1,759
Third Party Payments	8,430	13	992	9,435	6,426	3,009
Transfer Payments	19	0	0	19	0	19
Support Services	2,188	0	(31)	2,157	106	2,051
Depreciation and Impairment Losses	58	0	133	191	0	191
GROSS EXPENDITURE	37,648	131	1,929	39,708	22,104	17,604
Income						
Government Grants	(2,261)	0	2,011	(250)	(80)	(170)
Other Reimbursements and Contributions	(3,958)	0	1,569	(2,389)	(79)	(2,310)
Customer and Client Receipts	(2,225)	(17)	(100)	(2,342)	(342)	(2,000)
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
GROSS INCOME	(8,444)	(17)	3,480	(4,981)	(501)	(4,480)
NET EXPENDITURE	29,204	114	5,409	34,727	21,603	13,124

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(410)	(5.7)
Overhead adjustments	0	
Transfer between departments	(6)	
Depreciation adjustments	133	
Technical adjustments	5,692	
TOTAL	5,409	(5.7)

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Schools

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

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15	DSG	LA
0.0	0.0	0.0	0.0

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Estimate £000	Inflation £000	Other Variations £000	2014/15 Estimate £000	2014/15 DSG Estimate £000	2014/15 LA Estimate £000
Expenditure						
Employees	625	0	13	638	638	0
Premises	34	0	0	34	34	0
Transport	0	0	0	0	0	0
Supplies and Services	120,830	0	(4,578)	116,252	116,252	0
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	4,920	0	113	5,033	0	5,033
GROSS EXPENDITURE	126,409	0	(4,452)	121,957	116,924	5,033
Income						
Government Grants	(142,363)	0	259	(142,104)	(142,104)	0
Other Reimbursements and Contributions	0	0	(1,053)	(1,053)	(1,053)	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	(142,363)	0	(794)	(143,157)	(143,157)	0
NET EXPENDITURE	(15,954)	0	(5,246)	(21,200)	(26,233)	5,033

Other Variations are analysed as follows:

Major Items	£000	fte
Depreciation adjustments	320	
Technical adjustments	(5,566)	
TOTAL	(5,246)	0.0

CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

Other Children Schools and Families Budgets

This budget covers residual schools retained budgets, asylum seeker costs, past and present pension and redundancy costs and PFI unitary charges.

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15	DSG	LA
2.2	2.2	0.0	2.2

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Estimate £000	Inflation £000	Other Variations £000	2014/15 Estimate £000	2014/15 DSG Estimate £000	2014/15 LA Estimate £000
Expenditure						
Employees	2,109	(30)	61	2,140	0	2,140
Premises	0	0	0	0	0	0
Transport	0	0	0	0	0	0
Supplies and Services	75	392	(175)	292	0	292
Third Party Payments	9,321	139	519	9,979	0	9,979
Transfer Payments	0	0	0	0	0	0
Support Services	0	0	16	16	0	16
Depreciation and Impairment Losses	0	0	0	0	0	0
GROSS EXPENDITURE	11,505	501	421	12,427	0	12,427
Income						
Government Grants	(130)	0	(3,440)	(3,570)	0	(3,570)
Other Reimbursements and Contributions	(2,198)	0	0	(2,198)	0	(2,198)
Customer and Client Receipts	(60)	(1)	0	(61)	0	(61)
Interest	(44)	0	0	(44)	0	(44)
Recharges	0	0	0	0	0	0
Reserves	274	0	0	274	0	274
GROSS INCOME	(2,158)	(1)	(3,440)	(5,599)	0	(5,599)
NET EXPENDITURE	9,347	500	(3,019)	6,828	0	6,828

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	0	
Overhead adjustments	0	
Technical adjustments	(3,019)	
TOTAL	(3,019)	0.0



2014/2015 ESTIMATES

ENVIRONMENT AND REGENERATION DEPARTMENT

SUMMARY: ENVIRONMENT & REGENERATION

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
655	637

SERVICE AREA ANALYSIS

	CHANGE BETWEEN YEARS			2014/2015 Estimate £000
	2013/2014 Original Estimate £000	Inflation £000	Other Variations £000	
Street Scene and Waste	27,310	322	(2,071)	25,561
Public Protection and Development	(4,794)	20	(967)	(5,741)
Sustainable Communities	1,945	41	(201)	1,785
Safer Merton	1,316	5	(73)	1,248
Senior Management and Support	0	3	(3)	0
TOTAL EXPENDITURE	25,778	391	(3,315)	22,853

ENVIRONMENT AND REGENERATION DEPARTMENT

Departmental Summary

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
655	637

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/2014 Original Estimate £000	Inflation £000	Other Variations £000	2014/2015 Estimate £000
Expenditure				
Employees	22,313	107	(524)	21,896
Premises	3,329	30	47	3,406
Transport	5,881	36	2,223	8,140
Supplies and Services	3,812	49	464	4,325
Third Party Payments	13,384	169	(4,049)	9,504
Transfer Payments	21	0	(5)	16
Support Services	10,297	0	(1,662)	8,635
Depreciation and Impairment Losses	6,588	0	745	7,333
GROSS EXPENDITURE	65,625	391	(2,761)	63,255
Income				
Government Grants	(424)	0	14	(410)
Other Reimbursements and Contributions	(2,587)	0	174	(2,413)
Customer and Client Receipts	(30,758)	0	(2,860)	(33,618)
Interest	0	0	0	0
Recharges	(5,015)	0	2,005	(3,010)
Reserves	(1,063)	0	113	(950)
GROSS INCOME	(39,848)	0	(554)	(40,402)
NET EXPENDITURE	25,777	391	(3,315)	22,853

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(3,673)	(11.5)
Depreciation adjustments	716	
Overheads adjustments	343	
Transfer between departments	(271)	(6.0)
Technical adjustments	(430)	1.0
TOTAL	(3,315)	(16.5)

ENVIRONMENT AND REGENERATION DEPARTMENT

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

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
361	351

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/2014 Original Estimate £000	Inflation £000	Other Variations £000	2014/2015 Estimate £000
Expenditure				
Employees	10,917	105	(154)	10,868
Premises	1,532	18	(113)	1,437
Transport	5,386	30	2,211	7,627
Supplies and Services	1,183	13	336	1,532
Third Party Payments	10,491	156	(2,377)	8,270
Transfer Payments	2	0	0	2
Support Services	5,470	0	(1,397)	4,073
Depreciation and Impairment Losses	5,818	0	618	6,436
GROSS EXPENDITURE	40,799	322	(876)	40,245
Income				
Government Grants	0	0	(288)	(288)
Other Reimbursements and Contributions	(625)	0	(1,269)	(1,894)
Customer and Client Receipts	(10,553)	0	(1,452)	(12,005)
Recharges	(2,311)	0	1,814	(497)
Reserves	0	0	0	0
GROSS INCOME	(13,489)	0	(1,195)	(14,684)
NET EXPENDITURE	27,310	322	(2,071)	25,561

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(2,793)	(6.3)
Depreciation adjustments	618	
Overheads adjustments	417	
Transfer between departments	(1)	
Technical Adjustments	(312)	1.0
TOTAL	(2,071)	(5.3)

ENVIRONMENT AND REGENERATION DEPARTMENT

Public Protection & Development: Consumer and Business Protection, Environmental Health, Development Control, Building Control, Parking Control.

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
146	136

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/2014 Original Estimate £000	Inflation £000	Other Variations £000	2014/2015 Estimate £000
Expenditure				
Employees	5,559	0	(333)	5,226
Premises	676	2	13	691
Transport	229	3	(6)	226
Supplies and Services	589	10	71	670
Third Party Payments	323	5	(2)	326
Transfer Payments	2	0	0	2
Support Services	1,743	0	(108)	1,635
Depreciation and Impairment Losses	56	0	20	76
GROSS EXPENDITURE	9,177	20	(345)	8,852
Income				
Government Grants	(48)	0	48	(0)
Other Reimbursements and Contributions	(199)	0	100	(99)
Customer and Client Receipts	(13,619)	0	(768)	(14,387)
Recharges	0	0	0	0
Reserves	(104)	0	(2)	(106)
GROSS INCOME	(13,970)	0	(622)	(14,592)
NET EXPENDITURE	(4,794)	20	(967)	(5,741)

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(518)	(4.0)
Depreciation adjustments	21	
Overheads adjustments	(108)	
Transfer between departments	(270)	(6.0)
Technical Adjustments	(92)	
TOTAL	(967)	(10.0)

ENVIRONMENT AND REGENERATION DEPARTMENT

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

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
113	117

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/2014 Original Estimate £000	Inflation £000	Other Variations £000	2014/2015 Estimate £000
Expenditure				
Employees	4,051	2	150	4,203
Premises	1,116	10	150	1,276
Transport	239	3	18	260
Supplies and Services	1,500	20	225	1,745
Third Party Payments	1,003	6	(229)	780
Transfer Payments	17	0	(5)	12
Support Services	2,620	0	(68)	2,552
Depreciation and Impairment Losses	611	0	72	683
GROSS EXPENDITURE	11,157	41	313	11,511
Income				
Government Grants	(59)	0	7	(52)
Other Reimbursements and Contributions	(223)	0	5	(218)
Customer and Client Receipts	(6,580)	0	(640)	(7,220)
Recharges	(1,416)	0	25	(1,391)
Reserves	(933)	0	89	(844)
GROSS INCOME	(9,212)	0	(514)	(9,726)
NET EXPENDITURE	1,945	41	(201)	1,785

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(336)	(1)
Depreciation adjustments	43	
Overheads adjustments	(43)	
Technical Adjustments	135	
TOTAL	(201)	(1.2)

ENVIRONMENT AND REGENERATION DEPARTMENT

Safer Merton: Management of the Community Safety Partnership and related legislation.

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
25	22

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/2014 Original Estimate £000	Inflation £000	Other Variations £000	2014/2015 Estimate £000
Expenditure				
Employees	1,012	0	(171)	841
Premises	5	0	(3)	2
Transport	7	0	0	7
Supplies and Services	179	3	(3)	179
Third Party Payments	1,568	2	(1,441)	129
Transfer Payments	0	0	0	0
Support Services	331	0	(101)	230
Depreciation and Impairment Losses	104	0	35	139
GROSS EXPENDITURE	3,204	5	(1,684)	1,525
Income				
Government Grants	(317)	0	247	(70)
Other Reimbursements and Contributions	(1,539)	0	1,338	(201)
Customer and Client Receipts	(6)	0	0	(6)
Recharges	0	0	0	0
Reserves	(26)	0	26	0
GROSS INCOME	(1,888)	0	1,611	(277)
NET EXPENDITURE	1,316	5	(73)	1,248

Other variations are analysed as follows:

Major Items	£000	fte
Saving	(3)	
Depreciation adjustments	35	
Overheads adjustments	(101)	
Technical Adjustments	(4)	
TOTAL	(73)	0.0

ENVIRONMENT AND REGENERATION DEPARTMENT

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

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
10	11

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/2014 Original Estimate £000	Inflation £000	Other Variations £000	2014/2015 Estimate £000
Expenditure				
Employees	774	0	(16)	758
Premises	0	0	0	0
Transport	20	0	0	20
Supplies and Services	360	3	(165)	198
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	134	0	12	146
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	1,288	3	(169)	1,122
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Recharges	(1,288)	0	166	(1,122)
Reserves	0	0	0	0
GROSS INCOME	(1,288)	0	166	(1,122)
NET EXPENDITURE	0	3	(3)	0

Other variations are analysed as follows:

Major Items	£000	fte
Saving	(23)	
Overheads adjustments	178	
Technical adjustments	(155)	
TOTAL	0	0



2014/2015 ESTIMATES

COMMUNITY AND HOUSING DEPARTMENT

COMMUNITY AND HOUSING DEPARTMENT Total

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

FULL TIME EQUIVALENTS

	2013/14	2014/15
Number of FTE Staff	527.91	515.45
Number of FTE PCT TUPE staff	19.88	24.24

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Original Estimate £000	Inflation £000	Other Variations £000	2014/15 Estimate £000
Expenditure				
Employees	19,499	15	(404)	19,110
Premises	1,059	16	19	1,094
Transport	1,415	21	(234)	1,202
Supplies and Services	4,824	66	285	5,175
Third Party Payments	41,939	637	(792)	41,784
Transfer Payments	13,030	0	(3,298)	9,732
Support Services	8,538	0	(182)	8,356
Depreciation and Impairment Losses	725	0	14	739
GROSS EXPENDITURE	91,028	755	(4,592)	87,192
Income				
Government Grants	(2,802)	0	(175)	(2,977)
Other Reimbursements and Contributions	(10,135)	(198)	2,278	(8,055)
Customer and Client Receipts	(11,277)	(5)	(369)	(11,651)
Interest	0	0	0	0
Recharges	(3,317)	0	208	(3,109)
Reserves	(25)	0	(42)	(67)
GROSS INCOME	(27,556)	(203)	1,900	(25,859)
NET EXPENDITURE	63,472	552	(2,692)	61,333

Other Variations are analysed as follows:

Major Items	£000	fte
Current Year savings	(2,465)	0
Previous years savings	0	0
Previous years growth	1,243	0
Overheads adjustments	26	0
Depreciation adjustments	14	0
Rebasing of Income	553	0
Technical adjustments	355	0
Transfers between departments	252	6.03
Grants	(4)	0
Other	(2,666)	0
TOTAL	(2,692)	6.03

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, Mitcham's Canons house, Pollards Hill and Morden libraries.

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
31.36	29.36

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14		Other	2014/15
	Original	Inflation	Variations	Estimate
	£000	£000	£000	£000
Expenditure				
Employees	1,813	0	(28)	1,785
Premises	141	2	31	174
Transport	3	0	(0)	3
Supplies and Services	334	5	6	345
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	286	0	25	311
Depreciation and Impairment Losses	96	0	1	97
GROSS EXPENDITURE	2,673	7	35	2,715
Income				
Government Grants	(1,873)	0	0	(1,873)
Other Reimbursements and Contributions	(3)	0	3	0
Customer and Client Receipts	(624)	0	(179)	(803)
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
GROSS INCOME	(2,500)	0	(176)	(2,676)
NET EXPENDITURE	173	7	(141)	39

Other Variations are analysed as follows:

Major Items	£000	fte
Current Year savings	(176)	
Previous years savings	0	
Previous years growth	0	
Overheads adjustments	25	
Depreciation adjustments	1	
Rebasing of Income	0	
Technical adjustments	(2)	
Transfers between departments	0	
Grants	0	
Other	11	
TOTAL	(141)	0.00

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

Number of FTE Staff

2013/14	2014/15
46.40	47.00

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Original Estimate £000	Inflation £000	Other Variations £000	2013/14 Estimate £000
Expenditure				
Employees	1,319	0	8	1,327
Premises	418	6	(23)	401
Transport	3	0	1	4
Supplies and Services	618	9	(45)	582
Third Party Payments	66	1	(2)	65
Transfer Payments	0	0	0	0
Support Services	814	0	(125)	689
Depreciation and Impairment Losses	553	0	13	566
GROSS EXPENDITURE	3,791	16	(173)	3,634
Income				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(120)	0	6	(114)
Customer and Client Receipts	(343)	(4)	20	(327)
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	(25)	0	25	0
GROSS INCOME	(488)	(4)	51	(441)
NET EXPENDITURE	3,303	12	(122)	3,193

Other Variations are analysed as follows:

Major Items	£000	fte
Current Year savings	(10)	
Previous years savings	0	
Previous years growth	0	
Overheads adjustments	(125)	
Depreciation adjustments	13	
Rebasing of Income	0	
Technical adjustments	15	
Transfers between departments	(15)	
Grants	0	
Other	0	
TOTAL	(122)	0.00

COMMUNITY AND HOUSING DEPARTMENT
Housing General Fund

Housing Needs and Enabling Service

FULL TIME EQUIVALENTS

Number of FTE Staff

2013/14	2014/15
25.5	32.5

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Original Estimate £000	Inflation £000	Other Variations £000	2014/15 Estimate £000
Expenditure				
Employees	962	0	348	1,310
Premises	1	0	37	38
Transport	18	0	10	28
Supplies and Services	190	3	7	200
Third Party Payments	909	14	231	1,154
Transfer Payments	480	0	(142)	338
Support Services	230	0	47	277
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	2,790	17	538	3,345
Income				
Government Grants	(798)	0	(171)	(969)
Other Reimbursements and Contributions	0	0	(5)	(5)
Customer and Client Receipts	(34)	(1)	(62)	(97)
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	(67)	(67)
GROSS INCOME	(832)	(1)	(305)	(1,138)
NET EXPENDITURE	1,958	16	233	2,207

Other Variations are analysed as follows:

Major Items	£000	fte
Current Year savings	(92)	
Previous years savings	0	
Growth	0	
Overheads adjustments	47	
Depreciation adjustments	0	
Rebasing of Income	0	
Technical adjustments	9	
Transfers between departments	270	6.03
Grants	0	
Other	(1)	
TOTAL	233	6.03

NB: The financial information included above is the latest available but may change as the budget process develops and more up to date details become available.

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

	2013/14	2014/15
Number of FTE Staff	422.65	404.56
Number of FTE PCT TUPE staff	19.88	24.24

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Original Estimate £000	Inflation £000	Other Variations £000	2014/15 Estimate £000
Expenditure				
Employees	15,181	15	(732)	14,464
Premises	500	8	(27)	481
Transport	1,390	21	(244)	1,167
Supplies and Services	3,592	45	277	3,914
Third Party Payments	40,964	622	(1,021)	40,565
Transfer Payments	12,550	0	(3,156)	9,394
Support Services	7,166	0	(125)	7,041
Depreciation and Impairment Losses	76	0	0	76
GROSS EXPENDITURE	81,419	711	(5,028)	77,102
Income				
Government Grants	(131)	0	(4)	(135)
Other Reimbursements and Contributions	(10,012)	(198)	2,274	(7,936)
Customer and Client Receipts	(10,276)	0	(148)	(10,424)
Interest	0	0	0	0
Recharges	(3,317)	0	208	(3,109)
Reserves	(0)	0	0	0
GROSS INCOME	(23,736)	(198)	2,330	(21,604)
NET EXPENDITURE	57,683	513	(2,698)	55,498

Other Variations are analysed as follows:

Major Items	£000	fte
Current Year savings	(2,187)	
Previous years savings	0	
Growth	1,243	
Overheads adjustments	83	
Depreciation adjustments	0	
Rebasing of Income	553	
Technical adjustments	293	
Transfers between departments	(3)	
Grants	(4)	
Other	(2,676)	
TOTAL	(2,698)	0.00

COMMUNITY AND HOUSING DEPARTMENT Senior Management

This area includes the cost of the Director and PA.

FULL TIME EQUIVALENTS

Number of FTE Staff

Number of FTE PCT TUPE staff

	2013/14	2014/15
Number of FTE Staff	2.00	2.00
Number of FTE PCT TUPE staff	0.00	0.00

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Original Estimate £000	Inflation £000	Other Variations £000	2014/15 Estimate £000
Expenditure				
Employees	224	0	0	224
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	90	4	40	134
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	42	0	(4)	38
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	356	4	36	396
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	356	4	36	396

Other Variations are analysed as follows:

Major Items	£000	fte
Current Year savings	0	
Previous years savings	0	
Growth	0	
Overheads adjustments	(4)	
Depreciation adjustments	0	
Rebasing of Income	0	
Technical adjustments	40	
Transfers between departments	0	
Grants	0	
Other	0	
TOTAL	36	0.00

COMMUNITY AND HOUSING DEPARTMENT
Public Health

This area includes all Public Health responsibilities .

FULL TIME EQUIVALENTS

Number of FTE Staff

Number of FTE PCT TUPE staff

2013/14	2014/15
9.00	13.77
0.00	0.00

SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Original Estimate £000	Inflation £000	Other Variations £000	2014/15 Estimate £000
Expenditure				
Employees	569	0	353	922
Premises	0	0	0	0
Transport	6	0	1	7
Supplies and Services	4,227	0	204	4,431
Third Party Payments	4,086	0	288	4,374
Transfer Payments	0	0	0	0
Support Services	97	0	13	110
Depreciation and Impairment Losses	0	0	0	0
GROSS EXPENDITURE	8,985	0	859	9,844
Income				
Government Grants	(8,985)	0	(251)	(9,236)
Other Reimbursements and Contributions	0	0	(608)	(608)
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	(8,985)	0	(859)	(9,844)
NET EXPENDITURE	(0)	0	0	0

Other Variations are analysed as follows:

Major Items	£000	fte
Current Year savings	0	
Previous years savings	0	
Growth	0	
Overheads adjustments	9	
Depreciation adjustments	0	
Rebasing of Income	0	
Technical adjustments	242	4.77
Transfers between departments	0	
Grants	(251)	
Other	0	
TOTAL	0	4.77

Standard Subjective Analysis – The Key

Introduction

The subjective analysis is the analysis of income and expenditure that is applicable to all Best Value reporting requirements for all accounting periods from 1 April 2008.

We use a set standard subjective analysis for a number of reasons:-

- The subjective analysis is a CIPFA recommended structure.
- It minimises the reporting requirements for Government statistical reporting.
- It provides information in a multi dimensional format for Best Value
- It improves consistency and therefore helps Authorities to make effective comparisons for Best Value and other financial requirements
- A subjective Analysis provides further information that is useful for benchmarking analysis.
- For analysing costs in reviews.

Glossary of the standard Subjective analysis

Details of Expenditure groups and what is included:

1 Employees: This group includes the costs of employee expenses, both direct and indirect to the Authority.

Direct employee expenses

- Salaries
- Employer's National Insurance contribution
- Employers retirement benefit costs
- Agency Staff
- Employee expenses

Indirect employee expenses

- Relocation
- Interview
- Training
- Advertising
- Severance payments
- Employee - related schemes

2 Premises: This group includes expenses directly related to the running of the premises and land.

- Energy costs
- Rent
- Rates
- Water Services
- Fixtures and Fittings
- Apportionment of expenses of operating buildings
- Cleaning and Domestic Supplies
- Grounds maintenance costs
- Premises Insurance
- Contribution to premises - related provisions.

3 Transport: This group includes all costs associated with the provision, hire or use of transport, including travelling allowances and home to school transport..

Direct Transport costs

- Repair and maintenance, running costs and contributions to provisions in respect of vehicles.
- Repairs and maintenance of (e.g.) roads included in this heading, but should be included in the relevant subjective headings (such as staff costs, supplies and services etc),

- This could include the write-off in the year of any assets not deemed material by the authority's capital accounting policies i.e. below de minimis thresholds set).
 - Contract hire and operating leases
 - Public Transport
 - Staff Travelling expenses
 - Car allowances
 - Contribution to transport related provisions
- 4** Supplies and Services: This group includes all direct supplies and service expenditure to the authority.
- Equipment, furniture and materials
 - Catering Services
 - Communications and computing includes expenses
 - Grants and subscriptions
 - Private Finance Initiatives and Public Private Partnership schemes.
 - Contributions to provisions
 - Miscellaneous expenses
- 5** Third Party Payments: Independent units within the council; included services defined as category (a) to (e) in Appendix D of BVACOP
- Joint Authorities
 - Other Local authorities
 - Health authorities
 - Government departments
 - Voluntary associations
 - Other establishments
 - Private contractors
 - Other agencies
 - Debit resulting from soft loans
- 6** Transfer Payments: This includes the cost of payments to individuals for which no goods or services are received in return by the local authority.
Four sub-groups are suggested: However, this list is not exhaustive.
- Schoolchildren and students
 - Adult Social Services clients
 - Housing benefits
 - Debit resulting from soft loans
- 7** Support Services: Charges for services that support the provision of services to the public.
- Finance
 - IT

- Human Resources
- Property Management /Office Accommodation
- Legal services (not included in the definition of Corporate and democratic Core)
- Procurement Services
- Corporate Services not included in the definition of Corporate and democratic Core)
- Transport Functions

8 Depreciation and Impairment losses: This provides the subjective analysis that will record the revenue impact of capital items in the services revenue accounts for the authority,

9 Income: This group included all income received by the services from external users or by way of charges or recharges to internal users.

Government Grants

- Specific and special government grants

Other Reimbursements and contributions

- Revenue Income received to finance a function/project jointly or severally undertaken with other bodies.
- Contributions from other local authorities.
- Value of costs recharged to outside bodies including other committees.

Customer and Client Receipts

- Sales products or materials, data technology or surplus products.
- Fee and charges for services, use of facilities, admissions and lettings
- Rents, tithes, acknowledgements. way leaves and other land and property-based charges of a non-casual user.

Interest

Recharges

- Value of costs recharged to internal users

Reserves

- All credits resulting from soft loans should be included in this subjective (as a corporate entry).

Risk Analysis for General Fund

- 1 The Council's draft budget for 2014/15, has been analysed to identify key areas of risk. Costs that are regarded fixed have been disregarded along with Schools' budgets.

	£m
Employees	90.3
Premises Related Expenditure	8.6
Transport Related Expenditure	12.8
Supplies and Services - DSG	28.2
Third Party Payments	69.2
Transfer Payments	108.4
Support Services	30.7
Depreciation and Impairment Costs	15.2
Cost of Borrowing	17.0
Pension Fund	11.9
Contingency	1.5
Corporate Provisions	3.0
Incomes	
Government Grants	270.5
Other Grants, Reimbursements and Contributions	21.7
Customer and Client Receipts	56.0
Interest	0.0
Recharges	31.4
Balances	0.9
Asset Rentals: Depreciation & Impairment	15.2
Overall Total	792.5

2. In addition the savings proposals for 2015/18 have been assessed in terms of deliverable risk. The level of deliverable risk is:

Risk Rating	New 2015/16 £000	New 2016/17 £000	New 2017/18 £000	New 2015/18 £000	Previous 2015/18 £000	Total 2015/18 £000
Low	517	230	452	1,199	1,964	3,163
Medium	1,086	505	653	2,244	2,347	4,591
High	94	728	561	1,383	2,532	3,915
Total	1,697	1,463	1,666	4,826	6,843	11,669

3. Using the data available the levels of risk for the key areas have been assessed as shown in the following table:

	£m	Min %	Mid %	Max %
Employees	90.3	0.25	0.50	0.75
Premises Related Expenditure	8.6	1.50	2.50	3.50
Transport Related Expenditure	12.8	2.00	3.00	4.00
Supplies and Services - DSG	28.2	1.50	2.50	3.50
Third Party Payments	69.2	3.00	5.00	7.00
Transfer Payments	108.4	3.00	4.00	5.00
Incomes				
Government Grants	270.5	1.00	2.00	3.00
Other Grants, Reimbursements and Contributions	21.7	1.00	2.00	3.00
Customer and Client Receipts	56.0	1.50	2.50	3.50
Savings				
Low Deliverability Risk	3.2	1.50		
Medium Deliverability Risk	4.6		3.00	
High Deliverability Risk	3.9			7.50
Safety Net Threshold	2.4	100.00	100.00	100.00

4. Applying the risk levels in the table above produces the following level of addressed risk:

	£m	Min £m	Mid £m	Max £m
Employees	90.3	0.23	0.45	0.68
Premises Related Expenditure	8.6	0.13	0.21	0.30
Transport Related Expenditure	12.8	0.26	0.38	0.51
Supplies and Services - DSG	28.2	0.42	0.70	0.99
Third Party Payments	69.2	2.08	3.46	4.85
Transfer Payments	108.4	3.25	4.33	5.42
Incomes				
Government Grants	270.5	2.71	5.41	8.12
Other Grants, Reimbursements and Contributions	21.7	0.22	0.43	0.65
Customer and Client Receipts	56.0	0.84	1.40	1.96
Savings				
Low Deliverability Risk	3.2	0.05	0.00	0.00
Medium Deliverability Risk	4.6	0.00	0.14	0.00
High Deliverability Risk	3.9	0.00	0.00	0.29
Safety Net Threshold	2.4	2.40	2.40	2.40
Total		12.59	19.31	26.17

Merton Council Draft Retail Property Discount

The Government announced in the Autumn Statement (5 December 2013) that it wishes local authorities to grant Business Rates (NNDR) relief of up to £1,000 to all occupied retail properties with a rateable value of £50,000 or less that are wholly or mainly being used as shops, restaurants, cafes or drinking establishments. The relief will apply for the 2014/15 and 2015/16 financial years.

Which properties will benefit from relief?

Properties that will benefit from the relief will be occupied hereditaments with a rateable value of £50,000 or less, that are wholly or mainly being used as shops, restaurants, cafes and drinking establishments.

In guidance issued central government consider shops, restaurants, cafes and drinking establishments to include properties that are being used for the sale of goods to visiting members of the public and properties that are being used for the provision of the following services to visiting members of the public.

Eligibility Criteria

Properties that are being used for the provision of the following services to visiting members of the public:

- Shops (such as: florist, bakers, butchers, grocers, greengrocers, jewellers, stationers, off licence, chemists, newsagents, hardware stores, supermarkets etc).
- Charity shops
- Opticians
- Post offices
- Furnishing shops/ display rooms (such as: carpet shops, double glazing)
- Car/ caravan show rooms
- Second hand car lots
- Markets
- Petrol stations
- Garden centres
- Art galleries (where art is for sale/hire)
- Hair beauty services (such as hairdressers, nail bars, beauty salons, tanning shops etc)
- Shoe repairs/ key cutting
- Travel agents
- Ticket offices e.g. for theatre
- Dry cleaners
- Launderettes
- PC/ TV/ domestic appliance repair
- Funeral directors
- Photo processing
- DVD/ video rentals
- Tool hire
- Car hire
- Restaurants
- Takeaways
- Sandwich shops

- Coffee shops
- Pubs
- Bars

Ineligible businesses/organisations

The following types of uses are **not** eligible for Retail relief;

Properties that are being used for the provision of the following services to visiting members of the public:

Financial services (e.g. banks, building societies, cash points, bureau de change, payday lenders, betting shops, pawn brokers)

Other services (e.g. estate agents, letting agents, employment agencies)

Medical services (e.g. vets, dentists, doctors, osteopaths, chiropractors)

Professional Services (e.g. solicitors, accountants, insurance agents/financial advisers, tutors)

Post office sorting office

Businesses trading in activities that could bring the scheme into disrepute (e.g. pornography etc.)

Any other properties which are not reasonably accessible to visiting members of the public.

Properties which are occupied but not wholly or mainly used for the qualifying purpose will not qualify for the relief.

How much relief will be available?

The total amount of government-funded relief available for each property for each of the years under this scheme is £1,000. The amount does not vary with rateable value and there is no taper. The relief will be applied against the net bill after all other reliefs.

The discount will be apportioned if there is a change of ratepayer during the year.

Application Process

No formal application form is necessary where we are satisfied the qualifying criteria above is met. From 1 April 2014, we will identify all retail properties we consider to meet the criteria and apply the discount. A form will be sent to all these ratepayers, enclosing the qualifying criteria and information concerning State Aid. They will be required to return the form to state they meet the criteria, and that the amount of relief is not in excess of State Aid limits. (See the De Minimis Regulations (1407/2013))

If there is a change of ratepayer during 2014/15 or 2015/16, the eligibility for a discount will be reviewed with regards to the new occupier's use of the property.

Decision Making and Appeals

The Head of Revenues and Benefits will be responsible for approving all applications, with a monthly review by the Director of Corporate Services. There will be no right of appeal.

Budget

Central government will fully reimburse local authorities for the local share of the discretionary relief (using a grant under section 31 of the Local Government Act 2003) as it expects authorities to grant relief to qualifying ratepayers.

Merton Council Draft Retail Premises Re-Occupation Discount Policy

The Government announced in the Autumn Statement (5 December 2013) that it wishes local authorities to grant Business Rates (NNDR) a 50% discount for 18 months for those businesses that move into retail premises that have been empty for a year or more. This is available for businesses which move into empty premises between 1st April 2014 and 31st March 2016.

Which properties will benefit from relief?

Properties that will benefit from the relief will be occupied hereditaments that are wholly or mainly being used as shops, restaurants, cafes and drinking establishments.

In guidance issued central government consider shops, restaurants, cafes and drinking establishments to include properties that are being used for the sale of goods to visiting members of the public and properties that are being used for the provision of the following services to visiting members of the public.

Eligibility Criteria

Properties that are being used for the provision of the following services to visiting members of the public:

- Shops (such as: florist, bakers, butchers, grocers, greengrocers, jewellers, stationers, off licence, chemists, newsagents, hardware stores, supermarkets etc).
- Charity shops
- Opticians
- Post offices
- Furnishing shops/ display rooms (such as: carpet shops, double glazing)
- Car/ caravan show rooms
- Second hand car lots
- Markets
- Petrol stations
- Garden centres
- Art galleries (where art is for sale/hire)
- Hair beauty services (such as hairdressers, nail bars, beauty salons, tanning shops etc)
- Shoe repairs/ key cutting
- Travel agents
- Ticket offices e.g. for theatre
- Dry cleaners
- Launderettes
- PC/ TV/ domestic appliance repair
- Funeral directors
- Photo processing
- DVD/ video rentals
- Tool hire
- Car hire
- Restaurants
- Takeaways
- Sandwich shops

- Coffee shops
- Pubs
- Bars

Ineligible businesses/organisations

The following types of uses are **not** eligible for Retail relief;

Properties that are being used for the provision of the following services to visiting members of the public:

Financial services (e.g. banks, building societies, cash points, bureau de change, payday lenders, betting shops, pawn brokers)

Other services (e.g. estate agents, letting agents, employment agencies)

Medical services (e.g. vets, dentists, doctors, osteopaths, chiropractors)

Professional Services (e.g. solicitors, accountants, insurance agents/financial advisers, tutors)

Post office sorting office

Businesses trading in activities that could bring the scheme into disrepute (e.g. pornography etc.)

Any other properties which are not reasonably accessible to visiting members of the public.

Properties which are occupied but not wholly or mainly used for the qualifying purpose will not qualify for the relief.

How much relief will be available?

The total amount of government-funded relief available for each property for each of the years under this scheme is 50% of the rates payable after all other reliefs. The amount of relief varies with rateable value of the property.

Application Process

No formal application form is necessary where we are satisfied the qualifying criteria above is met. From 1 April 2014, we will identify all retail properties we consider to meet the criteria and apply the discount. A form will be sent to all these ratepayers, enclosing the qualifying criteria and information concerning State Aid. They will be required to return the form to state they meet the criteria, and that the amount of relief is not in excess of State Aid limits. (See the De Minimis Regulations (1407/2013))

Decision Making and Appeals

The Head of Revenues and Benefits will be responsible for approving all applications, with a monthly review by the Director of Corporate Services. There will be no right of appeal.

Budget

Central government will fully reimburse local authorities for the local share of the discretionary relief (using a grant under section 31 of the Local Government Act 2003) as it expects authorities to grant relief to qualifying ratepayers.

Equality Analysis

In order to demonstrate compliance with this public sector equality duty we assess the impact of savings proposals on groups with various protected characteristics (equality groups). In many of the recent cases of judicial review concerning reductions in services the failure to adequately consider the equalities issues of a particular decision, together with the failure to carry out adequate consultation, has been one of the key issues that has led to a successful challenge to the local authority decision.

It is therefore crucial that we get them right.

The protected characteristics under the law are age, disability, gender re-assignment, marriage and civil partnerships, pregnancy/maternity, race, religion/belief, sex and sexual orientation. In addition Merton takes account of a ninth characteristic, socio-economic, in order to support our focus on bridging the gap between the east and west of the borough.

As part of the equality analysis (EA) process once the analysis of impact on protected groups is complete each proposal is then assessed against four outcomes; as described in the table below.

<p>Outcome 1 – No change required: when the EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed.</p>	<p>Your analysis demonstrates that the proposals are robust and the evidence shows no potential for discrimination and that you have taken all appropriate opportunities to advance equality and foster good relations between groups. If this conclusion is reached, remember to document the reasons for this and the information that you used to make this decision.</p>
<p>Outcome 2 – Adjustments to remove negative impact identified by the EA or to better promote equality. List the actions you propose to take to address this in the Action Plan.</p>	<p>This involves taking steps to remove barriers or to better advance equality. It can mean introducing measures to mitigate the potential negative effect. Remember that it is lawful under the Equality Act to treat people differently in some circumstances, for example taking positive action or putting in place single-sex provision where there is a need for it. It is both lawful and a requirement of the general equality duty to consider if there is a need to treat disabled people differently, including more favourable treatment where necessary.</p>

Outcome 3 – Possible negative outcome that cannot be fully mitigated	A justification to pursue this course of action must be provided in section 10 of the analysis
Outcome 4 – Stop and rethink: when your EA shows actual or potential unlawful discrimination.	If a policy shows unlawful discrimination it must be removed or changed.

A process has been put in place to ensure that we carry out an equalities analysis of all our savings proposals and that this information is available to members in making their decisions. Each proposal on the savings spreadsheet states the outcome and a summary of the issues, with further details available in the full EAs which are attached to this report.

Summary of Draft Equalities Analysis

There have been Draft EAs carried out and agreed on new savings proposals, or baskets of savings proposals. In some areas Draft EAs were completed for each individual savings proposal whilst in others an overarching impact assessment has been completed on all proposals.

It is important that each and every individual EA is considered on its own merit and in the context of the other changes and cuts that are being made. Therefore, what follows should be treated as indicative and not as a replacement for considering each EA.

Community and Housing

Ten separate new savings proposals have been put forward, the impact of these proposals is summarised on five equality analyses.

Children Schools and Families

Three separate new savings proposals have been put forward, the impact of these proposals is summarised on five equality analyses. An equality assessment is attached for saving reference CSF01 and CSF02.

The following narrative has been submitted for saving reference CSF03 - In order to meet our MTFS budget target, we intend to undertake restructuring across the department and including services commissioned externally, to deliver savings of £239k in 2017/18. The details will need to be determined nearer the time in light of demographic changes in overall numbers and the profile of the population, societal expectations, and legislative and inspection requirements, as well as the efficiencies that can be achieved on the basis of systems and process improvements. In order to comply with statutory duties and protect services for the most vulnerable children and young people it will continue to be necessary to reduce services commissioned with the voluntary sector. Both this and internal restructuring will result in redundancies. The equalities impact will need to be assessed at the time and mitigating measures planned and implemented alongside the restructuring, but it is likely that those families with socio-economic difficulties will suffer adverse implications.

Corporate Services

Sixteen separate new savings proposals have been put forward, the impact of these proposals is summarised on eleven equality analyses .

Environment and Regeneration

Eleven separate new savings proposals have been put forward, the impact of these proposals are summarised on four equality analyses. Managers have reviewed the above savings and concluded that an Equality Analysis is not required for savings reference EV01 and EV08 as they have no impact on service delivery.

The table below summarises the information provided:

Summary of Financial and Equality Impact Information

Dept.	Total Savings Proposals			No. of Draft EAs	Outcome				
	No.	2015/16 £000s	2016/17 £000s		2017/18 £000s	1	2	3	4
C&H	10	321	814	484	5	3	2	0	0
CSF	3	150	7	564	2	0	0	2	0
CS	15	291	417	493	10	8	1	1	0
E&R	11	935	225	125	4	1	0	1	0
Overall	39	1697	1463	1666	21	12	3	4	0

Equality Analysis



Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet Text in blue is intended to provide guidance – you can delete this from your final version.	
What are the proposals being assessed?	Proposed replacement and additional savings within the Adult Social Care Service Plan
Which Department/ Division has the responsibility for this?	Adult Services (Access & Assessment, Direct Provision and Commissioning) with Community & Housing Department (CH1/4 New Savings)
Stage 1: Overview	
Name and job title of lead officer	Douglas Russell, Adult Social Care Savings Programme Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The aim of the efficiencies is to ensure that the division meets its savings targets over the next 4 years. The objective is to ensure that cashable efficiencies have minimal adverse impact on the customers of Adult Social Care
2. How does this contribute to the council's corporate priorities?	The Adult Social Care Service plan contributes to the Council's Merton 2015 priorities and will ensure that the savings targets are achieved in line with the Corporate Business Plan and the 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.	Our stakeholders include: customers, carers, faith groups, customer representative groups (e.g. Your Shout, Merton People First, Speak Out Group, Merton centre for Independent Living (MCIL), customer groups within Day Services), Voluntary Sector organisations (e.g. MVSC, and other organisations making up Involve), Merton Clinical Commissioning Group, partnership groups (e.g. LD and Transition Partnership Boards, the Health and Wellbeing Board, Healthwatch, and staff.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Adult Social Care will take overall responsibility for its savings.

Stage 2: Collecting evidence/ data

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

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

We will adopt a similar approach as for previous savings, consulting with groups representing various care groups and faith groups; the voluntary sector through INVOLVE on the need to have a 3 year plan on delivering services that meet the needs of the Adult Social Care service plan for 2015 - 2018.

We will adopt a similar approach as for previous savings and will use the following information to support our decision:

- Surveys with customers and carers.
- Joint Strategic Needs Analysis (JSNA) to identify future needs of adults and carers with potential social care needs.
- Contract Monitoring – and where savings can be made without impact on service users.
- Consultation with Healthwatch
- Consultation with Service Users and Carers Groups
- Consultation with Service Providers – Voluntary Sector Task Force, Provider forums and 1:1 consultation with third party providers. This information, as per the past, will be used to identify how and at what cost the provider market can meet the needs of the Council, service users and carers. We will analyse the information to establish which service will be more effective and provide value for money.
- Best practice research and reports with ADASS and other national and government groups.
- Benchmarking across London and South West London.
- In-house data analysis and performance indicators.
- Demographic data.
- Information from the Office of National Statistics (ON).

Generally the savings proposed are continued changes to the way in which we deliver our services with reduced budgets, whilst ensuring our ability to deliver our statutory responsibilities. These proposals also include reduction or cessation to services so there may be some impact on some of the equality groups. The FACS criteria are not being amended, so there will be no change in statutory entitlement to support, but there may be an increase in waiting times in some instances.

A comprehensive consultation exercise on these proposals will be complete by the end of March 2014, and the outcome will inform the way we progress the proposals.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	√			√	<p>Commissioning: Level 2 CH03 - Brokerage efficiency savings (Best Value Options) - the customer base includes older people. This proposal aims to negotiate and broker Care and Support packages to deliver the best value solution based on assessed need for the customer. CH09 - Remodelling and re-procuring the domiciliary care service - the customer base is predominantly older people. This proposal aims to reduce dependency on domiciliary care services through different forms of contract which incentivise providers to manage demand and new needs, and through other cost effective preventative solutions such as telecare and telehealth. CH10 - Procurement Opportunities - the customer base includes older people. This proposal aims to deliver further efficiencies through contract negotiations. CH14 - All Saints Respite Extension - the customer base includes older people. This proposal aims to extend the All Saints Respite Service offer to PD customers. Access and Assessment: Level 3 CH12 - Remove day care costs from residential customers - the customer base potentially includes older people. This proposal aims to cease including day care costs within residential customers care support packages. Direct Provision: Level 2 CH15 - Assistive Technology - the customer base includes older people. This proposal aims to optimise the use of telecare and assistive technologies to provide a more cost effective alternative to domiciliary care and other forms of intervention - in essence reducing the number of home visits. There maybe concerns on the level of customer social contact.</p>
Disability				√	<p>Commissioning:</p>

	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>			<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>Level 2 CH03 - Brokerage efficiency savings (Best Value Options) - the customer base includes people with disabilities. This proposal aims to negotiate and broker Care and Support packages to deliver the best value solution based on assessed need for the customer. CH09 - Remodelling and re-procuring the domiciliary care service - the customer base could potentially include people with disabilities. This proposal aims to reduce dependency on domiciliary care services through different forms of contract which incentivise providers to manage demand and new needs, and through other cost effective preventative solutions such as telecare and telehealth. CH10 - Procurement Opportunities - the customer base includes people with disabilities. This proposal aims to deliver further efficiencies through contract negotiations. CH14 - All Saints Respite Extension - the customer base includes people with disabilities. This proposal aims to extend the All Saints Respite Service offer to PD customers. Access and Assessment: Level 3 CH12 - Remove day care costs from residential customers - the customer base potentially includes people with disabilities. This proposal aims to cease including day care costs within residential customers care support packages. Direct Provision: Level 2 CH15 - Assistive Technology - the customer base includes people with disabilities. This proposal aims to optimise the use of telecare and assistive technologies to provide a more cost effective alternative to domiciliary care and other forms of intervention - in essence reducing the number of home visits. There maybe concerns on the level of customer social contact.</p>
Gender Reassignment					N/A
Marriage and Civil Partnership					N/A
Pregnancy and Maternity					N/A
Race					N/A
Religion/ belief					N/A
Sex (Gender)					N/A
Sexual orientation					N/A
Socio-economic status					N/A

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

- **Potential impact of change**
Level 2 & 3: **CH03, CH09, CH10, CH12, CH14, CH15**

Mitigation Plan

A comprehensive consultation exercise to ensure customers, providers and other stakeholders understand the rationale for the position the council is taking.

- **Potential impact on customer is change in current service provider**
Level 2: **CH03, CH09**

Mitigation Plan

In addition to the comprehensive consultation exercise, where a change will be required, then a thorough implementation plan for each change will be developed to include the review of customer needs to identify the suitability, feasibility and acceptability (SFA) of the potential change to the customers' service. This will ensure that where the SFA is negative to the customer, the council's works with the customer, family and stakeholders to identify a service that meets the needs of the customer in the most cost effective way. Furthermore, the customers will be supported through the change process.

- **Potential impact on level of service for customer**
Level 3: **CH12**

In addition to the comprehensive consultation exercise, there will be a thorough implementation plan to include a comprehensive checklist to ensure that the solutions developed for customers meet their identified needs. As well as the clear identification of communication channels for customers and a comprehensive monitoring mechanism to ensure where there is a change in need a revised solution can be developed and put in place swiftly.

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 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?
Potential impact of change.	Consultation planned up to end of March 2014.	Meetings held and outcome recorded.	March 2014	Established	RAM/JB/JR/AOS	Yes
Potential impact on customer is change in current Service Provider	As well as consultation, a through implementation plan for each change will be developed to include the review of customer needs to identify the suitability, feasibility and acceptability (SFA) of the potential change to the customers' service.	Savings target in Service Plan	On-going up to March 2018	Yes	RAM	Yes
Potential impact on level of service for customer	As well as consultation, a through implementation plan to include a comprehensive checklist to ensure that the solutions developed for customers meet their identified needs. As well as the clear identification of communication channels for customers and comprehensive monitoring mechanism to ensure where there is a change in need a revised solution can be developed and put in place swiftly.	Savings target in Service Plan	March 2015	Yes	JB/JR	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 **2** Assessment

The key findings of this initial assessment are:

- A comprehensive consultation exercise is required to inform customers, providers and other stakeholders of the proposed changes and to ensure all the risks and negative impact are clearly identified.
- In terms of positive key impacts Adult Social Care solutions will continue to be person centred and delivered both more efficiently and cost effectively. In terms of negative key impacts, they are outlined in Section 7 above.
- Merton's vulnerable residents are affected, in particular older people and people with disabilities.
- The course of action being proposed as a result of this assessment is detailed in section 9 above.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Douglas Russell ASC Savings Programme Manager	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Simon Williams Director of Community & Housing	Signature:	Date:

EQUALITIES TEST OF RELEVANCE AND INITIAL SCREENING

CH5 – Reduction in Media Fund



This form should be completed in line with the Equality Analysis guidance available on the Intranet	
EA completed by: (Give name and job title)	Anthony Hopkins, Head of Library & Heritage Service
EA to be signed off by: (Give name and job title)	Simon Williams, Director of Community and Housing
Department/ Division:	Community & Housing Library & Heritage Service
EA completed on:	18 December 2013

Assessing Functions, Policies, Proposed Policies and Procedures for their Relevance (due regard) to the General Duties of the Equality Act 2010.

Relevance Statements – the following statements may help you to determine whether the function/service is relevant to the aims of the Public Sector Equality Duty:

- The outcome(s) of the activity directly and significantly impact on people
- The activity affects some groups of people or communities and not others
- Particular groups of people or communities could be disadvantaged by the function / service
- They activity affects how the services are delivered
- The activity presents a high risk to the Council's public reputation
- The activity relates to an area where there are known inequalities

Protected Characteristics - Key:

Age	A	Race	R
Disability	D	Religion or Belief	RB
Gender Reassignment	GR	Sex	S
Marriage and Civil Partnership	MCP	Sexual Orientation	SO
Pregnancy and Maternity	PM		

Name of Function / Service	Which Protected Characteristic(s) is your function / service relevant to? Tick (✓) all that apply.										Which aims of the Public Sector Equality Duty (PSED) are relevant to your function/service? Can your function/service: Tick (✓) all that apply.	
	A	D	GR	MCP	PM	R	RB	S	SO	Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010?	Advance equality of opportunity between people who share a protected characteristic and those who do not?	Foster good relations between people who share a protected characteristic and those who do not?
Media Fund Reduction in spend from 2015/16)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

If relevance to the Public Sector Equality Duty is established you are required to undertake an Equality Analysis.

Initial Screening

<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria for eligibility of service etc).</p>	<p>To ensure corporate resilience and to support the medium term financial strategy it is proposed to reduce the Media Fund by £10,000 per annum from 2015/16. Several of the stock contracts, which are used to procure stock, are in the process or have been re-negotiated and have provided improved value for money. Utilising new technology to manage stock has also meant that efficiencies have been delivered within how we procure stock that has provided improved choice for customers and more personalised collections per library.</p>		
<p>2. Who are the main people/groups affected by your proposals? (Consider who are the internal and external customers)</p>	<p>As the Library Service is a universal service this proposal could potentially impact on all equality groups but through the measures mentioned above it is felt that there will be little, if any, impact on customers.</p>		
<p>3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this screening?</p>	<p>Library usage statistics along with customer satisfaction surveys have been used to inform this screening. Benchmarking against other authorities on stock spend and usage has also been undertaken.</p>		
<p>4. Is there evidence to suggest that your proposal(s) could affect some groups of people in different ways?</p>	Yes	Explain the reason for your decision	
	No	✓	

Assessing Impact

Please indicate how the proposals affect the Protected Characteristics listed below:

If you have identified potential negative impact(s) above, then it is necessary to complete an Equality Analysis. If there is no negative impact you do not need to complete an Equality Analysis.

	Positive Impact	Negative Impact	Neither	Reason / Comment / Evidence
Age			✓	
Disability			✓	
Gender Reassignment			✓	
Marriage and Civil Partnership			✓	
Pregnancy and Maternity			✓	
Race			✓	
Religion or Belief			✓	
Sex			✓	
Sexual Orientation			✓	
Outcome of screening	Equality Analysis is not required			
Lead Officer	Anthony Hopkins / Head of Library & Heritage Service			
Director/Head of Service	Simon Williams / Director of Community & Housing			
Signed				
Dated				

EQUALITIES TEST OF RELEVANCE AND INITIAL SCREENING

CH6 – Increased Income



This form should be completed in line with the Equality Analysis guidance available on the Intranet	
EA completed by: (Give name and job title)	Anthony Hopkins, Head of Library & Heritage Service
EA to be signed off by: (Give name and job title)	Simon Williams, Director of Community & Housing
Department/ Division:	Community & Housing
Team:	Library & Heritage Service
EA completed on:	18 December 2013

Assessing Functions, Policies, Proposed Policies and Procedures for their Relevance (due regard) to the General Duties of the Equality Act 2010.

Relevance Statements – the following statements may help you to determine whether the function/service is relevant to the aims of the Public Sector Equality Duty:

- The outcome(s) of the activity directly and significantly impact on people
- The activity affects some groups of people or communities and not others
- Particular groups of people or communities could be disadvantaged by the function / service
- They activity affects how the services are delivered
- The activity presents a high risk to the Council's public reputation
- The activity relates to an area where there are known inequalities

Protected Characteristics - Key:

Age	A	Race	R
Disability	D	Religion or Belief	RB
Gender Reassignment	GR	Sex	S
Marriage and Civil Partnership	MCP	Sexual Orientation	SO
Pregnancy and Maternity	PM		

Name of Function / Service	Which Protected Characteristic(s) is your function / service relevant to? Tick (✓) all that apply.								Which aims of the Public Sector Equality Duty (PSED) are relevant to your function/service? Can your function/service: Tick (✓) all that apply.			
	A	D	GR	MCP	PM	R	RB	S	SO	Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010?	Advance equality of opportunity between people who share a protected characteristic and those who do not?	Foster good relations between people who share a protected characteristic and those who do not?
Increase in income collected by Library Service in 2015/16 by £13,000	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓

If relevance to the Public Sector Equality Duty is established you are required to undertake an Equality Analysis.

Initial Screening

<p>1. What are the aims, objectives, and desired outcomes of your proposals? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria for eligibility of service etc).</p>	<p>To ensure corporate resilience and to support the medium term financial strategy the proposal is to increase income collected by the library service by £13,000 per annum from 2015/16. To deliver these additional savings the service will build on the commercial services it provides through various accommodation improvements and in providing commercial space for companies in libraries. This builds upon the proposals stated in the Library & Heritage Service Fees and Charges review of 2013/14.</p>						
<p>2. Who are the main people/groups affected by your proposals? (Consider who are the internal and external customers)</p>	<p>As a universal service this proposal could potentially impact on all equality groups. However, in reality there is likely to be little impact on any groups as the majority of the income will be generated through private lettings although some space may also be let out in public areas in libraries. The Library Service already has checks in place to ensure that lettings are made to responsible users and terms and conditions are in place.</p>						
<p>3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this screening?</p>	<p>CIPFA statistics have shown that the Library & Heritage Service already operates at a successful commercial level in comparison to other authorities. Capital works have been undertaken in this financial year for invest to save that will support with delivering the increased income.</p>						
<p>4. Is there evidence to suggest that your proposal(s) could affect some groups of people in different ways?</p>	<table border="1"> <tr> <td data-bbox="861 1545 965 1657">Yes</td> <td data-bbox="861 1115 965 1545">Explain the reason for your decision</td> <td data-bbox="861 62 965 1115"></td> </tr> <tr> <td data-bbox="965 1545 1072 1657">No</td> <td data-bbox="965 1115 1072 1545">✓</td> <td data-bbox="965 62 1072 1115"></td> </tr> </table>	Yes	Explain the reason for your decision		No	✓	
Yes	Explain the reason for your decision						
No	✓						

Assessing Impact

Please indicate how the proposals affect the Protected Characteristics listed below:

If you have identified potential negative impact(s) above, then it is necessary to complete an Equality Analysis. If there is no negative impact you do not need to complete an Equality Analysis.

	Positive Impact	Negative Impact	Neither	Reason / Comment / Evidence
Age			✓	
Disability			✓	
Gender Reassignment			✓	
Marriage and Civil Partnership			✓	
Pregnancy and Maternity			✓	
Race			✓	
Religion or Belief			✓	
Sex			✓	
Sexual Orientation			✓	
Outcome of screening	Equality Analysis is not required			
Lead Officer	Anthony Hopkins / Head of Library & Heritage Service			
Director/Head of Service	Simon Williams / Director of Community & Housing			
Signed				
Dated				

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?	Introduce self-service libraries at off peak times in branch libraries
Which Department/ Division has the responsibility for this?	Community & Housing / Library & Heritage Service

Stage 1: Overview

Name and job title of lead officer	Anthony Hopkins, Head of Library & Heritage Service
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>The proposal is to provide self-service libraries at off peak times in branch libraries. The proposal affects Raynes Park, Pollards Hill, Donald Hope and West Barnes libraries.</p> <p>Utilising new self-service technology the proposal is to provide a different model of off peak service for these libraries. Library opening hours will not be affected and there will still be a security guard presence on site to support customers. Utilising the services strong base of volunteer's additional numbers will be recruited during these off peak times to provide customer support. The standard service will continue to operate but potentially with a reduced activity and information offer during self-service times.</p> <p>This proposal will enable the Library & Heritage Service to reduce staffing by 3.5 FTE and deliver savings of £90,000 per annum.</p>
2. How does this contribute to the council's corporate priorities?	This proposal contributes towards the Medium Term Financial Strategy for the Council and supports corporate resilience.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All users of the aforementioned libraries will be affected by these proposals. The proposal will also present additional operational constraints on staff and managers at other libraries to ensure reliability of the service.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The responsible owner for this proposal is the Library & Heritage Service. The proposal has an impact on the contracted security guard service and will require additional volunteer capacity that is sourced in partnership with the Volunteer Centre Merton.

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).

Previous opening hour’s research and the results of the annual Public Library User Survey have been used to inform the current opening hour’s provision. A review of library opening hours was presented to Cabinet on 21 October 2013 recommending the extension of opening hours from existing resources. This proposal was agreed and rolled out in January 2014 using elements of self-service libraries.

User satisfaction with Merton’s libraries is very high and in particular with library opening hours. 98% of surveyed users are satisfied with library opening hours, the highest satisfaction level since the survey has been undertaken. Usage is currently at its highest rate since records have been collected with 30% of the population regularly using the library service. Over 1,100,000 physical visits to libraries took place in 2012/13. Self-service usage in libraries currently accounts for 92% of customer transactions.

As a universal service this proposal could potentially impact on all equality groups. In order to try and mitigate the impact research will be undertaken in the year prior to the rollout of this proposal to provide the self-service library offer at times when each library is least used. Current research would suggest that this would likely be mid morning and at some sites in the evening but this will be reviewed again. This proposal will ensure that the current opening hours offer is safeguarded whilst delivering efficiencies.

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		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		
	Yes	No	
Age		✓	Usage statistics show that different groups use the library through the day. Off peak times mean that some usage groups will be more affected by this proposal than others. Usage is currently at its highest amongst children and young people’s groups but generally in peak times.
Disability		✓	During off peak times support will still be provided for disabled groups but

						the level of support may not be as significant as in fully staffed hours. Standard support by security guards and volunteers will be in place to ensure DDA compliance at all times.
Gender Reassignment		✓			✓	We have limited information on how this proposal will impact on this customer group.
Marriage and Civil Partnership		✓			✓	We have limited information on how this proposal will impact on this customer group.
Pregnancy and Maternity		✓			✓	We have limited information on how this proposal will impact on this customer group. Support in using the self-service terminals will remain in place during off peak times.
Race		✓	✓			Usage statistics show that different groups use the library through the day. Off peak times currently mean that some usage groups will be more affected by this proposal than others. Proportionately higher numbers of users from BME groups use libraries than other ethnic groups.
Religion/ belief		✓			✓	Different groups use the library throughout the day although there is limited information to suggest that there will be a direct impact on this equality group.
Sex (Gender)		✓	✓			Usage statistics show that more women use library services than men in comparison to resident population.
Sexual orientation		✓			✓	We currently do not retain user information relating to this equality group although this will be introduced in the new year. There is limited information to suggest whether this proposal will have an impact on this customer group.
Socio-economic status		✓	✓			Opening hours have been configured based on usage information and resident feedback. The service provides a consistent opening hour's offer but the current opening hours offer provides challenges for working age people. Opening hours will continue to be reviewed to ensure a broad offer of opening hours is provided.
						Information services will be limited during off peak times but this will be widely marketed so that customers are aware of when the full provision is available. This could potentially have some impact on people requiring urgent information who do not have adequate computers skills.

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

In order to mitigate any negative impact on equality groups research will be undertaken to ensure that the self-service library offer is available at the least used times of each library. Additional training will be provided to our contracted security guards in equalities awareness and additional volunteers will be recruited during self-service hours to ensure that there is a sufficient level of support for customers.

The self-service library offer will be widely promoted amongst residents to ensure that they are aware of the hours when the reduced service will be available. Residents will be made aware of core staffed hours and self-service hours and what level of service they can expect. This service offer will be built into future Customer Charters and Service Standards.

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 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?
Potential lack of support for customers during self-service times	Provide additional training for security guards in library procedures and equalities	Active usage = 56,000 Opening hours offer to remain consistent Customer satisfaction = 78% (ARS)	March 2017	Existing	Library Managers	Yes
Potential lack of support for customers during self-service times	Recruit additional volunteers to support the library during self-service hours through a borough wide recruitment campaign	Active volunteers = 200+ Active usage = 56,000 Opening hours offer to remain consistent Customer satisfaction = 78% (ARS)	March 2017	Existing	Library Managers / VCM	Yes
Public awareness of self-service offer	Widely publicise offer through local media and libraries. Identify specific target groups from equalities data	Active usage = 56,000 Customer satisfaction = 78% (ARS)	March 2017	Existing	Libraries SMT	Yes
Deciding which hours to provide self-service offer in	Use usage data and survey information to inform final self-service opening hours offer	Active usage = 56,000 Customer satisfaction = 78% (ARS)	December 2016	Existing	Libraries SMT	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

<p>This Equality Analysis has resulted in an Outcome add Assessment</p> <p>The proposal to offer self-service libraries at off peak times will ensure that a consistent library opening hours offer is available that satisfies customer expectations and addresses the need to deliver efficiencies in the way that the library service is delivered. This Equalities Analysis has identified specific actions around using usage and satisfaction data to inform the self-service offer. It has also highlighted the need to ensure that a wide ranging marketing campaign is undertaken to raise resident awareness of the proposal and the impact it will have on the service.</p> <p>Being a universal service this proposal may have an indirect impact on some usage groups more than others but this will be mitigated wherever possible and will be reviewed upon rollout of this service offer. It is the recommendation of this analysis that this proposal is taken forward.</p>
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Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Anthony Hopkins / Head of Library & Heritage Service	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

Equality Impact Initial Assessment Form

Division	Community and Housing / Housing Needs & Enabling Division
Name of assessor	Elliot Brunton Housing Options Manager
Date of assessment	19th December 2013
Title function/policy/service to be assessed	Housing Needs & Enabling Division

1. Describe the aims / objectives and purpose of the function or policy	Reduction in homelessness grant, rationalisation of housing needs administrative budgets and deletion of one post. The homelessness prevention grant is not ring fenced and can be utilised for homeless prevention or other purposes.
2. Are there any other functions. policies or services, which might be linked with this one	Housing strategy, Homelessness strategy,
3. Who will benefit from this policy / service /function	No clear benefit to service delivery
4. Who was consulted	N/a

	Positive Impact	Negative Impact	Neither	Reason / Comment / Evidence
Age			✓	Services are accessed by various age groups. In the period 01.04.2013 to 30.11.2013 the youngest household approaching as homeless was recorded as 17 and the eldest 69. The majority 60% were from age group 25-44
Disability			✓	The council continues to promote needs on the grounds of disability. The allocations strategy offers overriding priority to households who need to move urgently due to medical

				concerns and has quotas under Band D to provide housing for households with mental health needs and learning disabilities.
Gender			✓	Services are accessed by households led by an almost even split of genders. In the period 01/04/13 to 30/11/13 45% of homelessness approaches were made by male lead applicants and 55% by female lead applicants.
Race			✓	Services are accessed by a variety of ethnic groups. In the period 01/04/13 to 30/11/13 the largest ethnic group accessing homelessness service was White British representing 26% of approaches. The second largest ethnic group was African British representing 15% followed by white other 9.7%.
Religion / belief			✓	Homelessness services are accessed by persons from various religious groups. In the period 01/04/13 to 30/11/13 only 40% of homelessness applicants had a response to their religion with the others recorded as either unknown or not stated. The largest recorded religion amongst homeless approaches was Christian followed by Muslim.
Sexuality			✓	Homelessness services are accessed by persons from various sexuality groups. However in the period In the period 01/04/13 to 30/11/13 only 24% of homelessness applicants had a response to their sexuality recorded with the others recorded as not stated or unknown. The largest sexuality category to record a response was the Heterosexual group. Less than 2% of recorded responses were for Gay, Lesbian or Other sexuality options combined.

<p>Please give a brief description of how this policy benefits the equality target groups identified in the above table ie promotes equality?</p>	<p>Historically there has been an under spend in the homelessness prevention grant and the council has continued to maintain the lowest level of numbers of households in temporary accommodation.</p> <p>Utilisation of the homelessness prevention grant by the council may have a positive impact on other service areas and equality groups.</p> <p>There is no benefit to equality target groups as result of changes in administrative budgets or the deletion of one post.</p>
<p>If there is a negative impact on any equality target group, is the impact intended or legal? <i>If no, then full Equality Impact Assessment should be completed.</i></p>	<p>Changes arising from the Welfare Reform Act have been enacted and there is the potential for an impact on the service. Should demand for services increase in line with existing demographics of households accessing the homelessness service then there could be an indirect impact on the equality groups who are already shown to most commonly access this service.</p>
<p>What actions could be taken to amend the policy/service to minimise the low negative impact?</p>	<p>The Housing Needs TOM documents sets out plans to provide a number of online self-help tools which may result in fewer customers requiring specialist interventions from front line officer, potentially offsetting the reduced staffing capacity. This will be assessed as part of the TOM process</p>
<p>If there is no evidence that the policy/service promotes equality, equal opportunities or improves relations within equality target groups, what amendments could be made to achieve this?</p>	<p>N/a</p>

Recommendation

Full Equality Impact Assessment required: No

Signed by Manager of assessor

Equality Group scrutiny date

Equality group recommendation

Equality Analysis



What are the proposals being assessed?	Savings in CSF Early Years services	
Which Department/ Division has the responsibility for this?	Children Schools and Families, Education Division, Early Years	
Stage 1: Overview		
Name and job title of lead officer 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)	Allison Jones, Service Manager Early Years (CSF01) Savings of £150k in 2015/16, £7k in 2016/17 and £250k in 2017/18 in CSF Early Years. These savings are to be made via reductions in services to support Children's Centres (CCs), although the numbers of nursery places provided will be unaffected, and support and delivery to key target groups/geographical locations will be maintained. We will reshape services in partnership with key stakeholders so that we continue to impact on narrowing the gap in outcomes for more vulnerable children and their families. From 2016 onwards there will be a reduced quality assurance capability including advice, support and challenge to the sector, with the central capacity covering safeguarding and inclusion issues. There will be a limited training programme other than where providers are prepared to pay the full cost. However, cover will be maintained for specific statutory requirements as specified in Childcare Act 2006. Reductions to Children's Centre services will be in accordance with assessed need. There will be reduction in posts, which will impact on women as the majority of the early years workforce are female.	
How does this contribute to the council's corporate priorities?	The savings are to be delivered with no reduction in priority areas, including the sufficient supply of good quality early education and childcare places in areas of deprivation, and targeted early intervention services through CCs for vulnerable families with very young children. The savings are proposed to meet budgetary targets with the minimum adverse impact on service delivery.	
Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	80% of all Merton families with children under 5 are registered at their local Children's Centre. As well as direct work with families, the service supports up to 500 childcare and early education providers who look after thousands of children on behalf of their families, and are a key employer of the children's workforce across the borough.	
Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Several of our CCs are within schools who are our partners in delivering early years services. We also work with a range of statutory, voluntary and community sector partners who co-deliver or are co-located in CCs in accordance with the DfE / Ofsted requirements, including: health visitors, JCP, midwifery services, JCP, CAB, Relate, and LBM CSC. Extensive partnership working also takes place with the private, voluntary, independent school and maintained school sectors in the delivery of early education and childcare places, in order to achieve sufficiency across a mixed market model and maintain/improve standards of provision. The LA has overall responsibility.	

Stage 2: Collecting evidence/ data				
<p>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>	<p>Take up of EY services is increasing by families in areas of deprivation, as is access by more vulnerable groups including families with children with additional needs, lone parents, out of work families, families from black and minority ethnic backgrounds and those presenting with lower level mental health issues. There is also a general improvement in the quality of EY provision in areas of deprivation. However, data also shows an increasing gap in attainment at the end of the EY Foundation Stage, particularly for many of the equality groups. This gap continues through school. Our work will continue to close those gaps by focusing the reshaped services on those most in need.</p>			
Stage 3: Assessing impact and analysis				
<p>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)?</p>				
Protected characteristic (equality group)	Positive impact		Negative impact	
	Yes	No	Yes	No
Age		✓		✓
Disability		✓		✓
Gender Reassignment		✓		✓
Marriage & Civil Partnership		✓		✓
Pregnancy & Maternity		✓	✓	
Race		✓		✓
Religion/ belief		✓		✓
Sex (Gender)		✓	✓	
Sexual orientation		✓		✓
Socio-economic status		✓	✓	
<p>If you have identified a negative impact, how do you plan to mitigate it?</p>				
<p>Develop criteria to prioritise support to settings that take funded 2 year olds, in areas of deprivation and with limited capacity to improve, in communities where low attainment and poor outcomes are of high concern, and in school nurseries where children have low attainment at age 5. Continue to deliver the national pilot for childcare hubs, developing peer to peer support and use evaluation findings to inform future direction. Business modelling to establish scope for buy back service. Strengthening multi-agency working and co-location.</p>				

Stage 4: Conclusion of the Equality Analysis	
	Which of the following statements best describe the outcome of the EA (Tick one box only)
	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						
Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? (performance measure / target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Age (0 - 5s) Pregnancy and Maternity Sex (gender) Socio –economic status	Further targeting of services and support to more vulnerable children, families and settings Consultation with sector re setting support and families and key partners re CCs Early Help/Early Intervention Framework for 0-2s Further embedding of multi agency/Partnership working Delivery on key recommendations from Early Years and Health review Capacity building and sustainability of high quality funded 2 year old places Rationalise services delivered via CCs – evidence based and targeted/prioritised Embed Locality working and funding formula	Ofsted – good and above EYFSP scores Data analysis Children’s Centre - Performance Framework Monitoring and evaluation Consultation CSA Quality Assurance Frameworks Continuous Improvement Framework Family Poverty Assessment	reporting quarterly academic year and yearly	existing	AJ	Yes

Stage 6: Reporting outcomes			
Summary of the equality analysis			
This Equality Analysis has resulted in an Outcome	3	Assessment	
The proposal is to make savings to meet MTFS targets by reducing services to support Children's Centres, whilst maintaining the numbers of places provided within them and targeting services on those most at risk/need. Given the nature of the services, those with socio-economic difficulties may be affected, however, action is being taken to mitigate the impact through ever sharper service targeting and partnership working.			
Stage 7: Sign off by Director/ Assistant Director			
Assessment completed by	Allison Jones, Service Manager Early Years Penny Badcoe, Business Partner		Signature:
Improvement action plan signed off by Director/ Assistant	Jan Martin, AD Education		Date:

Equality Analysis



What are the proposals being assessed?	Savings in CSF Merton School Improvement services
Which Department/ Division has the responsibility for this?	Children Schools and Families, Education Division, SSQ
Stage 1: Overview	
Name and job title of lead officer	Kate Saksena, Service Manager SSQ
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>Savings in Merton School Improvement of £75k in 2017/18.</p> <p>Support for schools requiring improvement and high level monitoring of schools that are good or better will remain. Training programmes will move towards a self-funding model with more limited capacity to provide intensive support to underperforming schools.</p> <p>The savings are proposed to meet departmental MTFs budget targets.</p>
How does this contribute to the council's corporate priorities?	The Council is committed to ensuring that all of our services are good or better. The Ofsted profile of our schools is better than the national and London averages. The remaining MSI capacity will be targeted at schools requiring improvement and on the prevention of Ofsted failure.
Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Schools will only receive support if they require improvement, or otherwise if they are prepared to pay the full cost. These savings may have an adverse impact on the education of CYP in general including those within disadvantaged groups, however, four of the schools within the most socio-economic disadvantaged areas are now academies and only receive local authority support for school improvement on a traded basis. All council-run schools are committed to improving standards and narrowing outcome gaps and support will be targeted to those schools serving the most needy populations.
Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Merton School Improvement works with schools in the borough.

Stage 2: Collecting evidence/ data			
<p>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>	<p>Current data used to assess the service and the impact of any reduction includes national data sets relating to school performance (eg. Raiseonline, Performance tables), LA data sets and analysis, Ofsted inspection data, reports by MSI inspectors and individual school data. The team uses these national and local data sets to target their support, focusing on schools with the greatest level of challenge and with the biggest gaps in pupils outcomes. The evidence shows that these schools are those in areas of greatest socio-economic need, with higher levels of pupil premium funding. Merton has, however, a good track record in narrowing the gaps and some schools within the most socio-economic disadvantaged areas are now out of council control.</p>		
Stage 3: Assessing impact and analysis			
<p>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)?</p>			
Protected characteristic (equality group)	Tick which applies		Reason / Impact
	Positive impact	Negative impact	
	Yes	No	
Age		✓	✓
Disability		✓	✓
Gender Reassignment		✓	✓
Marriage & Civil Partnership		✓	✓
Pregnancy & Maternity		✓	✓
Race		✓	✓
Religion/ belief		✓	✓
Sex (Gender)		✓	✓
Sexual orientation		✓	✓
Socio-economic status		✓	✓
<p>If you have identified a negative impact, how do you plan to mitigate it?</p>			
<p>An even greater focus on schools with the greatest level of need and the lowest outcomes.</p>			

Stage 4: Conclusion of the Equality Analysis

Which of the following statements best describe the outcome of the EA (Tick one box only)						
	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						
Equality Analysis Improvement Action Plan template – Making adjustments for negative impact						
Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Possible detrimental effect on pupils with low socio-economic status	Increased targeting of those schools where pupil premium pupils are not achieving at national levels	In ROL outcomes showing progress measures for PP pupils,	October each year	Existing	Kate Saksena	Reinforcing current plan
	Close monitoring of school use of pupil premium funding					
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 Equality Analysis has resulted in an Outcome 3 Assessment						
The proposal is to make savings to meet MTFs targets by reducing MSI services. There is likely to be an adverse impact on CYP and their families, which may be more significant for those with socio-economic problems, but should not impact disproportionately on other protected characteristics / equalities groups. The proposal is being made because savings have to be made and cuts to other service areas would have more serious impact, and / or would threaten delivery in accordance with statutory requirements.						

Stage 7: Sign off by Director/ Assistant Director			
Assessment completed by	Kate Saksena, Service Manager SSQ Penny Badcoe, Business Partner	Signature: Kate Saksena	Date: December 2013
Improvement action plan signed off by Director/ Assistant	Jan Martin, AD Education	Signature:	Date:

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?	Deletion of Assistant Director post
Which Department/ Division has the responsibility for this?	Customer Services/Corporate Services

Stage 1: Overview	
Name and job title of lead officer	Sean Cunniffe, Head of Customer Contact
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)	Deletion of Assistant Director post within Corporate Services (CS60)
2. How does this contribute to the council's corporate priorities?	Reduction of budget
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	A position has been vacant since August 2011 with the duties shared by Head of Revenues & Benefits and Head of Customer Contact. No affect on customers or staff. The implementation of the Customer Contact programme will require a revision of the top level structure within Corporate Services.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

Stage 2: Collecting evidence/ data

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

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

No affect by the deletion of this post.

Stage 3: Assessing impact and analysis

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

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

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

None identified

Stage 4: Conclusion of the Equality Analysis

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

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

Outcome 1 – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**

Outcome 2 – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**

Outcome 3 – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have ‘due regard’ and you are advised to seek Legal Advice.**

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

Stage 5: Improvement Action 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?

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

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

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

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

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Sean Cunniffe, Head of Customer Contact	Signature: S Cunniffe	Date: 12.12.13
Improvement action plan signed off by Director/ Head of Service	Caroline Holland, Director of Corporate Services	Signature:	Date:



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?	Corporate Services savings proposals for: i) CHAS dividend (CS61), ii) appropriate recharging for support of Public Health (CS62)
Which Department/ Division has the responsibility for this?	Corporate Services, Resources Division

Stage 1: Overview	
Name and job title of lead officer	Paul Dale, Interim Assistant Director Resources
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The savings proposals above will result in no reduction to service provision as they result in additional income and appropriate charging for services.
2. How does this contribute to the council's corporate priorities?	These proposals contribute to "Corporate Capacity" and the delivery of sound financial management by balancing the budget.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	There should be no impact on service delivery or our customers. Public Health funding allocations will allow for appropriate charging by support services.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None

Stage 2: Collecting evidence/ data

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

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

CHAS dividend is income above that already contained within revenue estimates
Recharges to Public Health are based on the actual support given to the service since it transferred in April 2013.

Stage 3: Assessing impact and analysis

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

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

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

Not applicable

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 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?
Not Applicable						

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

[From the analysis undertaken it is envisaged that the savings proposals will have no equalities impact.](#)

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Paul Dale, Interim AD Resources	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Caroline Holland, Director of Corporate Services	Signature:	Date:

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?	Reorganisation of systems development and support arrangements. (Savings Proposal CS63 Budget Process 2014/5)
Which Department/ Division has the responsibility for this?	Business Improvement, Corporate Services
Stage 1: Overview	
Name and job title of lead officer	Sophie Ellis, Assistant Director of Business Improvement
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To deliver financial savings of £162k over 20016/8 through the reorganisation of support arrangements for the Council's IT systems. This will be either through a reduction in post numbers and/or a reconfiguration of support across a different type/level of post. It is not possible at this stage to determine the approach in more detail as it will need to be informed by a more detailed analysis of the organisation's support requirements at the time. The proposals made here are based on the informed assumption that system support requirements will reduce over the interim period as the council's IT systems are rationalised and aligned.
2. How does this contribute to the council's corporate priorities?	The proposal sits within the Corporate Capacity theme and seeks to ensure a highly efficient IT system support service.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Internal customers – all staff/services reliant on IT systems supported by the division will be affected since the support arrangements will be reduced – either in terms of actual volume of officers available and/or the level of skills/expertise within the team. There is potential for a direct and tangible impact in particular on the IT Services Team in the Infrastructure & Transactions Division who require IT Systems' support when amending the Council's IT infrastructure. Staff – a reduction in posts and/or changes to the posts within the service. External customers – there is potential for a secondary impact on the council's service users should the proposed arrangements have a detrimental impact on the reliability/functionality of systems. The division works closely with the IT Services team in the Infrastructure & Transactions division to ensure a high quality IT infrastructure and systems architecture – responsibility for the former sits with I&T and for the latter with Business Improvement though collaborative working is essential to the effectiveness of both
4. Is the responsibility shared with another department, authority or organisation? If so, who are the	

partners and who has overall responsibility?	services.
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Stage 2: Collecting evidence/ data

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

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

Analysis has been undertaken on organisational demand for the IT Systems service against the current systems architecture, as well as on the basis of the emerging target systems architecture arising out of the organisations transformation delivery planning.

The proposal is also developed on the basis of consultation with DMTs and service leads throughout 2013 to determine their anticipated needs. Further research and analysis will be required throughout the period to 2015/6 to achieve a more detailed understanding of the true demands of the service as major transformation projects in the intervening period come to a conclusion and benefits are realised.

Detailed analysis on the impact on staff and individual systems will need to be undertaken at this time. This will help determine the likely impact on particular groups or individuals within the external and internal customer group and staff affected by the proposal.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Reason
	Positive impact	Potential negative impact	
	Yes	No	
Age			Briefly explain what positive or negative impact has been identified Given that the proposal involves posts and staff there is potential for it to impact on some of these groups, although the likelihood of this is low given the scale of the changes proposed. It is not possible to state with certainty at this stage whether this is the case; detailed analysis will be needed nearer the time when it is known which posts are affected and in what ways. This will also clarify the impact on customer segments.
Disability		✓	
Gender Reassignment		✓	
Marriage and Civil Partnership			
Pregnancy and Maternity		✓	
Race		✓	
Religion/ belief		✓	
Sex (Gender)		✓	
Sexual orientation		✓	
Socio-economic status		✓	

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

A full EA will be conducted on the detailed proposal once it is clearer which posts will be affected and how. This analysis will explore the impact on affected staff and specific IT systems; the latter will help develop a clearer understanding of the potential impact on internal and external customer groups.

In the period between now and 2015/6 the service will work to deliver a series of transformational projects that rationalise and stabilise the Council's systems architecture to reduce reliance on highly professional expertise for problem resolution and customisation.

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 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?
Staff	A full EA to be conducted in 2015/6 once affected posts are identified.	EA to be included in the consultation materials as per the Council's Managing Organisational Change procedure.	Q3 2015/6	Ex.	AD BI	Y
Internal customers	A full EA to be conducted in 2015/16 once affected systems are identified.	EA and consultation material will be shared with DMTs for approval	Q3 2015/6	Ex	AD BI	Y
External customers	As above	As above	Q3 2015/6	Ex	AD BI	Y

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

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

The proposed change will be managed in line with the Council's Managing Organisational Change procedure and therefore a full EA and detailed consultation will be undertaken and all mitigating actions identified through that process put in place.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Sophie Ellis, AD Business Improvement	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Caroline Holland, Director of Corporate Services	Signature:	Date:

Equality Analysis



<p>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.</p>	
<p>What are the proposals being assessed?</p>	<p>Resources savings proposals for:</p> <ul style="list-style-type: none"> i) reductions in treasury running costs (CS64), interest charged through cash management (CS68) and bank giro charges (CS67) ii) consolidation of various budgets (CS65), and iii) appropriate recharging for support of the Pension Fund (CS66)
<p>Which Department/ Division has the responsibility for this?</p>	<p>Corporate Services, Resources Division</p>
<p>Stage 1: Overview</p>	
<p>Name and job title of lead officer</p>	<p>Paul Dale, Interim Assistant Director Resources</p>
<p>1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)</p>	<p>The savings proposals above will result in no reduction to service provision as they result from service efficiencies and appropriate charging for services.</p>
<p>2. How does this contribute to the council's corporate priorities?</p>	<p>These proposals contribute to "Corporate Capacity" and the delivery of sound financial management by balancing the budget.</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>There should be no impact on service delivery or our customers. The proposals will enable the same level of service to be delivered from a lower level of funding.</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>None</p>

Stage 2: Collecting evidence/ data

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

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

Historical spend on budgets has been reviewed and different processes and ways of working have been considered to deliver the savings required. It is not envisaged that these savings proposals will have any impact on service delivery.

Stage 3: Assessing impact and analysis

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

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

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

Not applicable

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 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?
Not Applicable						

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

[From the analysis undertaken it is envisaged that the savings proposals will have no equalities impact.](#)

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Paul Dale, Interim AD Resources	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Caroline Holland, Director of Corporate Services	Signature:	Date:

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?	Cease Councillors courier service and send out items electronically or via the standard postal system. (Savings Proposal CS69)
Which Department/ Division has the responsibility for this?	Corporate Services/Infrastructure & Transactions Division

Stage 1: Overview

Name and job title of lead officer	Mark Humphries – Assistant Director Infrastructure & Transactions
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Reduce expenditure and achieve a financial saving by not using a courier to deliver documents directly to Councillors at home either by sending them out electronically and providing local printing facilities or alternatively sending them through the standard Royal Mail postal system.
2. How does this contribute to the council's corporate priorities?	More efficient and cost effective method of handling documents and papers which will reduce expenditure and provide a financial saving.
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 only affect Councillors.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No the delivery of the documents is the responsibility of Infrastructure and Transactions but the proposal is likely to have some impact on the Democratic Services team who collate all of the reports and information in preparation for Council and Committee meetings. The change of delivery arrangements is likely to mean that the time that is available for the production and collation of these documents is likely to reduce as it will take longer for the documents to be delivered.

Stage 2: Collecting evidence/ data

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

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

The frequency of the Councillors courier service has been reduce previously over a number of years which has had some impact on the timescales available for the production of reports and other supporting documents for Council and committee meetings.

Stage 3: Assessing impact and analysis

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

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

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

No negative impact identified.

Stage 4: Conclusion of the Equality Analysis

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

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

Outcome 1 – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**

Outcome 2 – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**

Outcome 3 – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have ‘due regard’ and you are advised to seek Legal Advice.**

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

Stage 5: Improvement Action Pan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome of no negative impact of implementing the proposed change of service delivery

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Mark Humphries, Assistant Director Infrastructure & Transactions	Signature:	Date:16/12/13
Improvement action plan signed off by Director/ Head of Service	Caroline Holland, Director of Corporate Services	Signature:	Date:16/12/13

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?	Proposal to apply a £3.00 charge to customers requesting a hard copy paper invoice for any services which are administered through the Transactional Services team. (Savings proposal CS70)
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, AD Infrastructure and Transactions
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To encourage a shift towards E-billing and electronic invoicing, which will improve efficiency by reducing manual processing and also generate cost savings in respect to postage and stationery. If customers require a hard copy paper invoice it will be sent via the standard postal system but a £3.00 administration charge will be added to their account. This will also ensure that customers receive their invoices in a timely manner and as the invoice is payable upon receipt it should also improve the Council's cash flow arrangements.
2. How does this contribute to the council's corporate priorities?	Promoting the move towards using more cost effective channels is one of the underlying principles of the Customer Contact strategy, which looks to reduce operating costs and improve efficiency through the use of new technology and other E-commerce opportunities.
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 affect a wide range of customers who pay for services provided by the Council; these include commercial organisations such as members of the Contractors Health and Safety scheme (CHAS) and potentially some local residents that pay for adult social care services and who have elected to receive invoices electronically. All customers will benefit from a reduction in the time taken to generate and issue invoices and ensure that they are received in a timely manner. This will also speed up the payment process improve cash flow and a reduced risk of penalty charges being made for late payment of invoices.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	There are a number of departments involved in the delivery of services which utilise Transactional Services team to produce and administer invoices, but this proposal does not have any direct impact on direct service provision.

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).

Customer Insight information that was collected as part of the Customer Contact programme shows that there are relatively high levels of digital inclusion across the country and also within the borough, and on that basis a gradual shift towards delivering invoices electronically to commercial organisations and other customers would not create any significant issues.

Evidence collected as part of a pilot scheme already being operated within Corporate Services for the year covering 2013/14 shows that over a third of the Councils Business Rates have been collected through electronic invoicing and E-payments in the first year of operation which demonstrates the scope to move customers on to more cost effective channels.

Stage 3: Assessing impact and analysis

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

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

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

No negative impact identified

Stage 4: Conclusion of the Equality Analysis

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

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

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

Stage 5: Improvement Action 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?

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

[From the analysis undertaken it is envisaged that the savings proposals will have no equalities impact.](#)

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Mark Humphries, Assistant Director Infrastructure & Transactions	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Caroline Holland, Director of Corporate Services	Signature:	Date:

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?	Proposal to delete two “In-house” trainers posts within IT Service Delivery (Savings proposal CS71)
Which Department/ Division has the responsibility for this?	Corporate Services/ Infrastructure & Transactions Division
Stage 1: Overview	
Name and job title of lead officer	Mark Humphries – Assistant Director Infrastructure & Transactions
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To deliver financial savings of £85k over the period 2016/18 by deleting the two full time trainers posts within the IT Service Delivery section. The proposal is to delete 2 FTE posts which currently deliver “In house” bespoke training on a number of corporate IT systems which include Carefirst, and re-provide this training through new on line E-learning packages which will be made available as part of new systems such as (SCIS) Social Care Information System which are currently being procured.
2. How does this contribute to the council's corporate priorities?	The savings are required as part of the Medium Term Financial Strategy and it is felt that the training currently provided on IT systems can be delivered in a more cost effective and efficient manner.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Two full time members of staff who currently deliver the “In-house” training provision. Children Schools & Families and Community & Housing are likely to be most affected by this proposal as the vast majority of the training being delivered relates to systems used by these two departments
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Responsibility for the delivery of training on corporate IT systems currently sits with Infrastructure & Transactions but with the recent centralisation of Learning and Development budgets there may be opportunities to provide additional training and support for departments centrally if required.

Stage 2: Collecting evidence/ data

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

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

As part of the development of new IT systems, suppliers generally now include training packages and embedded online self-help modules which form part of the overall software package. This approach generally helps to speed up the initial roll out of new systems and information is updated on a regular basis to reflect any changes or upgrades which are applied to the system. This then allows users to adjust to these changes without the need for costly and time consuming face to face training which reduces cost and also minimizes disruption to service delivery.

Stage 3: Assessing impact and analysis

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

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

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

No negative impact identified

Stage 4: Conclusion of the Equality Analysis

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

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

Outcome 1 – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**

Outcome 2 – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**

Outcome 3 – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have ‘due regard’ and you are advised to seek Legal Advice.**

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

Stage 5: Improvement Action Pan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

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

[From the analysis undertaken, it is envisaged that the savings proposal will have no adverse equalities impact.](#)

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Mark Humphries Assistant Director – Infrastructure & Transactions	Signature:	Date: 20/12/13
Improvement action plan signed off by Director/ Head of Service	Caroline Holland Director of Corporate Services	Signature:	Date:



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?	Savings achieved through the consolidation of revenue budgets within Infrastructure & Transactions. (Savings proposal CS72)
Which Department/ Division has the responsibility for this?	Corporate Services/ Infrastructure & Transactions Division

Stage 1: Overview	
Name and job title of lead officer	Mark Humphries, Assistant Director Infrastructure & Transactions
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The savings proposals above will result in no reduction to service provision as they have been achieved through operational efficiencies.
2. How does this contribute to the council's corporate priorities?	Delivery of savings as required by the 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.	There should be no adverse impact on service delivery or to our customers. The proposals will enable the same level of service to be delivered from a lower level of funding.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None

Stage 2: Collecting evidence/ data

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

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

Historical spend on budgets has been reviewed and different processes and ways of working have been considered to deliver the savings required. It is not envisaged that these savings proposals will have any impact on service delivery.

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		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Disability		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Gender Reassignment		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Marriage and Civil Partnership		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Pregnancy and Maternity		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Race		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Religion/ belief		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Sex (Gender)		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Sexual orientation		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Socio-economic status		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	

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

Not applicable

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 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?
Not Applicable						

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

[From the analysis undertaken it is envisaged that the savings proposals will have no equalities impact.](#)

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Mark Humphries, Assistant Director Infrastructure & Transactions	Signature:	Date: 20/12/13
Improvement action plan signed off by Director/ Head of Service	Caroline Holland, Director of Corporate Services	Signature:	Date:

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?	Legal Services savings of £80,000 (£60k by 2017 and £20k by 2018) by deletion of 2 x FTE (CS73)
Which Department/ Division has the responsibility for this?	Corporate Governance Division, Corporate Services Department

Stage 1: Overview	
Name and job title of lead officer	Paul Evans, Assistant Director of Corporate Governance and Joint Head of Legal 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)	The deletion of two posts will be achieved by driving efficiencies in service delivery and changes in demand for legal support which are expected in the future.
2. How does this contribute to the council's corporate priorities?	These proposals contribute to "Corporate Capacity"
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The affected persons will be the Departments, Officer and Members of Merton, Richmond, Sutton and Kingston who use the legal service.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The responsibility is shared with the London Boroughs of Richmond, Sutton and the Royal Borough of Kingston upon Thames who all contribute to the funding of the South London Legal Partnership. The Shared Service Governance Board will determine how the savings will be applied.

Stage 2: Collecting evidence/ data

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

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

We would need to consider the protected characteristics of the complement of staff likely to be affected at the time the savings are required. As this is not until 2017/18 and the establishment is fluid it is not possible to undertake this analysis at this time. It is, however, unlikely that there will be a negative impact.

Stage 3: Assessing impact and analysis

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

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

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

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 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?

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

[From the analysis undertaken it is envisaged that the savings proposals will have no equalities impact.](#)

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Fiona Thomsen, Head of Shared Legal Services	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Paul Evans, AD Corporate Governance	Signature:	Date:

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?	HR savings of £127,000 (CS74 - £69k for 2016/2017 and CS75 - £58k for 2017/18) by deletion of 3 x FTE in total and procurement economies of scale from partnership work with other councils
Which Department/ Division has the responsibility for this?	HR Division, Corporate Services Department

Stage 1: Overview	
Name and job title of lead officer	Dean Shoesmith, Joint Head of HR 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)	The deletion of two posts in the central operations team will be achieved by driving efficiencies in service delivery consolidation of shared structures. The deletion of one post in L&D will be achieved by further efficiency measures through reorganisation and service consolidation.
2. How does this contribute to the council's corporate priorities?	These proposals contribute to "Corporate Capacity"
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The affected persons will be the Departments, Officer and Members of Merton and Sutton who use the HR service.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The responsibility is shared with the London Borough of Sutton. The responsibility has potential for being shared more widely dependent on the review of a four-borough HR shared service with Kingston and Richmond. The HR Shared Service Governance Board has governance to determine how the savings will be applied.

Stage 2: Collecting evidence/ data

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

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

We would need to consider the protected characteristics of the complement of staff likely to be affected at the time the savings are required. As this is not until 2017/18 and the establishment is fluid it is not possible to undertake this analysis at this time however the workforce is currently predominantly female and measurement will be taken before and after the recommended changes

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		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Disability		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Gender Reassignment		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Marriage and Civil Partnership		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Pregnancy and Maternity		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Race		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Religion/ belief		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Sex (Gender)		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		The affected part of the workforce is predominantly female
Sexual orientation		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Socio-economic status		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	

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

Ensure a fair, consistent application of selection for redundancy procedures and monitor impact before and after implementation of the measures

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 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?
Potential gender impact on a predominantly female workforce	Ensure a fair, consistent application of selection for redundancy procedures and monitor impact before and after implementation of the measures	Seek to ensure the representation of staff.	31/3/17 and 31/3/18	No	Marissa Bartlett and Kim Brown	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 [add](#) Assessment

- Ensure a fair, consistent application of selection for redundancy procedures and monitor impact before and after implementation of the measures 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	Dean Shoesmith, Joint Head of HR	Signature:	Date:23/12/13
Improvement action plan signed off by Director/ Head of Service	Caroline Holland, Director of Corporate Services	Signature:	Date:23/12/13

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?	EV02: Increase by £5 per year parking permits in the following categories: Teachers, Trade and Business permits. EV11 : increase by 10% (average) pay and display parking charges for all On and Off Street locations
Which Department/ Division have the responsibility for this?	Environment & Regeneration, PP&D
Stage 1: Overview	
Name and job title of lead officer	Paul Walshe Parking Services 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)	These increase in charges to parking permits and pay and display parking charges are where we have not made changes for over 3 years. The aim is to manage demand to improve the availability of parking spaces for ad hoc parking. Before any increases are implemented a survey must be carried to show if demand during peak times of operation reach or exceeded 85% of capacity as apposed to an average figure. The 85% figure is an industry benchmark.
2. How does this contribute to the council's corporate priorities?	Improves the availability of parking spaces leading to improved resident and customer satisfaction.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The residents and the ad hoc users of Permit and On Street pay and display parking bays will benefit by the increase in charges as the aim of any increase in charges to reduce demand for these types of parking spaces. The existing purchasers of these types of parking spaces and permits will be negatively affected as they will be required to pay more for to park.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

Stage 2: Collecting evidence/ data

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

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

As part of these proposals an assessment of the capacity issues will need to be undertaken to confirm if there is a need to increase costs as way of managing demand. The groups using this service are Businesses, Trade, Teachers and the public in general. Whilst there will be impact due to an increase in costs to park groups such as blue badge holders will not be adversely affected and in fact may benefit as they are allowed to park in the parking spaces that we are attempting to increase capacity.

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
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age				X	There is no data that indicates the types of groups as listed below will be affected by these proposals.
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	Whilst the status is unknown about this group the fact that the intention is to increase the costs of parking permits by £5 and pay and display parking may adversely affect this group.

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

If negative impacts are identified through any monitoring then an action plan will try to address this as far as is practicable.

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 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?
If any identified through service level changes	Action plan to mitigate	Measuring customer feedback	2014	Existing	Paul Walshe	Included as part of service review plan.

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


Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

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

The realignment of management structures will ensure that there is no negative impact arising from this proposal.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Paul Walshe Parking Services Manager	Signature: Paul Walshe	Date: 29/11/2012
Improvement action plan signed off by Director/ Head of Service	John Hill , Head of Public Protection and Development	Signature: 	Date: 30/11/2012

Equality Analysis



<p>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.</p>	
<p>What are the proposals being assessed?</p>	<p>EV03, EV04, EV05, EV06, EV07: Deletion of 2 enforcement officer posts Deletion of 1 admin officer(outsource admin functions) Deletion of 1 admin officer (Shared service DC and BC admin) Deletion of 2 planning officers Deletion of 1 Development Control/ BC area team leader</p>
<p>Which Department/ Division has the responsibility for this?</p>	<p>PP@D/ E @ R</p>
<p>Stage 1: Overview</p>	
<p>Name and job title of lead officer</p>	<p>Neil Milligan</p>
<p>1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)</p>	<p>Designed to deliver savings from 2015/16. The aim is to make financial savings whilst seeking to retain a statutory planning function. These proposed savings are in addition to others previously agreed.</p>
<p>2. How does this contribute to the council's corporate priorities?</p>	<p>This is a savings proposal and whilst it seeks to retain the statutory function it does not directly contribute to Corporate priorities. Service standards will be affected.</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 reduction of the posts will result in a reduced capacity to support the planning applications processes resulting reduced ability to meet any government set performance targets. Applicants and residents will therefore receive a reduced service. Equalities groups are represented in the population served.</p>
<p>4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall</p>	<p>No</p>

responsibility?

Stage 2: Collecting evidence/ data

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

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

There is very limited information presently collected on such groups using the service. Planning applications are often submitted by planning agents and developers on behalf of residents. It is not believed that the equality groups are disproportionately represented in the client population in terms of planning applicants. Unauthorised development requiring enforcement action takes place in all parts of the borough. With the capacity of the team reduced, all groups would experience a reduced service.

Stage 3: Assessing impact and analysis

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

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

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

It is not believed that there would be a disproportionate impact on equality groups. Planning applicants are likely to have higher socio economic status since they are usually property owners and seeking to invest capital funds in development activity. The negative impact from these proposed budget changes cannot be wholly mitigated for any group. In the first instance better information on service users and impact would need to be sought in order to identify the impact and what action if any could be taken, however there are limited funds to support such activity.

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 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?
Identified through significant service level reductions	Action plan to mitigate (subject to resources)	Measuring customer feedback. Significant complaint numbers inevitable	2016	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 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 [3](#) Assessment

There is a negative impact on all of the groups identified since the proposals involve the reduction in the size of the planning and planning enforcement function DC, however, there is no disproportionate effect on any protected group. Therefore, the range and breadth of service will be reduced to such an extent that it will affect members of the public, businesses, partner organisations, corporate objectives and regeneration proposals designed to benefit all groups. There is little if any mitigation that can be put in place to address this. The equality groups affected are not disproportionately affected.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Neil Milligan Building and Development Control Manager	Signature: Neil Milligan	Date: 20/12/2013
Improvement action plan signed off by Director/ Head of Service	John Hill , Head of Public Protection and Development / Chris Lee Director	Signature:	Date: 6.1.14

Equality Analysis



What are the proposals being assessed? Which Department/ Division has the responsibility for this?	Renegotiation of the Leisure Centres Contract EV09 Environment & Regeneration Department / Sustainable Communities Division
Stage 1: Overview	
<p>Name and job title of lead officer</p> <p>1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)</p>	<p>Christine Parsloe, Leisure & Culture Development Manager</p> <p>1.) Energy Savings – Remove the requirement of the contractor to invest £30k per annum for the next 7 years in energy savings initiatives and replace this with a one off bid to central government for investment into energy savings initiatives which the council would procure and implement with the contractor.</p> <p>2) Energy Savings – Bring back in house the responsibility for the payment of the energy bills making savings through tariff, etc. The negotiation will require the contractor still to take a usage risk, whilst the council would take back the tariff risk.</p> <p>3) Additional income generation through operation of the new floodlit multi-use games area within the contract, whilst still maintaining a mixed economy of use on the new facilities in order to meet the external funding agreements, sports development plan and local needs</p> <p>4) Pensions savings – the roll out of the Governments Opt-Out Pensions Agreement is now rolling out and there are some savings from this roll out.</p>
<p>2. How does this contribute to the council's corporate priorities?</p>	<p>Delivers savings through doing our business with our contractors differently making efficiency savings. Delivers increased opportunities for sports & physical activity participation by all the community including those who can afford, thus generating additional income.</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>1, 2 & 4 - These will affect the contractors (GLL), LB Merton's Facilities and Leisure & Culture Development Teams who will all have changes to the way in which back office functions take place. This proposal benefits the Council by making savings</p> <p>3 - This will affect the contractors (GLL) and external customers in the delivery of new activities on the new sports facility. This proposal will benefit the local community and external customers by creating increased sporting and physical activity opportunities whilst making savings for the council through increased income.</p>
<p>4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?</p>	<p>This responsibility is shared with the contractor, Greenwich Leisure Limited, and our Corporate Services Facilities Team and will require Legal Team support to carry out the contract change notices. External Funding Partners are supporting the building of the new Floodlit Multi-use Games Area. Overall the responsibility is jointly shared by the Environment & Regeneration Department (on behalf of the Council) and the Contractor, Greenwich Leisure Limited</p>

Stage 2: Collecting evidence/ data

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

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

There are no negative equality impacts in this submission, rather the construction of two floodlit lit multi-use games areas will increase opportunities for sports & physical activities in the Mitcham area.

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	Football development plan will target people of all ages to increase physical activity
Disability	X			X	Football development plan will target disabled people to increase physical activity
Gender Reassignment		X		X	
Marriage and Civil Partnership		X		X	
Pregnancy and Maternity		X		X	
Race	X			X	Football development plan will welcome all people to increase physical activity and target any specific groups as appropriate
Religion/ belief		X		X	
Sex (Gender)	X			X	Football development plan will target women & girls to increase sport & physical activity
Sexual orientation		X		X	
Socio-economic status	X			X	Football development plan will ensure that there are a range of activities, events and programmes to suit all people including charges levied

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

None.

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 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?

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

In assessing these savings proposals it is clear that the burden of work will fall onto officers of the Council and the Contractor, GLL. All parties have already had early discussions and are working to bring these savings to fruition whilst minimizing any burden these changes may cause. From an equalities point of view none of these changes cause any concerns. On the introduction of a Floodlit Multi-use Games Area which will be added into the Leisure Management Contract, there is in place a Football Development Plan that will become a contractual obligation on GLL to deliver thus protecting the equalities issues that could arise in terms of access, costs and ability to participate. This is of positive benefit to the local community as it creates an opportunity that would not have otherwise had and it is in public ownership hence access to all can be protected through the contract. There are no negative impacts in this savings proposal. No particular groups will be affected more than another. There are no courses of action required as part of this assessment.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Christine Parsloe Leisure & Culture Development Manager	Signature:	Date: 18 December 2013
Improvement action plan signed off by Director/ Head of Service	James McGinlay Head of Sustainable Communities	Signature:	Date: 18 December 2013

Equality Analysis



What are the proposals being assessed?	EV10 Specific proposals will be determined for the Greenspaces service through the TOM process
Which Department/ Division has the responsibility for this?	Environment & Regeneration/Greenspaces

Stage 1: Overview	
Name and job title of lead officer	Doug Napier, Greenspaces Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Specific proposals will be determined through the TOM process in order to generate budget savings either through reduced expenditure and/or increased income generation
2. How does this contribute to the council's corporate priorities?	The proposals will support efforts to ensure that the council operates more efficiently and at reduced cost, recognising current corporate priorities insofar as possible
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	A range of customers are likely to be affected including staff, service users and stakeholders and partners. The outcome will contribute to the overall operation efficiency of the service and the council as a whole
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	To be determined through the TOM process, but it is highly likely that some of the proposals will be shared with other departments and partners

Stage 2: Collecting evidence/ data

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

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

The evidence considered will depend upon the nature of the proposals developed through the TOM process

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

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

To be confirmed

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

- | | |
|-----|---|
| TBC | 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. |
| TBC | 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. |
| TBC | 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. |
| TBC | 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?
TBC	TBC	TBC	TBC	TBC	Doug Napier	TBC
TBC	TBC	TBC	TBC	TBC	Doug Napier	TBC
TBC	TBC	TBC	TBC	TBC	Doug Napier	TBC

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

[To be confirmed](#)

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Doug Napier, Greenspaces Manager	Signature:	Date: 17/12/13
Improvement action plan signed off by Director/ Head of Service	James McGinlay Head of Sustainable Communities	Signature:	Date:

SECTION 2: Schools funding 2014/15

1. Introduction

1.1 The Government announced the Dedicated Schools Grant allocation on 18th December 2013. Merton's allocation split over the three blocks is as follows:

Description	2014-15 £000	2013-14 £000
Schools Block	98,463	97,291
Early Years Block	12,149	11,423
High Needs Block	27,240	26,505
Total as at Schools Forum meeting	137,852	135,219
Academy recoupment	(4,999)	(4,086)
Final allocation for the year	132,853	131,133

1.2 This report will concentrate on the Schools Block and the allocation of this funding to Schools and Academies through the Schools Funding Formula.

2. Schools Block

2.1 The schools block funding is triggered based on the numbers of full time equivalent pupils registered as part of the annual October census. Based on the October 2013 census Merton had 21,752 pupils (21,450 at October 2012) at a rate of £4,534.27 (same as 2013/14).

2.2 The Schools Block allocation of £98.463m is split into the following blocks:

Description	2014-15 £000	2013-14 £000
Centrally Retained Items	339	489
September growth requirement	1,380	1,380
Transfers to other blocks	236	293
Individual School Budgets	96,508	95,129
Total Schools Block	98,463	97,291

2.3 There are three centrally retained items. These items include School Admissions (£266k), the cost of administering Schools Forum (£12k) and the cost of National Copyright Licences negotiated by the DfE (£61k).

2.4 The September growth requirement was set at £1.380m. This is based on supporting Primary schools with £60k additional funding to support a class of 30 pupils from September.

2.5 As per Schools Forum agreement on 10th December 2013 both Primary and Secondary schools opted to de-delegate the relevant services. The total de-delegated budget for 2014/15 is £1.652m. This together with the £94.856m

that will be paid over to schools equals the Individual Schools Budgets of £96.508m.

3. Early Years Block

3.1 The Early Years Block allocation is split into the following areas:

Description	2014-15 £000	2013-14 £000
Transfers between blocks	228	228
Centrally Retained Items	711	711
2 Year Old Offer	2,927	2,202
Contingency	26	49
3 and 4 year old funding- PVI	2,500	2,530
3 and 4 year old funding- maintained schools	5,757	5,703
Total Early Years Block	12,149	11,423

3.2 The £711k for centrally retained items includes funding for quality and standard, childcare and some enhanced early intervention services.

3.3 The two year old funding allocation for Merton for 2014/15 is £2.927m. The allocation is based on a notional amount for statutory places and an allocation for trajectory place funding and planning. Merton expects to spend £2.533m on places through the early years funding formula. The remaining £394k will be spent on improving quality and creating new places, OCN accredited training, development of complex needs places, market incentives, staffing and supporting budgets, start-up funding and locality working.

3.4 The contingency has been reduced to £26k for 2014/15. This is to cover the possible increase in PVI numbers during the year.

3.5 Based on the 2013/14 pupil counts, the estimated funding relating to 3 and 4 year old children for Merton maintained schools and PVI settings is expected to be £5.787m and £2.470 respectively for 2014/15. These are indicative budgets and the figures will be updated every term following the actual pupil counts. The formula used to allocate this funding as well as that of 2 year olds is detailed in section 3.

4. High Needs Block

4.1 A place-plus approach to High Needs funding was introduced in 2013/14 with the aim of ensuring that all providers, mainstream and specialist, will be funded on an equivalent basis.

4.2 The table on the next page shows how Merton's High Needs Block funding is allocated.

Description	2014/15 £000	2013/14 £000
Mainstream settings (Individual SEN statements)	3,331	3,331
Special Schools	7,075	7,075
Additional Resource Provision bases	2,661	2,661
Pupil Referral Unit (PRU)	1,334	1,334
Centrally retained High Needs funding for commissioned services	10,971	11,028
Post 16 FE and ISP funding	1,775	1,357
Centrally retained High Needs funding for special schools	236	235
Transfers from other blocks	(463)	(516)
NMSS expected grant adjustment	320	0
Total Funding	27,240	26,505

- 4.3 Schools will be expected to contribute the first £6,000 of additional educational support for High Needs pupils and students. This additional support is for a provision over and above the standard offer of teaching and learning for all pupils or students in a setting. Pre-16, schools and Academies will continue to receive a clearly identified notional SEN budget from which to make this contribution. Merton will provide this budget for maintained schools while the EFA will provide it for Academies. The notional SEN budget should be used to support pupils with low cost, high incidence SEN as well as the first £6,000 support for pupils with statements.
- 4.4 Specialist SEN and LDD schools will continue to receive a base level of funding on the basis of an agreed number of planned places at £10,000 per place. Top-up funding above this level will also continue at the same levels as agreed between Merton and the schools last year. Due to the funding pressures on the Schools Block, any increase in numbers in special schools will be funded from within the HNB.
- 4.5 Places in special units and resourced provision will attract a base level of funding of £10,000 per place as well as top-up funding at the same value as agreed for 2013/14.
- 4.6 The PRU will receive a base level of funding of £8,000 per place. Top-up funding above this level will continue at the same level as 2013/14 at £4,660.
- 4.7 The centrally retained services are retained centrally by the Local Authority to deliver direct services or procure services from external providers to ensure the most economic use of resources.
- 4.8 Since 2013/14 Local Authorities took on the responsibility for high level SEN or LDD cost for young people aged over 16 in Further Education (FE) College and Independent Specialist Providers (ISPs).

- 4.9 This includes the funding for centrally provided services for the special schools, similar to de-delegated budgets held for the maintained primary and secondary schools. It also includes £207k, for prudential borrowing that the Schools Forum agreed at their meeting on 15th October 2007.
- 4.10 Merton has informed the EFA of the expected number of pupils to attend each NMSS in 2014/15. We are still awaiting the final allocation of the High Needs Block grant for 2014/15.

1 Introduction

1.1 Merton's Capital Strategy for 2014-18 has been aligned and integrated with the Business Plan for the period 2014-18. The Business Plan sets out how the Authority's objectives have been shaped by Merton Partnership in the Community Plan. The Community Plan sets out the overall vision and strategic direction of Merton which are embodied into five strategic themes:-

- Sustainable Communities and Transport;
- Safer and Stronger;
- Health and Well Being;
- Children and Young People;
- Corporate Capacity

1.2 Merton Partnership works towards improving the outcomes for people who work, live and learn in the borough and, in particular, to 'bridge the gap' between the eastern and western wards in the borough.

1.3 The financial reality facing local government dominates the choices the council will make for the future of the borough. The development of the Business Plan 2014/18 is therefore based on the set of guiding strategic priorities and principles, as adopted by the council on 13 July 2011:

- Merton should continue to provide a certain level of essential services for residents. The order of priority of 'must' services should be:
 - i) Continue to provide everything that is statutory.
 - ii) Maintain services – within limits – to the vulnerable and elderly.
- After meeting these obligations Merton should do all that it can to help residents who aspire. This means we should address the following as priorities in this order:
 - i) Maintain clean streets and keep council tax low.
 - ii) Keep Merton as a good place for young people to go to school and grow up.
 - iii) Be the best it can for the local environment.
 - iv) All the rest should be open for discussion.

The financial pressures facing Merton mean we should no longer aim to be a 'place-maker' but be a 'place-shaper'. The council should be an enabler, working with partners to provide services.

1.4 Merton's scrutiny function reflects these five strategic themes above and the themes have been incorporated into the bidding process for capital funding to ensure that scarce financial resources are targeted towards strategic objectives.

2 Planning Infrastructure

2.1 Business Plan 2014-2018

2.1.1 The Business Plan sets out the council's vision and ambitions for improvement over the next four years and how this will be achieved. Business Planning and financial planning frameworks are closely aligned and integrated.

2.2 Service Plans

2.2.1 In developing the Capital Strategy, clear linkages have also been identified with not only the Business Plan but also departmental service plans beneath this. It reflects the capital investment implications of the approved objectives of those plans, which themselves reflect the council's proposals set out in service based strategies such as the Primary Places Strategy, Local Implementation Plan (Transport), and Asset Management Plans. Priorities for the Corporate Services department are based around how the council manages its resources effectively and how it carries out its wider community leadership role.

2.2.2 This Capital Strategy is a fundamental component of our approach since it reflects our strategic priorities across the council and endeavours to maximise the contribution of the council's limited capital resources to achieving our vision. We will work closely with residents, community organisations and businesses to focus our resources and those of our partners effectively. The strategy also sets out the management arrangements for allocating resources to individual schemes, establishing funding for projects, monitoring progress, managing performance and ensuring that scarce capital resources are allocated efficiently.

3 Accounting Definitions and Practices

3.1 The council's approach to Capital Accounting follows the Code of Practice on Local Authority Accounting, which itself is based on the International Financial Reporting Standards (IFRS) and guidance issued by CIPFA and professional accounting networks.

3.2 As in previous years, there has been continual review of the Capital Programme to ensure that expenditure meets the strict definition and to identify any items which would be more appropriate to be charged to revenue. This has not resulted in any major changes to the future programme.

3.3 The de-minimis of capital expenditure for the authority is set at £10,000 per project. This applies to all schemes within our capital programme, however in exceptional circumstances thresholds below this may be considered where

specific items of expenditure are below this de-minimis level but meet proper accounting definitions of capital expenditure.

- 3.4 Individual schools may choose to adopt the above de-minimis limit or use the limit of £2,000 as mentioned in some Department for Education and HMRC guidance for various types of school.

4 Corporate and strategic capital expenditure appraisal planning and control

4.1 Capital Programme Board

4.1.1 Merton's Capital Strategy is coordinated by the Capital Programme Board. The board, which is effectively a sub-group of the Corporate Management Team (CMT), consists of the Directors and their nominated senior officers from each service department, together with officers from the Business Planning Team.

4.1.2 The role of the board is to ensure that all capital expenditure and investment decisions are made in an informed way, consistent with the achievement of the council's overall corporate strategic objectives (paragraph 1.1) along with monitoring the asset disposals programme. It also has a co-ordinating, reviewing, developing, encouraging, and reporting role, which ensures that Merton makes effective and efficient use of its capital resources, including management of its capital assets. During 2012/14 considerable work has been undertaken reviewing and developing the systems and processes for:

- i) Compiling the Capital Programme
- ii) Monitoring Expenditure and year end / multi-year projection
- iii) Identification and Realisation of Scheme Benefits
- iv) Financing the Programme

4.1.3 The board recommends to cabinet how capital resources should be allocated. The recommendations are based on a review of existing schemes and consideration of growth proposals. The existing Capital Programme is examined for potential reductions and reprofiling. The growth bids are prioritised on the criteria as set out later in this document.

4.1.4 During the budget process the Director of Corporate Services recommends to cabinet an initial view as to how the Capital Programme should be funded. However, this recommendation will be informed by the Capital Programme Board's consideration of the capital receipts available and the forecast of future property disposals and the final funding during the closure of accounts will depend on the precise financial position. At this stage it is intended to utilise internal borrowing, capital grant, direct revenue financing and earmarked reserves. Any capital loans given out by the authority will be funded from capital receipts as the repayments will be received as capital receipts. It will be reported to Members as and when it is proposed to use external borrowing and any other use of capital receipts.

4.1.5 The council has had a robust policy for many years of reviewing and disposing of surplus property, detailed in the Asset Management Plan (AMP) which also includes policy and procedures for land and property acquisition. However, the economic recession has slowed disposals in recent years and will continue to have an effect for 2014/15 and probably future years. All capital receipts are pooled, unless earmarked by cabinet, and are used either to finance further capital investment or for the payment of premiums on repayment of higher interest loans.

4.2 Capital Programme Approval and Amendment

4.2.1 The Capital Programme is approved by Council each year. Any change which substantially alters the programme (and therefore the Prudential Indicators) requires full council approval. Rules for changes to the Capital Programme are detailed in the Council's Constitution Financial Regulations and Financial Procedures and the key points are summarised here.

4.2.2 For virements which do not substantially alter the programme the below approval limits apply:

- Virements up to £5k can be signed off by the budget manager, the Chief Financial Officer (CFO) is informed of these changes as part of the monthly financial monitoring
- Virements £5k up to £100k must be approved by the Chief Officer of the area or areas affected along with the Chief Financial Officer, typically this will be as part of the monthly financial monitoring report to CMT however approval can be sought from these officers at any time if necessary
- Virements £100k and upwards go to Cabinet
- Any virement which diverts resources from a scheme not started, resulting in a delay to that scheme, will be reported to Cabinet

(Please note virement rules are cumulative i.e. two virements of £5,000 from one code; the latter would require the approval of Chief Officers)

4.2.3 For increases to the programme for existing schemes up to £100,000 must be approved by the Director of Corporate Services. Increases above this threshold must be approved by Cabinet. In accordance with the Prudential Code if the increase in the Capital Programme will substantially change prudential indicators it must be approved by Council.

4.2.4 For new schemes, the source of funding and any other financial or non-financial impacts must be reported and the limits below apply:

- Budgets of up to £50k can be approved by the Chief Financial Officer in consultation with the relevant Chief Officer
- Budgets of £50k up £500k will be submitted to Cabinet for approval
- Budgets over £500k will be submitted to full Council for approval

4.3 Capital Monitoring

- 4.3.1 The Council approves the four year Capital Programme in March each financial year. Amendments to the programme are approved appropriately by CMT, Cabinet and Council. Budget managers are required to monitor their budget regularly (normally monthly), key reviews are undertaken quarterly. December monitoring provides the final opportunity for budget managers to re-profile their budgets for the current financial year.
- 4.3.2 November monitoring information feeds into the Authority's Medium Term Financial Strategy (MTFS) and is used to assess the revenue impact over the period of the strategy.
- 4.3.3 Councillors receive regular monitoring reports on the overall position of capital expenditure in relation to the budget. They also receive separate progress reports on key spend areas. For example, in relation to the Primary School Expansion programme, the progress on each school is set out e.g. consultation, planning consent, start on site etc.

4.4 Risk Management

- 4.4.1 The management of risk is strategically driven by the Corporate Risk Management group. The group collates on a quarterly basis the headline departmental risks and planned mitigation activity from each department, project and partnership. From this information a Key Strategic Risk Register is compiled and presented to CMT and cabinet quarterly for discussion as part of the financial monitoring report. The Authority's Risk Management Strategy is reviewed and updated annually and presented to CMT, cabinet and Council.

5 Revenue budget implications of capital investment

5.1 Revenue cost or savings

- 5.1.1 The council recognises that the prudential framework provides the council with flexibility, subject to the constraints of the council's revenue budget. This flexible ability to borrow, either from internal cash resources or by external borrowing, coupled with the revised treatment of finance leases with effect from 1 April 2010, means that prudential borrowing is used for the acquisition of equipment, where it is prudent, affordable and sustainable. In 2012/13 and 2013/14, it was possible to borrow from internal cash resources rather than external borrowing and it is forecast that this will continue to be the case until 2015/16. This will be kept under review as part of general Treasury Management.
- 5.1.2 The revenue effects of the capital programme are from capital financing charges and from additional revenue costs such as annual maintenance

charges. The capital financing charges are made up of interest payable on loans to finance the expenditure and of principal repayments on those loans. The principal repayments commence in the year after the expenditure is incurred and are calculated by the application of the statutory Minimum Revenue Provision. The interest commences immediately the expenditure is incurred. The revenue effects of the capital programme are fully taken account of in the MTFs, with appropriate adjustments for slippage, timing of capital payments and the use of internal investment funds.

The revenue effects of the capital programme, are built into the MTFs and are summarised below:

Revenue effects of Capital Programme				
	2014/15	2015/16	2016/17	2017/18
	£000	£000	£000	£000
MRP	7,410	7,820	8,895	10,218
Interest	6,692	6,692	7,107	8,000
Capital financing costs	14,102	14,512	16,002	18,218
Investment Income	(370)	(204)	(114)	(124)
Net	13,732	14,308	15,888	18,092

6 Capital resources 2014-18

6.1 Variety of sources

6.1.1 Capital expenditure is funded from a variety of sources:-

- Grants which are not ring-fenced to be spent on a specific project or service
- Specific grants - earmarked for a specific project or purpose
- Capital receipts from the disposal of surplus and under-utilised land and property
- Other contributions such as Section 106
- Council Funding – through revenue funding, use of reserves or borrowing.

6.2 Annual Minimum Revenue Provision (MRP) Statement

6.2.1 Under guidance from the Department for Communities and Local Government, authorities are required to prepare an annual statement on their policy on making MRP. This mirrors the existing requirements to report to the council on the Prudential borrowing limit and investment policy.

6.2.2 The statement is set out in the Treasury Management Strategy.

7 Asset management review

7.1 Capital receipts

7.1.1 Capital receipts generated from the disposal of surplus and under-utilised land and property are a major source of funding and the potential available capital resources are under constant review and revision. The forecast of capital receipts included in this report are primarily based on the Corporate Asset Management Plan 2011-15, from which is derived a multi-year forecast of planned land and property disposals. In addition, after the transfer of the housing stock to Merton Priory Homes, the council continues to receive a share of the receipts from Right to Buy applications and through future sharing arrangements, receipts from the sales of void properties, sales of development land and VAT saving on expenditure on stock enhancements.

7.1.2 Progress and estimates of capital receipts are considered at each meeting of the Capital Programme Board by consideration of the Capital Disposals Programme.

7.2 Property as a corporate resource

7.2.1 The council treats its property as a corporate resource, oriented towards achieving its overall goals, underpinned by:

- Clear links to financial plans and budgets.
- Effective arrangements for cross-service working.
- Champions at senior officer and member level.
- Significant scrutiny by councilors.

7.2.2 It ensures that its properties are fit for purpose by making proper provision and action for maintenance and repair. The organisation makes investment and disposal decisions based on thorough option appraisal. The capital programme gives priority to potential capital projects based on a formal objective approval process.

7.2.3 Whole life project costing was used at the design stage for significant projects where appropriate, incorporating future periodic capital replacement costs, projected maintenance and decommissioning costs.

7.2.4 Whole life costing of significant projects, which span more than one year, also forms part of the regular monitoring reports.

7.2.5 A Strategic Asset Plan and the Corporate Asset Plan are currently being developed and will be used for asset management.

7.2.6 A new IT system for asset accounting has been brought into use and the possibility of this system being used for more widespread asset management will be explored.

8 Summary of estimated disposals 2014-2018

8.1 Potential capital receipts

8.1.1 Due to difficulties in the property market since the economic recession a cautious view has been taken of the potential capital receipts identified. Much of the anticipated capital receipts are as a result of the VAT shelter agreement entered into with Merton Priory Homes as part of the housing stock transfer. There are current proposals for some of the properties under this agreement to be redeveloped which would result in a reduction in receipts from the VAT shelter agreement, however a Development and Disposals Clawback Agreement was entered into as part of the same transfer and this should result in a significant capital receipt should these development plans go ahead. The following table represents a 'best prudent view' at this time in respect of an anticipated cash flow and therefore future capital receipts have not been assumed as a source of funding for the capital programme at this stage, but do replace the need for external borrowing:-

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
Total	2,100	2,800	1,800	1,200

Note a) The above includes Right to Buys and the VAT shelter. Although difficult to accurately predict, other sales of assets could improve the position.

8.1.2 Under the requirements of the Localism Act 2011 parish councils and local voluntary and community organisations have the right to nominate local land or buildings they would like to see included in a list of assets of community value which is maintained by the Local Authority. Once listed the owner must allow community interest groups up to six months to make an offer before the property can be sold to another. It is envisaged that this may lengthen the disposal time for some properties if they are listed as assets of community value by the Council.

8.2 Debt repayment

8.2.1 The council has had a strategy to reduce its level of debt. Since 1 April 2008, the average interest payable on outstanding debt has fallen from 6.6% to 5.72%. For the period 2014-18, capital receipts may continue to be used to pay the premiums on the repayment of those authority debts which have high fixed interest charges, if the terms offered make this economic and the option makes appropriate revenue savings, but will also be considered for funding parts of the programme.

9 Grant Funding Capital Resources

9.1 Environmental and Regeneration

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
Transport for London LIP (earmarked)	1,927	1,310	1,271	TBA
Total: E&R	1,927	1,310	1,271	TBA

TBA – To Be Advised

Please note, in the table above, some TFL funding which would previously been budgeted for as capital is now accounted for as revenue, as such the funding above and budgets in this document exclude £310k of TfL budgets in 2014/15, £301k in 2015/16 and £340k in 2016/17 as these amounts are now deemed to be revenue.

9.2 Children, Schools and Families

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
Maintenance	1,981	TBA	TBA	TBA
Basic Need	7,150	4,236	4,448	TBA
Total Local Authority Funding (Both of the above grants are non-ringfenced)	9,131	4,236	4,448	TBA
Free School Meals Capital	437	0	0	0
Targeted Basic Need	10,855	696	0	0
Devolved Formula Capital (Earmarked)	TBA	TBA	TBA	TBA
TOTAL: CS&F	20,423	4,932	4,448	TBA
Assumed Maintenance and Basic Need	0	764	552	5,000

TBA – To Be Advised

Note: Basic Need has been announced up to 2016/17, however as yet the Capital Maintenance allocation has not been announced. Targeted Basic Need relates to specific schemes and must be spent by the end of the August of the financial year after it is received. It was allocated for 2013/14 and 2014/15 but the above shows when it is anticipated to be spent within this constraint.

9.3 Community and Housing

	2014/15 £000	2015/16 £000	2016/17 £000	2016/17 £000
C&H Adult Social Care Grant	410	0	0	0
Disabled Facilities Grant (non- ringfenced)	459	528	TBA	TBA
Total C&H	869	528	0	0

From 2015/16 the Adult Social Care Grant is to be part of a pooled budget with the Merton Clinical Commissioning Group, no decisions have been made as yet as to how this will be utilised

9.4 Summary of Grant Funding 2014-2018

9.4.1 The new resources notified to date are summarised in the following table. It is expected that there will be additional earmarked resources notified during the financial year 2014/15:-

Grant Funding	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
Environment and Regeneration	1,927	1,310	1,611	TBA
Children, Schools and Families	20,423	4,932	4,448	TBA
Community and Housing	869	528	TBA	TBA
Total Newly Announced Grant Funding	23,219	6,770	6,059	TBA
Assumed source of funding - CSF	0	764	552	5,000

10 Summary of Total Resources 2014-18:

10.1 Summary

10.1.1 The total anticipated resources over the plan period 2014-18, including existing grant funding and anticipated CS&F grants, is summarised in the following table:-

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
Grant & Contributions	27,723	10,038	7,261	5,288
Council Funding	16,882	31,331	30,446	26,987
Total	44,605	41,369	37,707	32,274

10.1.2 Projects for which earmarked resources have been notified have been given authority to proceed, subject to a detailed specification and programme of works being agreed which ensures that the maximum benefits accrue to the council within the overall constraints of the approved funding. Those schemes, on their own, represent a considerable capital investment.

10.1.3 The Table below summarises the Indicative Capital Programme for 2018 to 2023. Additional detail is provided as Annex 5:

Indicative Capital Programme 2018 to 2023

Department	Indicative 2018/19 Budget	Indicative 2019/20 Budget	Indicative 2020/21 Budget	Indicative 2021/22 Budget	Indicative 2022/23 Budget
	£000s	£000s	£000s	£000s	£000s
Corporate Services	1,785	1,500	1,760	1,645	875
Children, Schools and Families	27,578	6,250	6,600	4,758	3,920
Environment and Regeneration*	5,124	5,150	4,615	4,615	4,615
Community and Housing	280	280	280	280	280
Total	34,767	13,180	13,255	11,298	9,690

* Please note these figures do not include any allowance of grant funding for Transport for London and Disabled Facilities.

10.1.4 For every £1 million capital expenditure that is funded by external borrowing it is estimated that there will be annual revenue debt charges of between £242,000 for assets with a life of 5 years to £62,000 for an asset life of 50 years.

11 Capital bids and prioritisation criteria

11.1 Prioritisation of schemes 2017/18

The allocation of capital resources, on those schemes to be funded by borrowing, is focused towards the achievement of the council's key strategic objectives as agreed by councillors as highlighted in section 1 of this strategy.

The prioritisation criteria used in respect of growth were 'Statutory', Need (demand and / or priority), attracts match funding and revenue impact (including invest to save). Due to officers' awareness of the need to restrain the capital programme to affordable levels, the growth put forward over the period 2014-18, on the basis of these criteria by the board to cabinet was £25.041 million.

12 Detailed Capital Programme 2014-18

12.1 Corporate Services

This department is responsible for the administration of finance and staff, together with the corporate buildings including IT and utility services. Its main capital expenditure is on IT software and hardware, and on improvements to

buildings. It is nearing the end of a major project for the restacking of offices in the Civic Centre to enable the economic concentration of staff and services on the borough's main civic site and replacement of Civic Centre Windows and the biggest remaining component of this is the replacement of the Civic Centre lifts. There are also budgets held centrally under Corporate Services to ensure funds are available to take up opportunities arising in the local property market, to leverage match funding or to enable transformation of services. The new schemes for this department are listed in Annex 1, Annex 3 provides a detailed breakdown of projects and Annex 4 provides the overall programme at scheme level for approval.

12.2 Children, Schools and Families

This department's main capital focus is the need for increased provision of pupil places. There was already provision in the 2013-17 capital programme, but the revised programme is as follows:

	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Primary Expansion	23,561	10,959	3,992	7,099
Secondary Expansion	275	1,475	14,495	13,700
Total	23,836	12,434	18,487	20,799

This is the most significant item in the council's capital programme and as such is set out in detail on the next page:

CSF capital programme 2014-18

The requirement to provide sufficient school places is a key statutory requirement. The government provides capital grant to meet some of this need, but there is a significant shortfall for the council to fund.

The vast majority of the CSF capital programme for 2014-16 relates to the requirement to provide sufficient primary school places but there is also some capital for other categories of expenditure. The focus then changes to provision of secondary school places, with some expansion of special school provision also required.

Primary school places

The 2013-17 capital programme approved provision to deliver the primary school expansion for an additional 23 forms of entry (FE) as permanent and to start 2 further FEs along with 3 FE of temporary provision, compared to that provided in 2007/08.

As a result the council has either completed, or is in the progress of permanent expansion to provide 21 additional forms of entry since 2007/08. These are at the following 20 schools: Wimbledon Chase, Holy Trinity CE, St.

Thomas of Canterbury, Benedict, Hollymount, Joseph Hood, Aragon, Cranmer, Merton Abbey, St Mary's, All Saints CE, Gorringe Park, Hillcross, Pelham, Dundonald, Poplar, Liberty, Singlegate (2FE extra, through additional adjacent site), Wimbledon Park, and William Morris.

Following analysis of more recent demographic information and admissions data, officers are adopting a prudent and cautious approach to planning for future expansions. No further permanent expansions will be undertaken until additional sustained demand for places is identified. The capital programme enables temporary accommodation to be provided in up to three schools in 2016-17 with additional budget also allocated from 2015-16 to enable further permanent expansions to be undertaken should the need materialise. The position will be kept under regular review by officers.

Secondary and special school places

The significant increase in demand for school places will reach the secondary phase from 2015/16 but it is expected this can be met through existing accommodation for the first two years. New build, expansion and enabling works will be required to provide sufficient places thereafter so significant budget is proposed for this from 2016-17.

The capital programme for 2014/18 includes £29.9 million for 5 secondary FE classes attached to our existing schools and some preliminary costs in respect of a new secondary school. The costs of the new school and an additional 5 secondary FE classes have yet to be built into the Capital Programme. Currently, there is uncertainty over the size, timing and cost of the secondary expansion, this includes a lack of clarity regarding government funding.

The capital programme also includes a sum for additionally resourced SEN provision for pupils on the autism spectrum and more will be required after 2016 for permanent additional special school places.

Other schemes

With regard to other capital schemes, £500,000 is provided for schools capital improvement works in 2014/15 and this increased to £600,000 per annum thereafter. This is an increase from previous years, but will be limited to urgent health and safety related needs, with the council expecting schools to fund all works below £20,000.

12.3 Environment and Regeneration

This department provides a co-ordinated approach to managing the public realm (all borough areas to which the public has access), as well as the regeneration of our town centres and neighbourhoods.

The individual projects for this department are all listed in Annex 3. Other than the grant funded Transport for London scheme for the upgrade of principal roads and also Environmental Health grants, the departments main schemes relate to 10 main areas:

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
Highways Planned Road Works	1,500	1,500	1,500	1,500
Footways Planned Works	1,000	1,000	1,000	1,000
Highways General Planned Works	589	412	419	419
Leisure Centres	1,300	10,300	300	300
Future Merton	6,791	3,878	1,037	0
Replacement of Fleet Vehicles	590	500	500	500
Traffic and Parking management	135	135	150	156
Parks Investment	250	250	425	250
Street Lighting Replacement Programme	410	200	462	290
Street Scene	315	275	100	0
Total	12,880	18,450	5,889	4,259

12.3.1 Highways Planned Road Works and Footways Planned Works

These works are based on annual condition surveys of the whole of the borough. As a result, items are prioritised and drawn up in programmes of works. These programmes may be amended as circumstances alter.

12.3.2 Highways General Planned Works

An indicative list of the major works to be done under this budgeted scheme is as follows:

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
Demand for Surface Water Drainage - Flooding	62	62	69	69
Highways bridges and structures improvements	370	260	260	260
Anti-Skid and Coloured	90	90	90	90

12.3.3 Leisure

The major works relate to the authority's three Leisure Centres. The first scheme is for general improvements to the three Leisure Centres. The second scheme, Morden Park Pools, is a major investment for the council, with the replacement of the current centre with a new facility.

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
Replacement of Leisure Centre Plant and Machinery	300	300	300	300
Morden Park Pools	1,000	10,000	0	0

12.3.4 Future Merton

Regeneration is a major part of the council's strategy. A vision for Morden town centre is being developed and Mitcham town centre will be sustainably developed. The main areas of expenditure over the Capital Programme period will be those below.

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
Investment in industrial estates to create high-tech industrial park for key sectors	250	500	0	0
Colliers Wood Regeneration Fund	1,200	0	0	0
Town Centre Investment	750	878	1,037	0
Mitcham – TfL Major Schemes	1,443	0	0	0
Transportation Enhancements	2,500	2,500	0	0

12.4 **Community and Housing**

This department aims to provide residents with the chance to live independent and fulfilling lives, in suitable homes within sustainable communities, with chances to learn, use information, and acquire new skills.

The departmental Capital Programme for 2014/18 comprises:

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
Adult Social Care Information Technology	1,110			
Housing	2,464	724	724	280
Libraries		350	550	
Total	2,338	1,074	1,274	280

12.5 Overall Programme

12.5.1 The approved Capital Programme for 2014/18 follows at Annex 1, Annex 3 provides an additional breakdown detail of the approved schemes. The summary is as follows:

Capital Programme	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
Corporate Services	7,858	3,091	3,362	2,806
Children, Schools & Families	27,193	14,722	22,087	21,399
Environment & Regeneration	15,920	19,900	7,204	4,555
Community and Housing	3,574	1,074	1,274	280
Total	54,545	38,787	33,927	29,040

12.5.2 The funding details for the programme follow at Annex 2

12.5.3 Within the funding details the authority has anticipated some slippage for schemes that require a consultation process or a planning application or where the implementation timetable is not certain. The slippage anticipated reduces the spend in the year it is budgeted but increases the spend in the following year when it is incurred. When slippage from 2013/14 is approved, the 2014/15 Capital Programme will be adjusted accordingly.

- 12.5.4 Annexe 1 Capital Investment Programme - Schemes for Approval
 Annexe 2 Funding the Capital Programme 2014-18
 Annexe 3 Detailed Capital Programme 2014-18
 Annexe 4 Analysis of Growth
 Annexe 5 Indicative Capital Programme 2018-23

CAPITAL INVESTMENT PROGRAMME – SCHEMES FOR APPROVAL

Department	2014/15	2015/16	2016/17	2017/18
Corporate Services	7,858	3,091	3,362	2,806
Children, Schools and Families	27,193	14,722	22,087	21,399
Environment and Regeneration	15,920	19,900	7,204	4,555
Community and Housing	3,574	1,074	1,274	280
Total	54,545	38,787	33,927	29,040

Corporate Services	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s
Corporate Budgets	2,386	2,007	500	0
Business Improvement	1,819	0	0	0
Resources	1,100	0	0	0
I&T - Information Technology	953	584	1,862	1,806
I&T - Facilities Management	1,600	500	1,000	1,000
Total	7,858	3,091	3,362	2,806

CAPITAL INVESTMENT PROGRAMME – SCHEMES FOR APPROVAL ANNEXE 1

Children, Schools and Families	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s
Primary School Expansions				
Cranmer expansion	1,886	492	0	0
Dundonald expansion	1,728	2,740	1,117	0
Hillcross School Expansion	2,627	2,123	0	0
Joseph Hood Expansion	117	0	0	0
Merton Abbey	3,423	438	0	0
Pelham School Expansion	3,849	852	0	0
Poplar Permanent Expansion	3,125	953	0	0
St Mary's expansion	2,572	100	0	0
Singlegate expansion	3,607	600	0	0
Wimbledon Park expansion	60	0	0	0
22 FE School Expansion	0	95	2,575	2,075
23 FE School Expansion	0	0	100	555
24 FE School Expansion	0	0	100	1,625
25 FE School Expansion	0	0	100	1,625
26 FE School Expansion	0	0	0	619
27 FE School Expansion	0	0	0	300
28 FE School Expansion	0	0	0	300
Primary School Expansion Contingency	569	2,565	0	0
Total Primary School Expansions	23,561	10,958	3,992	7,099
Secondary School Expansion				
Scheme 1 Phased extra 4FE	50	150	2,800	0
Scheme 2 Phased extra 4FE	50	150	2,800	0
Scheme 3 Phased extra 4FE	50	150	2,800	0
Scheme 4 New school phased 6-8FE	100	1,000	4,000	7,000
Scheme 5 Phased extra 2FE	0	0	95	1,500
Scheme 6 Phased extra 2FE	25	25	1,900	3,000
Scheme 7 - extra 1FE	0	0	50	1,100
Scheme 8 - extra 1FE	0	0	50	1,100
Total Secondary School Expansion	275	1,475	14,495	13,700
Other				
Devolved Formula Capital	45	0	0	0
St Ann's Primary Phase	139	0	0	0
Total Schs Cap Maint & Accessibility	500	600	600	600
Primary school autism unit	692	238	0	0
Perseid	800	500	0	0
Secondary School Autism Unit	350	850	0	0
Cricket Green	50	100	3,000	0
Free School Meals	437	0	0	0
School Equipment Loans	323	0	0	0
Youth&Comm centres reprovision	20	0	0	0
Total Other	3,356	2,288	3,600	600
Total	27,193	14,722	22,087	21,399

CAPITAL INVESTMENT PROGRAMME – SCHEMES FOR APPROVAL

Environment and Regeneration	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s
Total Footways Planned Works	1,000	1,000	1,000	1,000
Total Greenspaces	633	250	425	250
Total Highways General Planned Works	613	412	419	419
Total Highways Planned Road Works	1,500	1,500	1,500	1,500
Total Leisure Centres	1,525	10,300	300	300
Total Other	27	0	0	0
Total Regeneration Partnerships	6,791	3,878	1,037	0
Total Plans and Projects	70	0	0	0
Total Street Lighting	410	200	462	290
Total Street Scene	315	315	60	60
Total Transport for London	1,927	1,310	1,271	0
Total Traffic and Parking Management	135	135	150	156
Total Transport and Plant	599	500	500	500
Total Safer Merton - CCTV & ASB	145	0	0	0
Total Environmental Health	40	40	60	6
Total Waste Operations	10	60	20	20
TOTAL	15,920	19,900	7,204	4,555

Community and Housing	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s
Libraries	0	350	550	0
Adult Social Care	1,110	0	0	0
Housing	2,464	724	724	280
Total	3,574	1,074	1,274	280

Merton	Capital Programme £000s	Merton Funded £000s	Funded by Grant & Capital Contributions £000s
TOTAL Revised 2013/14	31,852	13,891	17,961
Potential Slippage c/f	(1,354)	(1,054)	(301)
TOTAL Spend 2013/14	30,498	12,838	17,660
2014/15 Revised Budget	54,108	24,736	29,373
Potential Slippage b/f	1,354	1,054	301
Potential Slippage c/f	(11,295)	(8,907)	(2,388)
TOTAL Spend 2014/15	44,605	16,882	27,723
2015/16 Draft Budget	38,788	30,372	8,415
Potential Slippage b/f	11,295	8,907	2,388
Potential Slippage c/f	(8,713)	(7,948)	(765)
TOTAL Spend 2015/16	41,369	31,331	10,038
2016/17 Draft Budget	33,927	27,128	6,799
Potential Slippage b/f	8,713	7,948	765
Potential Slippage c/f	(4,933)	(4,630)	(303)
TOTAL Spend 2016/17	37,707	30,446	7,261
2017/18 Draft Budget	29,040	24,040	5,000
Potential Slippage b/f	4,933	4,630	303
Potential Slippage c/f	(1,699)	(1,684)	(15)
TOTAL Spend 2017/18	32,274	26,987	5,288

Corporate Services	Scrutiny Panel *	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Corporate Budgets					
Acquisitions Budget	OSC	1,042	500	500	0
Transformation Budgets	OSC	344	507	0	0
Capital Bidding Fund	OSC	1,000	1,000	0	0
Total Corporate Budgets		2,386	2,007	500	0
Business Improvements					
Replace doc management system	OSC	740	0	0	0
Customer Contact Programme	OSC	785	0	0	0
Data Labelling	OSC	29 4	0	0	0
Total Business Improvements		1,819	0	0	0
Resources					
Improving Information Systems	OSC	1,100	0	0	0
Total Resources		1,100	0	0	0
Information Technology					
Planned Replacement Programme	OSC	718	299	1,412	1,686
ITSD Enhancements	OSC	35	85	250	120
Multi-Function Devices (MFDs)	OSC	200	200	200	0
Total Information Technology		953	584	1,862	1,806
Facilities Management					
Civic Centre refurbishment	OSC	100	0	0	0
Energy Utility Invest to Save	SC	250	150	150	150
Invest to Save schemes-General	OSC	250	150	150	150
Water Safety Works	OSC	0	0	150	150
Asbestos Safety Works	OSC	0	0	250	250
Capital Works - Facilities	OSC	200	200	300	300
Civic Centre Passenger Lifts	OSC	650	0	0	0
Civic Centre Windows	OSC	150	0	0	0
Total Facilities Management		1,600	500	1,000	1,000
TOTAL		7,858	3,091	3,362	2,806

* OSC= Overview and Scrutiny Commission, CYP = Children and Young People, HCOP = Healthier Communities and Older People SC = Sustainable Communities,

DETAILED CAPITAL PROGRAMME 2014-18

ANNEXE 3

Children, Schools and Families	Scrutiny Panel *	2014/15	2015/16	2016/17	2017/18
		£000s	£000s	£000s	£000s
Primary School Expansions					
Cranmer expansion	CYP	1,886	492	0	0
Dundonald expansion	CYP	1,728	2,740	1,117	0
Hillcross School Expansion	CYP	2,627	2,123	0	0
Jopseph Hood Expansion	CYP	117	0	0	0
Merton Abbey	CYP	3,423	438	0	0
Pelham School Expansion	CYP	3,849	852	0	0
Poplar Permanent Expansion	CYP	3,125	953	0	0
St Mary's expansion	CYP	2,572	100	0	0
Singlegate expansion	CYP	3,607	600	0	0
Wimbledon Park expansion	CYP	60	0	0	0
22 FE School Expansion	CYP	0	95	2,575	2,075
23 FE School Expansion	CYP	0	0	100	555
24 FE School Expansion	CYP	0	0	100	1,625
25 FE School Expansion	CYP	0	0	100	1,625
26 FE School Expansion	CYP	0	0	0	619
27 FE School Expansion	CYP	0	0	0	300
28 FE School Expansion	CYP	0	0	0	300
Primary School Expansion Contingency	CYP	569	2,565	0	0
Total Primary School Expansions		23,561	10,959	3,992	7,099
Other					
Devolved Formula Capital	CYP	45	0	0	0
St Ann's Primary Phase	CYP	139	0	0	0
Schs Cap Maint & Accessibility	CYP	500	600	600	600
Primary school autism unit	CYP	692	238	0	0
Perseid	CYP	800	500	0	0
Secondary School Autism Unit	CYP	350	850	0	0
Cricket Green	CYP	50	100	3,000	0
Youth&Comm centres reprovision	CYP	20	0	0	0
Free School Meals	CYP	437	0	0	0
Schools Equipment Loans	CYP	323	0	0	0
Total Other		3,356	2,288	3,600	600
Secondary School Expansion					
Scheme 1 Phased extra 4FE	CYP	50	150	2,800	
Scheme 2 Phased extra 4FE	CYP	50	150	2,800	
Scheme 3 Phased extra 4FE	CYP	50	150	2,800	
Scheme 4 New school phased 6-8FE	CYP	100	1,000	4,000	7,000
Scheme 5 Phased extra 2FE	CYP	0	0	95	1,500
Scheme 6 Phased extra 2FE	CYP	25	25	1,900	3,000
Scheme 7 - extra 1FE	CYP	0	0	50	1,100
Scheme 8 - extra 1FE	CYP	0	0	50	1,100
Total Secondary School Expansion		275	1,475	14,495	13,700
TOTAL		27,193	14,722	22,087	21,399

* OSC= Overview and Scrutiny Commission, CYP = Children and Young People, HCOP = Healthier Communities and Older People SC = Sustainable Communities

DETAILED CAPITAL PROGRAMME 2014-18

ANNEXE 3

Environment and Regeneration	Scrutiny Panel *	2014/15	2015/16	2016/17	2017/18
		£000s	£000s	£000s	£000s
Footways Planned Works					
Repairs to Footways	SC	1,000	1,000	1,000	1,000
Total Footways Planned Works		1,000	1,000	1,000	1,000
Greenspaces					
Parks Investment	SC	250	250	425	250
B488 Landscape Dundonald Rec G	SC	12	0	0	0
B617a-c Wimbledon Park upgrade	SC	15	0	0	0
B521 – Morden Park	SC	30	0	0	0
B596a&b,B625a-c Crckt Grn Area	SC	21	0	0	0
B626a-c Cottnhm Prk&Holnd Gdn	SC	28	0	0	0
B651 South Park Gardents Pavil	SC	17	0	0	0
Tamworth Rec Interactive Water Play	SC	160	0	0	0
Mitcham Common Conservators	SC	100	0	0	0
Total Greenspaces		633	250	425	250
Highways General Planned Works					
Surface Water Drainage	SC	62	62	69	69
Highways bridges & structures	SC	370	260	0	260
Maintain AntiSkid and Coloured	SC	90	90	90	90
B497/8 Lombard Rd Improvements	SC	24	0	0	0
B646a Lonbard Industrial Estate	SC	24	0	0	0
B639a Fair Green	SC	43	0	0	0
Total Highways General Planned Works		613	412	159	419
Highways Planned Road Works					
Borough Roads Maintenance	SC	1,500	1,500	1,500	1,500
Total Highways Planned Road Works		1,500	1,500	1,500	1,500
Leisure Centres					
Leisure Centre Plant & Machine	SC	300	300	300	300
Morden Park Pool and LC Invest	SC	1,000	10,000	0	0
Multi Use Games area at Commons	SC	170	0	0	0
St Marks Academy Tennis	SC	56	0	0	0
Total Leisure Centres		1,526	10,300	300	300
Other E&R					
Big Lottery Play Areas	SC	27	0	0	0
Total Other E&R		27	0	0	0
Regeneration Partnerships					
Industrial Estate Investment	SC	250	500	0	0
Colliers Wd- Regeneration Fund	SC	1,200	0	0	0
Mitcham Major schemes	SC	1,443	0	0	0
Restoration of South Park Gdns	SC	130	0	0	0

* OSC= Overview and Scrutiny Commission, CYP = Children and Young People, HCOP = Healthier Communities and Older People SC = Sustainable Communities,

Environment and Regeneration	Scrutiny Panel *	2014/15	2015/16	2016/17	2017/18
Sect106 Bottleneck Skills Grnt	SC	14	0	0	0
B611 – Comm Facilities in WTC	SC	15	0	0	0
Town Centre Investment	SC	750	878	1,037	0
Mitcham Town Centre Improvements	SC	360	0	0	0
Colliers Wood Town Centre Improvements	SC	90	0	0	0
Transport Enhancements	SC	2,500	2,500	0	0
B550 Mitcham means Business	SC	39	0	0	0
Total Regeneration Partnerships		6,791	3,878	1,037	0
Plans and Projects					
Climate Change Initiatives	SC	70	0	0	0
Total Plans and Projects		70	0	0	0
Street Lighting					
Street Lighting Replacement Pr	SC	410	200	462	290
Total Street Lighting		410	200	462	290
Street Scene					
Street scene enhancements	SC	250	250	0	0
Street Tree Programme	SC	65	65	60	60
Total Street Scene		315	315	60	60
Transport for London					
Unallocated	SC	1,927	1,310	1,271	0
Total Transport for London		1,927	1,310	1,271	0
Traffic and Parking Management					
Traffic Schemes	SC	135	135	150	156
Total Traffic and Parking Management		135	135	150	156
Transport and Plant					
Replacement of Fleet Vehicles	SC	590	500	500	500
Network Rail	SC	9	0	0	0
Total Transport and Plant		599	500	500	500
Safer Merton - CCTV & ASB					
CCTV (match funding)	SC	145	0	0	0
Total Safer Merton - CCTV & ASB		145	0	0	0
Environmental Health					
Small Repairs Grant	SC	40	40	60	60
Total Environmental Health		40	40	60	60
Waste Operations					
Alley Gating Scheme - Fly Tip	SC	20	20	20	20
Re-use/recycling Site Maintena	SC	40	40	0	0
GPS Vehicle Tracking	SC	130	0	0	0
Total Waste Operations		190	60	20	20
TOTAL		15,920	19,900	7,204	4,555

* OSC= Overview and Scrutiny Commission, CYP = Children and Young People, HCOP = Healthier Communities and Older People SC = Sustainable Communities,

Community and Housing	Scrutiny Panel *	2014/15	2015/16	2016/17	2017/18
		£000s	£000s	£000s	£000s
Adult Social Care					
Laptops for Other Staff	HCOP	60			
CareFirst report Development	HCOP	14	0	0	0
Excel Add-ins	HCOP	3			
Captive E-Learning CareFirst	HCOP	8	0	0	0
Telehealth	HCOP	44	0	0	0
Replacement SC System	HCOP	971	0	0	0
Total Adult Social Care		1098	0	0	0
Housing					
8 Wilton Road	SC	480	0	0	0
Disabled Facilities Grant	SC	1,224	724	724	280
Western Road *	SC	760	0	0	0
Total Housing		2,464	724	724	280
Libraries					
Relocation of Colliers Wood Library	SC	0	0	550	0
Library Self Service IT	SC	0	350	0	0
Total Libraries		0	350	550	0
Total		3,574	1,074	1,274	280

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Department	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s
Corporate Services	738	689	(10)	2,806
Children, Schools and Families	1,352	3,203	200	9,845
Environment and Regeneration	1,589	(258)	(308)	4,835
Community and Housing	0	350	0	0
Total	3,679	3,984	(108)	17,486

Corporate Services	Scrutiny Panel *	2014/15	2015/16	2016/17	2017/18
		£000s	£000s	£000s	£000s
Infrastructure&Transactions					
Transformation (IT) - I&T**	OSC		(11)		
IT SD Stability**	OSC			(10)	1,806
Multi-Function Devices (MFDs)	OSC	200	200	200	
Business Improvement Resources					
Improving Information Systems	OSC	538			
Corporate					
Capital Bidding Fund	OSC		500		
FM Capital Works					
Energy Utilities Invest to Save	SC				150
Invest to Save schemes - General	OSC				150
Water Safety Works	OSC				150
Asbestos Works	OSC				250
FM Capital Works - Facilities	OSC				300
Total		738	689	(10)	2,806

* OSC= Overview and Scrutiny Commission, CYP = Children and Young People, HCOP = Healthier Communities and Older People SC = Sustainable Communities,

** Negative growth in the capital programme is as a result of identifying some works as revenue rather than capital as part of on-going reviews of the programme.

Children, Schools and Families	Scrutiny Panel *	2014/15	2015/16	2016/17	2017/18
		£000s	£000s	£000s	£000s
School expansion 19FE to 25FE (Garfield)**	CYP	(29)			
24 FE School to be Confirmed	CYP				1600
25 FE School to be Confirmed	CYP				1600
Primary School Expansion Contingency	CYP	569	2,565		
Primary School autism unit	CYP		238		
Primary School Expansions		540	2,803	0	3,200
Schools Capital Maintenance and Accessibility	CYP	100	200	200	600
Free School Meals	CYP	437			
Secondary School expansion	CYP	0	200	0	6,045
Other		812	400	200	6,645
Total		1,352	3,203	200	9,845

* OSC= Overview and Scrutiny Commission, CYP = Children and Young People, HCOP = Healthier Communities and Older People SC = Sustainable Communities,

** Negative growth in the capital programme is as a result of identifying some works as revenue rather than cap./ital as part of on-going reviews of the programme

ANALYSIS OF GROWTH 2014-18

ANNEXE 4

Environment and Regeneration	Scrutiny Panel *	2014/15	2015/16	2016/17	2017/18
		£000s	£000s	£000s	£000s
CCTV and Anti-Social Behaviour (ASB) **	SC	(13)			
Environmental Health					
Disabled Facilities Grant - LBM Contribution	SC	300			280
Small Repairs Grant (Private Sector Housing Programme)	SC				60
Greenspaces					
Tamworth Rec Interactive Water Play	SC	160			
Mitcham Common Conservators	SC	100			
Highway Maintenance					
Bridges and Structures	SC	110			260
Footways					
Footways Planned Works	SC				1,000
General					
Demand for Surface Water Drainage - Flooding	SC				69
Maintenance Anti-Skid and Coloured	SC				90
Roads					
Highways Planned Roadworks	SC			(100)	1,500
Greenspaces					
Parks Investment	SC				250
Leisure Centres					
Replacement of Leisure Centre Plant and Machinery including accelerated schemes in 2009/10	SC				300
Multi Use Games area at Commons	SC	170			
St Marks Academy Tennis	SC	56			
Street Scene					
Street tree programme (25 year programme)	SC				60
Street Lighting					
Street Lighting Replacement Programme	SC	110			290
Transport for London					
Transport for London	SC	626	(228)	(228)	
Transport and Plant					
Replacement of Fleet Vehicles	SC				500
Waste**	SC	(30)	(30)	20	20
TOTAL		1,589	(258)	(308)	4,835

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** Negative growth in the capital programme is as a result of identifying some works as revenue rather than capital as part of on-going reviews of the programme

Community and Housing

Community and Housing	Scrutiny Panel *	2014/15	2015/16	2016/17	2017/18
		£000s	£000s	£000s	£000s
Library Self Service IT	SC	0	35 0	0	0
Total Community and Housing		0	350	0	0

INDICATIVE CAPITAL PROGRAMME 2018-23

ANNEXE 5

Corporate Services	Scrutiny Panel*	Indicative 2018/19 Budget	Indicative 2019/20 Budget	Indicative 2020/21 Budget	Indicative 2021/22 Budget	Indicative 2022/23 Budget
		£000s	£000s	£000s	£000s	£000s
Information Technology						
Planned Replacement Programme	OSC	560	575	860	770	0
ITSD Enhancements	OSC	275	0	0	0	0
Total Information Technology		835	575	860	770	0
Facilities Management						
Energy Utility Invest to Save	SC	150	150	150	150	150
Invest to Save schemes-General	OSC	150	150	150	150	150
Water Safety Works	OSC	100	75	50	25	25
Asbestos Safety Works	OSC	250	250	250	250	250
Capital Works - Facilities	OSC	300	300	300	300	300
Total Facilities Management		950	925	900	875	875
Information Technology						
Planned Replacement Programme	OSC	560	575	860	770	0
ITSD Enhancements	OSC	275	0	0	0	0
Total Information Technology		835	575	860	770	0
TOTAL		1,785	1,500	1,760	1,645	875

Children, Schools and Families	Scrutiny Panel*	Indicative 2018/19 Budget	Indicative 2019/20 Budget	Indicative 2020/21 Budget	Indicative 2021/22 Budget	Indicative 2022/23 Budget
		£000s	£000s	£000s	£000s	£000s
Primary School Expansions						
23 FE School Expansion	CYP	2,575	1,600	0	0	0
24 FE School Expansion	CYP	1,600	1,600	0	0	0
25 FE School Expansion	CYP	1,600	1,600	0	0	0
Total Primary School Expansions		5,775	4,800	0	0	0
Other						
Schs Cap Maint & Accessibility	CYP	600	600	600	600	600
Perseid	CYP	850	850	0	0	0
Secondary School expansion	CYP	20,353	0	6,000	4,158	3,320
Total Other		21,803	1,450	6,600	4,758	3,920
TOTAL		27,578	6,250	6,600	4,758	3,920

Community and Housing	Scrutiny Panel*	Indicative 2018/19 Budget	Indicative 2019/20 Budget	Indicative 2020/21 Budget	Indicative 2021/22 Budget	Indicative 2022/23 Budget
		£000s	£000s	£000s	£000s	£000s
Disabled Facilities Grant	SC	280	280	280	280	280
TOTAL		280	280	280	280	280

Environment and Regeneration	Scrutiny Panel*	Indicative 2018/19 Budget	Indicative 2019/20 Budget	Indicative 2020/21 Budget	Indicative 2021/22 Budget	Indicative 2022/23 Budget
		£000s	£000s	£000s	£000s	£000s
Footways Planned Works						
Repairs to Footways	SC	1,000	1,000	1,000	1,000	1,000
Total Footways Planned Works		1,000	1,000	1,000	1,000	1,000
Greenspaces						
Parks Investment	SC	350	350	350	350	350
Total Greenspaces		350	350	350	350	350
Highways General Planned Works						
Surface Water Drainage	SC	69	69	69	69	69
Highways bridges & structures	SC	260	260	260	260	260
Maintain AntiSkid and Coloured	SC	90	90	90	90	90
Total Highways General Planned Works		419	419	419	419	419
Highways Planned Road Works						
Borough Roads Maintenance	SC	1,600	1,600	1,600	1,600	1,600
Total Highways Planned Road Works		1,600	1,600	1,600	1,600	1,600
Leisure Centres						
Leisure Centre Plant & Machine	SC	300	300	300	300	300
Total Leisure Centres		300	300	300	300	300
Street Lighting						
Street Lighting Replacement Pr	SC	509	535	0	0	0
Total Street Lighting		509	535	0	0	0
Street Scene						
Street Tree Programme	SC	60	60	60	60	60
Total Street Scene		60	60	60	60	60
Traffic and Parking Management						
Traffic Schemes	SC	306	306	306	306	306
Total Traffic and Parking Management		306	306	306	306	306
Transport and Plant						
Replacement of Fleet Vehicles	SC	500	500	500	500	500
Total Transport and Plant		500	500	500	500	500
Environmental Health						
Small Repairs Grant	SC	60	60	60	60	60
Total Environmental Health		60	60	60	60	60
Waste Operations						
Alley Gating Scheme	SC	20	20	20	20	20
Total Waste Operations		20	20	20	20	20
TOTAL		5,124	5,150	4,615	4,615	4,615

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