

CABINET

16 January 2023

Agenda item:

Business Plan Update 2023-2027

Lead officer: Roger Kershaw

Lead member: Councillor Billy Christie

Key Decision Reference Number: This report is written and any decisions taken are within the Budget and Policy Framework Procedure Rules as laid out in Part 4-C of the Constitution.

Contact officer: Roger Kershaw

Urgent report:

Reason for urgency: The chairman has approved the submission of this report as a matter of urgency as it provides the latest available information on the Business Plan and Budget 2023/24 and requires consideration of issues relating to the Budget process and Medium Term Financial Strategy 2023-2027. It is important that this consideration is not delayed in order that the Council can work towards a balanced budget at its meeting on 1 March 2023 and set a Council Tax as appropriate for 2023/24.

Recommendations:

1. That Cabinet considers and agrees the additional new savings proposals for 2023/24 to 2025/26 (Appendix 2) and refers them to the Overview and Scrutiny Commission on 25 January 2023 for consideration and comment.
 2. That Cabinet considers and agrees that the draft unachievable saving proposal of £50k (2020-21 CS11) is removed from the MTFS and referred to the Overview and Scrutiny Commission on 25 January 2023 for consideration and comment.
 3. That Cabinet agrees the latest amendments to the draft Capital Programme 2023-2026 and refers them to the Overview and Scrutiny Commission on 25 January 2023 for consideration and comment.
 4. That Cabinet notes the details contained in the Provisional Local Government Finance Settlement 2023/24 and the implications for Merton's MTFS as summarised in Appendix 1.
 5. That Cabinet considers and approves the Council's draft Capital Strategy and Treasury Management Strategy for 2023/24
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1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report provides an update to Cabinet on the Business Planning process for 2023-27 and in particular on the progress made so far towards setting a balanced revenue budget for 2023/24 and over the Medium Term Financial Strategy 2023-27 period as a whole.
- 1.2 An update on the latest information with respect to the Local Government Finance Settlement is provided. This is a major element in identifying the key constraints (e.g. level of funding and Council Tax referendum principles) within which the Council will have to operate, in order to be able to set a balanced budget.
- 1.3 The report also provides an update on the capital programme for 2023-27 and a draft Capital Strategy and Treasury Management Strategy 2023/24.
- 1.4 In addition, Members are asked to consider and agree current savings proposals which are regarded as no longer achievable or need to be deferred and some additional new savings proposals that have been identified since Cabinet in December 2022.

2. DETAILS

Brief recap

- 2.1 A review of assumptions in the MTFS was undertaken and reported to Cabinet on 10 October 2022. Savings targets were set and Cabinet on 5 December 2022 agreed some new growth proposals, some new savings proposals and a draft Capital Programme 2023-2027 and referred them to the Overview and Scrutiny panels and Commission in January 2023 for consideration and comment. The December Cabinet also noted the details set out in the Government's Autumn Statement 2022.
- 2.3 Taking into account the information contained in the Business Plan reports to Cabinet in October 2022, and December 2022, the overall position of the MTFS reported to Cabinet on 5 December 2022 was as follows:-

| (Cumulative Budget Gap) | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 |
|----------------------------------|-----------------|-----------------|-----------------|-----------------|
| MTFS Gap (Cabinet December 2022) | 4,342 | 13,425 | 18,520 | 20,899 |

- 2.4.1 At its meeting on 5 December 2022, Cabinet resolved:-

1. That Cabinet considers and agrees the draft growth proposals (Appendix 4) put forward by officers and refers them to the Overview and Scrutiny panels and Commission in January 2023 for consideration and comment.
2. That Cabinet considers and agrees the new savings proposals for 2023/24 to 2026/27 (Appendix 5) and refers them to the Overview and Scrutiny panels and Commission in January 2023 for consideration and comment.

3. That Cabinet considers and agrees the new capital proposals for 2023/24 to 2026/27 and the draft Capital Programme 2023-2027 (Appendix 7) and refers them to the Overview and Scrutiny panels and Commission in January 2023 for consideration and comment.
4. That Cabinet agrees the proposed Council Tax Base for 2023/24 set out in paragraph 2.7 and Appendix 1.
5. That Cabinet note that Equalities Impact Assessments for each saving, where applicable, will be included in the Member's Information Pack for consideration in future meetings

2.5 Review of Assumptions

Since Cabinet in December, work has been continuing to review assumptions and analyse information which has been received since then, particularly the Provisional Local Government Finance Settlement which was announced on 19 December 2022.

2.5.1 Pay

2022-23: As reported to Cabinet in December 2022, the 2022/23 the pay award has now been agreed at c.6% but provision of 2% was included In the MTFS for 2022-26.

As reported to Cabinet in October 2022, each 1% of pay costs c. £0.990m and the following ongoing provision of a c. 6% pay award in 2022/23 has been included in the MTFS 2023-27:-

| | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 |
|-------------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Additional Impact of a 6% pay award | 3,960 | 4,039 | 4,120 | 4,202 |

2023/24 and future years:

The provision for future pay awards currently included in the MTFS 2023-27 as reported to Cabinet in October 2022 is :-

| (Cumulative £000) | 2023/24 | 2024/25 | 2025/26 | 2026/27 |
|--------------------------|----------------|----------------|----------------|----------------|
| Pay inflation (%) | 3.0% | 2.0% | 2.0% | 2.0% |
| MTFS 2023-27 (Latest) | 2,974 | 4,957 | 6,940 | 8,923 |

It is recognised that the inflation rate is currently much more than 3% so if the 2023/24 award exceeds 3%, each 1% will cost c.£0.990m.

Further details on the pay negotiations for 2023/24 and beyond, and the impact on the MTFS will be reported when they are known. This will include any information about

Government assumptions about local government pay announced in the provisional Local Government Finance Settlement.

London Living Wage

The MTFS includes provision for the increased cost of contracts arising from the contractors adoption of the London Living Wage. :-

| | | | | |
|--|-----------------|-----------------|-----------------|-----------------|
| (Cumulative) | 2022/23 £000 | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 |
| Additional cost of LLW on major contracts based on contract renewal date | 521 | 711 | 2,382 | 2,382 |

This will be reviewed and updated in future Business Plan future reports.

2.5.2 Prices

The draft MTFS 2023-27 reported to Cabinet in October 2022 included the following percentage increases and no changes are proposed at the current time:-

| | | | | |
|------------------------------------|----------------|----------------|----------------|----------------|
| (Cumulative) | 2023/24 | 2024/25 | 2025/26 | 2026/27 |
| Price inflation (%) | 3% | 2% | 1.5% | 1.5% |
| Revised Estimate (cumulative £000) | 4,564 | 7,607 | 9,889 | 12,172 |

The Consumer Prices Index (CPI) rose by 10.7% in the 12 months to November 2022, down from 11.1% in October. CPI rose by 0.4% in November 2022, compared with a rise of 0.7% in November 2021. The largest downward contribution to the change in both the CPIH and CPI annual inflation rates between October and November 2022 came from transport, particularly motor fuels, with rising prices in restaurants, cafes and pubs making the largest, partially offsetting, upward contribution. The Consumer Prices Index including owner occupiers' housing costs (CPIH) rose by 9.3% in the 12 months to November 2022, down from 9.6% in October. The largest upward contributions to the annual CPIH inflation rate in October 2022 came from housing and household services (principally from electricity, gas, and other fuels), and food and non-alcoholic beverages.

The RPI rate for November 2022 was 14.0%, down from 14.2% in October 2022.

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

Table: Forecasts for the UK Economy

| Source: HM Treasury - Forecasts for the UK Economy (November 2022) | | | |
|--|----------|-----------|-----------|
| | Lowest % | Highest % | Average % |
| 2022 (Quarter 4) | | | |
| CPI | 9.6 | 14.0 | 10.5 |
| RPI | 11.3 | 14.5 | 12.9 |
| LFS Unemployment Rate | 3.4 | 4.2 | 3.8 |
| | | | |
| 2023 (Quarter 4) | | | |
| CPI | 2.2 | 7.4 | 5.0 |
| RPI | 2.6 | 11.0 | 6.7 |
| LFS Unemployment Rate | 3.2 | 5.4 | 4.4 |
| | | | |

Note the wide range between highest and lowest forecasts which reflects the volatility and uncertainty arising from volatile fuel and utility costs impacting on the cost of living and the difficulty of forecasting how the situation will evolve. Clearly where the level of inflation during the year exceeds the amount provided for in the budget, this will put pressure on services to stay within budget and will require effective monitoring and control.

Independent medium-term projections for the calendar years 2022 to 2026 are summarised in the following table:-

| Source: HM Treasury - Forecasts for the UK Economy (November 2022) | | | | | |
|--|------|------|------|------|------|
| | 2022 | 2023 | 2024 | 2025 | 2026 |
| | % | % | % | % | % |
| CPI | 9.0 | 7.4 | 3.2 | 2.6 | 2.7 |
| RPI | 10.4 | 9.0 | 4.1 | 4.0 | 3.9 |
| LFS Unemployment Rate | 3.7 | 4.2 | 4.3 | 4.1 | 4.2 |

Outlook for inflation:

The Bank of England's Monetary Policy Committee (MPC) sets monetary policy to meet the 2% inflation target and in a way that helps to sustain growth and employment. The MPC currently uses two main monetary policy tools. First, they set the interest rate that banks and building societies earn on deposits, or 'reserves', placed with the Bank of England – this is Bank Rate. Second, the MPC can buy government and corporate bonds, financed by the issuance of central bank reserves – this is asset purchases or quantitative easing.

At its meeting ending on 14 December 2022, the MPC voted by a majority of 6-3 to increase Bank Rate by 0.5 percentage points, to 3.5%. Two members preferred to

maintain Bank Rate at 3%, and one member preferred to increase Bank Rate by 0.75 percentage points, to 3.75%.

In the minutes to the meeting, the MPC state that In the “November Monetary Policy Report projections, conditioned on the elevated path of market interest rates at that time, the UK economy was expected to be in recession for a prolonged period and CPI inflation was expected to remain very high in the near term. Inflation was expected to fall sharply from mid-2023, to some way below the 2% target in years two and three of the projection. This reflected a negative contribution from energy prices, as well as the emergence of an increasing degree of economic slack and a steadily rising unemployment rate. The risks around that declining path for inflation were judged to be to the upside. Domestic wage and price pressures are elevated. There has been limited news in other domestic and global economic data relative to the November Report projections.

The MPC has concerns about domestic wage and price pressures which it describes as elevated. In underlining their decision to increase the Base Rate by 0.5% the MPC say that “both services price inflation and private sector regular wage growth had increased significantly over the second half of the year, with the latter continuing to surprise on the upside since the November Report. There remained a risk that, following a protracted period of high inflation, inflation expectations could be slow to adjust downwards to target-consistent levels once external cost pressures had passed. Although activity in the economy was clearly weakening, there were some signs that it was more resilient than had been expected and it was therefore uncertain how quickly the labour market would loosen.”

The next MPC decision on the Bank Base Rate will be on 2 February 2023.

The MPC published the November Monetary Policy Report, in which the MPC’s updated projections for activity and inflation describe a very challenging outlook for the UK economy.

The MPC’s report summarises the medium term forecast and their “latest projections describe a very challenging outlook for the UK economy. It is expected to be in recession for a prolonged period and CPI inflation remains elevated at over 10% in the near term. From mid-2023, inflation is expected to fall sharply, conditioned on the elevated path of market interest rates, and as previous increases in energy prices drop out of the annual comparison. It then declines to some way below the 2% target in years two and three of the projection. This reflects a negative contribution from energy prices, as well as the emergence of an increasing degree of economic slack and a steadily rising unemployment rate. The risks around that declining path for inflation are judged to be to the upside....The MPC’s forecast does not incorporate any further measures that may be announced in the Autumn Statement scheduled for 17 November”.

In terms of the outlook over the next three years , the MPC’s central projection “that is conditioned on the elevated path of market interest rates, domestic inflationary pressures

subside given the increasing amount of economic slack. Energy prices are projected to make a negative contribution to inflation in the medium term. CPI inflation is projected to fall sharply to 1.4% in two years' time, below the 2% target, and to 0.0% in three years' time. The risks around these projections are judged to be skewed to the upside.

Based on this the MPC's overall forecast summary is as follows:-

| | 2022(Qtr.4) | 2023(Qtr.4) | 2024(Qtr.4) | 2025(Qtr.4) |
|-----------------------------|-------------|-------------|-------------|-------------|
| | % | % | % | % |
| GDP | 0.2 | -1.9 | -0.1 | 0.2 |
| CPI | 10.9 | 5.2 | 1.4 | 0.0 |
| LFS Unemployment Rate | 3.7 | 4.9 | 5.9 | 6.4 |
| Excess supply/Excess demand | 0.75 | -2.5 | -3.0 | -3.0 |
| Bank Rate | 3.0 | 5.2 | 4.7 | 4.4 |

In producing their forecast, the MPC have included the following key judgements and risks:-

Key judgement 1: there has been a material tightening in financial conditions, including the elevated path of market interest rates. In addition, high energy prices continue to weigh on spending, despite an assumption of some fiscal support for household energy bills over the next two years. As a result, the UK economy is expected to remain in recession throughout 2023 and 2024 H1, and GDP is expected to recover only gradually thereafter.

Key judgement 2: although there is judged to be a greater margin of excess demand currently, continued weakness in spending leads to an increasing degree of economic slack emerging from 2023 H1, including a rising unemployment rate.

Key judgement 3: despite a decline in global price pressures and a significant fall in the contribution of household energy prices to CPI inflation, domestic inflationary pressures remain strong over the next year. But an increasing degree of economic slack depresses domestic pressures further out. Conditioned on the elevated path of market interest rates, CPI inflation declines to below the 2% target in the medium term, although the Committee judges that the risks to the inflation projections are skewed to the upside.

Bank of England (MPC) Quarterly Central Projection for CPI Inflation (November 2022)

| % | 2022 Qtr.4 | 2023 Qtr.1 | 2023 Qtr.2 | 2023 Qtr.3 | 2023 Qtr.4 | 2024 Qtr.1 | 2024 Qtr.2 | 2024 Qtr.3 | 2024 Qtr.4 | 2025 Qtr.1 | 2025 Qtr.2 | 2025 Qtr.3 | 2025 Qtr.4 |
|-----|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| CPI | 10.9 | 10.1 | 9.5 | 7.9 | 5.2 | 4.0 | 1.1 | 1.2 | 1.4 | 1.2 | 0.8 | 0.6 | 0.0 |

2.5.3 Provision for Excess Inflation:

There is also a corporate provision which is held to assist services that may experience price increases greatly in excess of the inflation allowance provided when setting the budget. The provision included in the December 2022 Cabinet was £3.188m which is equivalent to price inflation of c. 2%. Bank of England projections for inflation suggest that interest rates will begin to return to the government's target level of 2% in 2024. If this is the case, the additional £1.9m added for 2023/24 could be released. The position will be kept under review.

| | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 |
|--|-----------------|-----------------|-----------------|-----------------|
| Provision for Excess inflation December Cabinet | 3,188 | 3,188 | 3,188 | 3,188 |
| Reduction when inflation returns to 2% | 0 | (1,900) | (1,900) | (1,900) |
| Revised Provision for Excess inflation | 3,188 | 1,288 | 1,288 | 1,288 |

2.5.4 Income

The MTFS does not include any specific provision for inflation on income from fees and charges. However, service departments can identify increased income as part of their savings proposals.

2.5.5 Freedom Passes

Freedom Passes are administered by London Councils on behalf of London boroughs. Over the past year demand has begun to recover from the impact of COVID19. The number of journeys has increased and the Settlement is expected to cost 14% more than last year. This means that the effects of COVID19 will work through the settlement over the next three years. London Councils has now concluded its annual negotiations with transport operators

The costs of Freedom Passes are driven by two key factors:-

- The estimated average number of journeys made by Freedom Pass holders over the past two years
- Previous work to calculate expected average fares per trip taking into account fare increases and decreases within a "basket of fares"

When forecasting demand, London Councils officers have attempted to establish a baseline, as well as lower range higher range scenarios.

For Merton, London Councils have estimated that the cost of concessionary fares in 2023/24 will be £5.964m.

For future years 2024/25 and 2025/26 London Councils have provided a Lower range, Baseline, and Higher range estimate of the cost to Merton of Freedom Passes. For the purposes of the MTFS, the higher range has been included:-

| | 2023/24 £m | 2024/25 £m | 2025/26 £m |
|--------------|---------------|---------------|---------------|
| Baseline | 5.964 | 8.364 | 10.387 |
| Lower range | | 8.193 | 9.898 |
| Higher range | | 8.668 | 10.843 |

The table below compares the current provision in the budget and MTFS for Freedom Passes with the latest worst case estimate:-

| | MTFS 2023/24 £m | MTFS 2024/25 £m | MTFS 2025/26 £m | MTFS 2026/27 £m |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
| Merton MTFS Current Provision | 6.652 | 9.663 | 10.907 | 10.907 |
| Latest forecast (Higher range for 2024-26) | 5.964 | 8.669 | 10.843 | 13.017 |
| Change | (0.688) | (0.994) | (0.064) | 2.110 |

It is proposed to amend the MTFS to reflect the revised figures which are the most prudent available at the current time.

2.5.6 Departmental Business Rates

Council departments pay business rates on the properties that they occupy. The Valuation Office Agency (VOA) has updated the rateable values of all business, and other non-domestic, property in England and Wales. It has been six years since the last revaluation. The new rateable values will reflect changes in rental values between 2015 and 2021. These future rateable values will take effect from 1 April 2023.

The change in valuations are different across sectors. For instance, industry, storage and distribution has increased by 32% and offices 10% to 11% whereas shops have reduced by 10% and hotels, guest and boarding and self catering have reduced by 23%.

For Merton Council occupied properties excluding schools, 3% inflation has been added to the budgets for 2022/23. Now that the valuation information is known it will be necessary to adjust the budget provision in the MTFS to the new level.

The estimated increase in business rates for departmental properties is £0.180m (c.11%) and will require an increase in the budget provision of £0.129m for the additional c.8% inflation.

| | Annual Budget 2022/23 £000 | Inflation provision 2022/23 @ 3% £000 | Addition/Reduction £000 | Budget 2023/24 £000 |
|------------------------------|---------------------------------------|--|------------------------------------|--------------------------------|
| Corporate Services | 625 | 19 | 130 | 774 |
| Children, Schools & Families | 278 | 8 | (38) | 248 |
| Environment & Regeneration | 477 | 14 | 13 | 504 |
| Community & Housing | 261 | 8 | 24 | 293 |
| Total | 1,641 | 49 | 129 | 1,819 |

2.5.7 Budgetary Control 2022/23

The revenue budgetary control information below summarises the corporate position using the latest available information as at 30 November 2022 as shown in a separate report on the agenda for this meeting.

At period 8 to 30th November 2022, the year-end forecast is a net £0.183m favourable variance compared to the current budget

| | Current Budget 2022/23 £000 | Full Year Forecast (Nov) £000 | Forecast Variance at year end (Nov) £000 |
|--------------------------------|--|--|---|
| Corporate Services | 31,984 | 33,455 | 1,471 |
| Children, Schools and Families | 62,112 | 63,229 | 1,117 |
| Environment & Regeneration | 13,508 | 18,659 | 5,151 |
| Community and Housing | 67,878 | 68,630 | 752 |
| Net Overheads | (272) | (272) | 0 |
| Net Service Expenditure | 175,210 | 183,701 | 8,491 |
| Corporate | (8,430) | (16,675) | (8,245) |
| Total Expenditure | 166,780 | 167,026 | 246 |
| Funding | (166,780) | (167,209) | (429) |
| Net Expenditure | 0 | (183) | (183) |

Based on November 2022 monitoring, an overall favourable variance is forecast, with the following pressures being flagged:-

- a) Corporate Services: Customers, Policy and Improvement, Infrastructure and Technology, Resources, Human Resources, Housing Benefits Rent Allowance subsidies.
- b) Children’s Schools and Families: High cost and dependency on agency staff, high cost of child placements and transport, DSG deficit
- c) Environment and Regeneration: The main areas of variance are Regulatory Services, Parking Services, Waste, Leisure & Culture, Greenspaces, Development & Building Control, Future Merton and Safer Merton. The primary reasons are the reduced revenue within Parking Services of £2.6m, a projected utility budget overspend of approximately £1.2m and increased inflationary costs for services, materials and equipment.
- d) Community and Housing: Adult Social Care, Housing General Fund, and libraries and heritage.

2.6.8 Growth

The MTFs reported to Cabinet in December 2022 included new provision for growth from 2023/24 to 2026/27 as follows:-

| | 2023/24 | 2024/25 | 2025/26 | 2026/27 |
|--------------------------------|----------------|----------------|----------------|----------------|
| | £000 | £000 | £000 | £000 |
| Cumulative | | | | |
| Growth (Cabinet December 2022) | 3,365 | 3,010 | 3,033 | 3,033 |

There is no additional service department growth proposed at this stage.

2.7 **Forecast of Resources and Provisional Local Government Finance Settlement**

2.7.1 As reported to Cabinet in December 2022, the Chancellor of the Exchequer published an Autumn Statement 2022 on 17 November 2022. A summary of the key points was included in the report. The figures included in these documents underlie the allocations to local authorities announced in the Provisional Local Government Finance Settlement 2023/24 on 19 December 2022. Details on the Provisional Local Government Finance Settlement 2023/24 are provided in Appendix 1 with the key details relating to Merton’s resources summarised in this Section of the report.

2.7.2 The Provisional Settlement broadly reflects the details set out in the Autumn Statement 2022. The main details are:-

- a) Settlement Funding Assessment (RSG + Business Rates) allocations have increased by 5.3% nationally and 5.5% in London. The details for Merton are:-

| | 2022-23 £m | 2023-24 £m | Change £m | Change % |
|---|---------------|---------------|--------------|-------------|
| MERTON Settlement Funding Assessment | 41.311 | 43.415 | 2.104 | 5.1 |
| of which: | | | | |
| Revenue Support Grant (RSG) | 5.350 | 6.108 | | |
| Baseline Funding Level (BFL) | 35.961 | 37.307 | | |
| (Tariff)/Top-Up (Included in BFL) | 41.311 | 43.415 | | |
| | 9.534 | 6.679 | | |

b) Core Spending Power will increase by 9.2% in cash terms nationally and 9.2% in London.

Merton's Core Spending Power is as follows:-

| Merton Core Spending Power: Local Government Finance Settlement 2023/24: | 2022-23 | 2023-24 | Year on Year Change | |
|--|----------------|----------------|---------------------|-------------|
| | £ millions | £ millions | £ millions | % |
| Settlement Funding Assessment | 41.311 | 43.415 | 2.104 | 5.1% |
| Compensation for under-indexing the business rates multiplier | 3.675 | 6.355 | 2.679 | 72.9% |
| Council Tax Requirement excluding parish precepts | 104.984 | 110.834 | 5.850 | 5.6% |
| Improved Better Care Fund | 5.010 | 5.010 | 0.000 | 0% |
| New Homes Bonus | 0.482 | 0.732 | 0.250 | 51.9% |
| Social Care Grant | 6.282 | 10.430 | 4.148 | 66.0% |
| Market Sustainability and Fair Cost of Care Fund | 0.505 | 0.000 | (0.505) | -100% |
| ASC Market Sustainability and Improvement Fund | 0.000 | 1.751 | 1.751 | N/A |
| Lower Tier Services Grant | 0.429 | 0.000 | (0.429) | -100% |
| ASC Discharge Fund | 0.000 | 0.702 | 0.702 | N/A |
| Services Grant | 2.479 | 1.397 | (1.082) | -43.6% |
| Grants rolled in | 0.516 | 0.000 | (0.516) | -100% |
| Funding Guarantee | 0.000 | 0.000 | 0.000 | N/A |
| Core Spending Power | 165.672 | 180.626 | 14.953 | 9.0% |
| | Change £m | 14.953 | | |
| | Change % | 9.0% | | |

The provisional Settlement outlined provisional core funding allocations based on Government assumptions. Therefore the figures included above for the Settlement Funding Assessment (Business Rates element) and Council Tax Requirement may differ from the actual amounts eventually calculated on Merton's more up to date information.

Analysis of the provisional Settlement figures will continue in order to ensure that the funding is applied in the most effective way

Further details on the grants and New Homes Bonus are included in Appendix 1.

2.7.3 Council Tax Referendum Principles

The Government proposes the following package of referendum principles for 2023-24 for authorities with Adult Social Care responsibilities such as Merton:-

For 2023-24, the relevant basic amount of council tax of an authority is excessive if the authority's relevant basic amount of council tax for 2023-24 is 5% (3% on other expenditure + 2% on adult social care) greater than its relevant basic amount of council tax for 2022-23

2.8 **Settlement funding Assessment: RSG and Business Rates 2023-24**

2.8.1 The Settlement Funding Assessment (SFA) is made up of Revenue Support Grant and Business Rates. As announced in the Provisional local Government Finance Settlement the assumptions with respect to SFA compared to 2022-23 are as follows:-

| | Final Settlement 2022/23 £000 | MTFS 2023/24 £000 | Provisional Settlement 2023/24 £000 |
|-----------------------------------|--|-------------------------|--|
| RSG | 5,350 | 5,350 | 6,108 |
| Estimated Share of Business Rates | 26,427 | 29,332 | 30,628 |
| Top-Up | 9,534 | 9,534 | 6,679 |
| SFA | 41,311 | 44,216 | 43,415 |

The final estimated budget for Business Rates for 2023/24 will be based on the Government's NNDR1 return which has to be completed and returned by 31 January 2023. It is therefore, proposed to keep the current estimates in the MTFS and update these in the February Cabinet report, pending the NNDR1 figures

2.8.2 Collection Fund Surplus/Deficits – Business Rates and Council Tax

It is a requirement to budget in 2023/24, for any estimated surplus/deficit arising in the Collection Fund for Council Tax and Business Rates as at 31 March 2023. This will be the third and final year of spreading the Collection Fund deficit as at 31 March 2021 over 2021/22, 2022/23 and 2023/24.

2.8.3 Final projections for Business Rates retention in 2023/24 will be based on the NNDR1 return for 2023/24 which are due to be returned to Central government by 31 January 2023.

2.8.4 A further update on the financial implications for Merton will be provided in the report to Cabinet in February

2.8.5 2024/25 Funding

The 2023/24 provisional settlement follows the details provided at Autumn Statement 2022 and the Policy Statement on 12 December 2022. The provisional settlement only provides for a single financial year, but the Policy Statement sets out proposals covering the majority of funding streams for 2024-25. Currently the MTFs only includes funding proposals that have been announced for 2023/24.

2.9 **Council Tax Base**

2.9.1 Cabinet on 5 December 2022 agreed the Council Tax Base 2023/24 for Merton and for the Wimbledon and Putney Common Conservators.

2.9.2 A summary of the Council Tax Bases for the Merton general area and the addition for properties within the Wimbledon and Putney Commons Conservators area for 2023/24 compared to 2022/23 is set out in the following table:-

| Council Tax Base | 2022/23 | 2023/24 | Change |
|--|----------------|----------------|---------------|
| | | | % |
| Whole Area | 75,754.6 | 77,694.3 | 2.6% |
| Wimbledon & Putney Common Conservators | 11,705.0 | 11,761.2 | 0.5% |

2.9.3 These figures will be used to calculate the council tax bills for 2023/24.

3. **SAVINGS PROPOSALS 2023-27**

3.1 Savings proposals were agreed by Cabinet in December 2022 and have been included in the Member's Information Pack which was circulated at the end of December 2022.

3.2 Since December officers have been reviewing their services and have identified some further savings proposals. These are summarised in the following table and more details are provided in Appendix 2.

| <u>Cumulative</u> | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 |
|---|-------------------------|-------------------------|-------------------------|-------------------------|
| Corporate Services | 0 | 0 | 0 | 0 |
| Children, Lifelong Learning and Family Environment and Regeneration | 562 | 741 | 741 | 741 |
| Community and Housing | 0 | 0 | 600 | 600 |
| Cumulative Savings Proposals | 1,192 | 1,559 | 2,261 | 2,291 |

3.3 Equal Opportunities Assessments are also provided for the new proposals.

4. **REVIEW OF EXISTING SAVINGS IN THE MTF5**

4.1.1 It is important that savings which are agreed as part of the budget setting process are achieved and monitoring of the delivery of savings is monitored closely and reported as part of monthly monitoring procedures.

4.2 As reported to Cabinet within the monthly monitoring report, there is one saving that will not be achieved and it will be necessary to adjust the MTF5 to reflect this. The saving is in respect of saving 2020-21 CS11 which is for £50k from a restructure of the Commercial Services Section which will no longer take place following a service review.

| | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 |
|--|-------------------------|-------------------------|-------------------------|-------------------------|
| Deletion of Saving 2020-21 CS11 re: Commercial Services Restructure | 50 | 50 | 50 | 50 |

5. **INVESTMENT INCOME**

5.1 The Council is currently developing an investment strategy for the funds received from the sale of CHAS which will be reported to a later Cabinet meeting. This will reflect the investment of some of the proceeds for a longer term return and/or paying down debt together with releasing some funds for Capital investment/regeneration projects. However, to ensure maximum benefit to the Council's financial position the proceeds were immediately invested in treasury instruments which will generate a significant return for the Council.

5.2 For the purposes of the MTF5 it has been assumed, given current market conditions, that the return to the Council over the Medium Term will be approximately £5.25m. This has been built into the MTF5 and will be refined in line with the forthcoming Investment Strategy.

6. **DSG DEFICIT**

6.1 As part of the Autumn Statement published on 17 November 2022, the Chancellor of the Exchequer announced an additional £2 billion net for the national core schools budget in each of the next two years, on top of the existing provisional allocations published in July.

- 6.2 The Department for Education's Funding Policy Unit has advised Merton that we should assume that the Council will receive an additional £1.8m of high needs funding in 2023-24, on top on the provisional funding allocation announced in July, taking the total allocation to £48.5m. In addition, we should also assume that this funding will form part of Merton's baseline funding, and should therefore be included within the assumed 3% increases in subsequent years.
- 6.3 In light of this indicative settlement for High Needs Block, officers have revised the forecast for Merton's Safety Valve Agreement.
- 6.4 Currently, the DSG deficit is represented in an unusable reserve and the Council is required to eliminate this by 2026/27. This will be achieved by the Safety Valve Agreement payments that the Council has negotiated with the Department for Education, application of the Council's Spending Reserve and using the budget provision included for the Council's contribution towards eliminating the deficit. Since the Safety Valve Agreement has been negotiated it has been possible to reduce the estimated annual budget contribution towards eliminating the deficit and this reduction was reported to Cabinet in October 2022.
- 6.5 Based on the latest forecast movement in the DSG Deficit in the unusable reserve is summarised as follows:-

| DSG Unusable Reserve | Forecast 2022/23 £m | Forecast 2023/24 £m | Forecast 2024/25 £m | Forecast 2025/26 £m | Forecast 2026/27 £m |
|-----------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| B/F DSG Deficit | 26.93 | 33.894 | 35.934 | 36.564 | 36.764 |
| In year deficit | 9.96 | 5.54 | 4.13 | 3.7 | -0.9 |
| Sub-total | 36.894 | 39.434 | 40.064 | 40.264 | 35.864 |
| Safety Valve Payments | (3.0) | (3.5) | (3.5) | (3.5) | (3.2) |
| Deficit c/f | 33.894 | 35.934 | 36.564 | 36.764 | 32.664 |

- 6.6 Based on the latest forecast, the in-year deficit is eliminated by 2026/27 as per the Safety Valve Agreement. In the period up to 2026/27 the Council will cover the overall forecast deficit with the balance on the Council's reserve built up for this purpose which is added to the annual budget provision for the DSG deficit. Any surplus (Council reserve + annual budget) in excess of the balance on the DSG Deficit unusable reserve will be released for other purposes.

This is demonstrated in the following table:-

| Reserve Cover for DSG | Forecast 2022/23 £m | Forecast 2023/24 £m | Forecast 2024/25 £m | Forecast 2025/26 £m | Forecast 2026/27 £m |
|---|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| B/f Provision | 26.93 | 33.894 | 35.934 | 36.564 | 36.764 |
| Budget provision for DSG Deficit | 10.54 | 11.63 | 12.71 | 13.80 | 15.00 |
| Revised balance | 37.47 | 45.522 | 48.648 | 50.363 | 51.764 |
| Sum Required to meet DSG Deficit | 33.894 | 35.934 | 36.564 | 36.764 | 32.664 |
| Balance available to be released/(overspend) | 3.576 | 9.588 | 12.084 | 13.599 | 19.1 |
| Less: Corporate contribution | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 |
| Balance Available | 3.076 | 9.088 | 11.584 | 13.099 | 18.600 |

- 6.7 This calculation was previously undertaken and reported to Cabinet at its meeting in October 2022. The change to the MTFS 2023-27 since October is summarised in the following table:-

| Balance of Budget Available for Release | Forecast 2023/24 £m | Forecast 2024/25 £m | Forecast 2025/26 £m | Forecast 2026/27 £m |
|---|---------------------------|---------------------------|---------------------------|---------------------------|
| Cabinet October 2022 | 9.23 | 11.11 | 13.10 | 18.60 |
| Latest Forecast | 9.09 | 11.58 | 13.10 | 18.60 |
| Change | 0.14 | (0.47) | 0.00 | 0.00 |

7. CAPITAL PROGRAMME 2023-27: UPDATE

- 7.1 A proposed draft Capital Programme 2023-27 was presented to Cabinet on 5 December 2022.
- 7.2 Monthly monitoring of the approved programme for 2022/23 has been ongoing and is under constant review. It is important to ensure that the revenue and capital budgets are integrated and not considered in isolation. The revenue implications of capital expenditure can quickly grow if the capital programme is not contained within the Council's capacity to fund it over the longer term.
- 7.3 Further changes that have been made to the proposed capital programme since it was presented to Cabinet in December 2022 are set out in Appendix 4. These figures are based on November 2022 Monitoring and include estimated slippage and proposed new bids.

7.4 Changes in the Capital Programme and Capital Financing Costs

7.4.1 The report to Cabinet in December 2022 presented the latest current capital programme based on October 2022 monitoring and new bids. This has been reviewed and updated for latest information including November monitoring and funding and the change since December 2022 Cabinet is summarised as follows:-

| Capital Expenditure (Capital Programme 2023-27) | 2023/24 Estimate £000's | 2024/25 Estimate £000's | 2025/26 Estimate £000's | 2026/27 Estimate £000's |
|--|------------------------------------|------------------------------------|------------------------------------|------------------------------------|
| Capital Expenditure (Cabinet December 2022) | 45,672 | 48,503 | 53,159 | 33,404 |
| Change | (2,616) | (6,635) | 286 | 8,587 |
| Capital Expenditure (November, slippage and New Bids) | 43,056 | 41,868 | 53,445 | 41,991 |

7.4.2 Revenue Implications of Current Capital Programme

As a result, the estimated capital financing costs of the revised Capital Programme have been updated and the change since December 2022 Cabinet is summarised as follows:-

| Capital Financing Costs | 2023/24 Estimate £000's | 2024/25 Estimate £000's | 2025/26 Estimate £000's | 2026/27 Estimate £000's |
|---|------------------------------------|------------------------------------|------------------------------------|------------------------------------|
| Capital Financing costs (Cabinet December 2022) | 11,107 | 12,312 | 13,275 | 17,316 |
| Change | 37 | (108) | (373) | (584) |
| Capital Financing costs (November, slippage and New Bids) | 11,144 | 12,204 | 12,902 | 16,732 |

7.4.3 The details relating to the latest summary figures are set out in the draft Capital Strategy (Appendix 4).

8. UPDATE TO MTFS 2023-27

8.1 The change in the MTFS gap from that reported in December 2022 arising from the latest information discussed in this report is summarised in the following table:-

| | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 |
|---|-----------------|-----------------|-----------------|-----------------|
| Revised MTFG Gap 2023-27 (Cabinet December 2022) | 4,342 | 13,425 | 18,520 | 20,900 |
| <u>Updates since December Cabinet:-</u> | | | | |
| Unachievable Savings | 50 | 50 | 50 | 50 |
| Update on Freedom Passes | (688) | (994) | (64) | 2,110 |
| Update on DSG and Safety Valve Agreement | 140 | (470) | 0 | 0 |
| Departmental Business Rates | 129 | 129 | 129 | 129 |
| Change in Capital Financing Costs | 37 | (108) | (373) | (584) |
| Fund CSF Children's Social Care growth from grant | (935) | (935) | (935) | (935) |
| Sub-total: | (1,267) | (2,328) | (1,193) | 770 |
| Revised MTFG Gap 2023-27 | 3,075 | 11,097 | 17,327 | 21,670 |
| Additional Revenue Savings (January 2023): | (1,192) | (1,559) | (2,261) | (2,291) |
| Strategic Investment Income | (5,225) | (5,225) | (5,225) | (5,225) |
| Release Provision for Excess Inflation from 2024/25 | 0 | (1,900) | (1,900) | (1,900) |
| Further Spread of Reserve | 3,342 | | | |
| Revised MTFG Gap 2023-27 | 0 | 2,413 | 7,941 | 12,254 |

8.2 The forecast in the table assumes a council tax increase of 2% in 2023/24 and also in 2024/25, 25/26, and 2026/27.

9. COUNCIL TAX STRATEGY

9.1 The council has a statutory duty to set a balanced budget.

9.2 The MTFG reported to Cabinet in December 2022 assumed a 2% general Council Tax increase for 2023-2027 and no Adult Social Care Council Tax levy in 2023/24 .

9.3 The report will now look at the Council Tax Strategy options available to the Council.

9.4 As detailed in the report, the Council Tax Referendum Limits announced by the government expect the council to increase council tax by 3% on other expenditure and Adult Social Care precept by 2%. The same limits also apply for 2024/25.

9.5 The following table provides a guide to the levels of additional funding that could be raised by implementing council tax increases at the referendum limits announced:-

| | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 |
|---|-----------------|-----------------|-----------------|-----------------|
| <u>Council Tax Changes: Referendum Principles:-</u> | | | | |
| Additional 1% General Council Tax increase 2023/24 (2% to 3%) | (1,073) | (1,078) | (1,084) | (1,089) |
| Additional 1% General Council Tax increase 2024/25 (2% to 3%) | 0 | (1,078) | (1,084) | (1,090) |
| Adult Social Care - Precept 2023/24 (2%) * | (2,146) | (2,157) | (2,167) | (2,178) |
| Adult social Care - Precept 2024/25 (2%) * | 0 | (2,156) | (2,167) | (2,178) |
| TOTAL | (3,219) | (6,469) | (6,502) | (6,535) |

* Assumes that equivalent ASC budget (e.g. inflation provision, unringfenced grant) can be released for general application

9.6 An increase in Council Tax represents increased funding that is ongoing and eventually will be built into the base budget for future years. This is greatly more beneficial than using reserves which are one-off and can lead to the creation of cliff edges in future years.

9.7 Proposed Council Tax Strategy 2023/24

As previously reported, currently 2% is built into the MTFs for a general Council Tax increase. It is proposed to utilise the additional 1% council tax to fund other expenditure and the 2% Adult Social Precept allowed for in the Referendum Principles.

Proposed Council Tax Strategy 2024/25

The council does not have to finalise Council Tax proposals for 2024/25 at this stage but for planning purposes it is proposed to maintain the 2% council tax increase for other expenditure and to assume the 2% Adult Social Care Precept.

9.8 Targeted Cost of Living Discount

The council recognises that inflation continues to remain high and the cost of living pressures are impacting on many of the council's residents. In order to relieve some of the pressure on the most vulnerable groups it is proposed that a one-off council tax discount in 2023/24 be applied to the additional 1% council tax allowed for in the referendum for council taxpayers in Bands A-D. The estimated cost of this targeted discount is c. £0.830m

9.9 Revised MTFs Gap

The revised MTFs gap, if the Council Tax proposals are implemented is summarised in the following table:-

| | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 |
|--|-----------------|-----------------|-----------------|-----------------|
| Revised MTFS Gap 2023-27 (paragraph 8.1 refers) | 0 | 2,413 | 7,941 | 12,254 |
| <u>Council Tax Changes:</u> | | | | |
| Additional 1% General Council Tax increase 2023/24 | (1,073) | (1,078) | (1,084) | (1,089) |
| Targeted Cost of Living Discount | 830 | 0 | 0 | 0 |
| Adult Social Care - 2% Precept 2023/24 & 2024/25 * | (2,146) | (4,313) | (4,334) | (4,356) |
| Further Spread of Reserve | 2,389 | 2,978 | | (950) |
| Revised MTFS Gap 2023-27 | 0 | 0 | 2,523 | 5,859 |

* Assumes that equivalent ASC budget (e.g. inflation provision, unringfenced grant) can be released for general application

10. GLA BUDGET AND PRECEPT SETTING 2023-27

- 10.1 The Greater London Authority (GLA) sets a budget for itself and each of the four functional bodies: Transport for London, the London Development Agency, the Metropolitan Police Authority, and the London Fire and Emergency Planning Authority. These budgets together form the consolidated budget.
- 10.2 The Mayor of London published his draft consolidated budget and provisional council tax precept for 2023-24 on 16 December 2022 for consultation. The consultation on the budget proposals will end on 13 January 2023.
- 10.3 Under these budget arrangements, the GLA's provisional precept on council taxpayers in the 32 London boroughs is £423.48 – a £27.89 or 7.1% increase compared to 2022/23. The proposed precept for council taxpayers in the City of London is £140.82 (an increase of £22.36 which excludes element of the rise relating to the Met Police). Both these amounts include the £20 bespoke additional flexibility which the government is again granting the Mayor of London to fund transport services in London.
- 10.4 These council tax proposals are indicative and subject to change as the Mayor of London is expected under the government's council tax referendum limits to be able to increase his precept in the 32 boroughs by up to £38.55 or 9.7 per cent (£10.66 higher than the consultation proposal above) i.e. to a maximum of £434.14. And in the City by up to £23.55 (£1.19 higher than above) i.e. to a maximum £142.01. The Mayor of London will confirm his final precept once he has had an opportunity to consider the implications of the provisional local government and police finance settlements.
- 10.5 The final precept will not be approved formally until the London Assembly budget meeting scheduled for 23 February 2023.

11. UPDATE

11.1 NNDR1 returns will be required to be submitted to the MLUHC by 31 January 2023. The percentage shares for 2023-24 used for the returns for London authorities will be 37% GLA, 33% central government and 30% London boroughs. This has been confirmed in the provisional local government finance settlement.

11.2 Council Tax – Implied increase

If Merton increased its Council Tax by 3% and Adult Social Care precept by 2% and the London Assembly confirm the GLA's proposed increase, the implications for the level of Council Tax on a Band D property, including the GLA precept are set out as follows:-

Band D Council Tax

| Council Tax at Band D | 2022/23 £ | 2023/24 £ | % change from 2022/23 |
|--------------------------------------|----------------------|----------------------|--------------------------------------|
| Merton (exc. WPCC) | 1,380.93 | 1,449.97 | 5.0% |
| GLA Precept (Provisional) | 395.59 | 423.48 | 7.1% |
| Implied Council Tax at Band D | 1,776.52 | 1,873.45 | 5.5% |

12. CONSULTATION UNDERTAKEN OR PROPOSED

12.1 There will be consultation as the business plan process develops. This will include the Overview and Scrutiny panels and Commission, business ratepayers and all other relevant parties.

12.2 In accordance with statute, consultation will take place with business ratepayers and a meeting has been arranged for 15 February 2023.

12.3 As previously indicated, a Member's information pack has been prepared and distributed to all councillors. This should be brought to all Scrutiny and Cabinet meetings up to Budget Council. This should make the process more manageable for councillors and it will ensure that only one version of those documents is available so referring to page numbers at meetings will be easier. It will also keep printing costs down and reduce the amount of printing that needs to take place immediately prior to Budget Council.

12.4 The pack includes:

- Savings proposals
- Growth proposals
- A draft Equality impact assessment for each saving proposal.

13. **TIMETABLE**

13.1 In accordance with revised financial reporting timetables.

14. **FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS**

14.1 All relevant implications have been addressed in the report.

15. **LEGAL AND STATUTORY IMPLICATIONS**

15.1 All relevant implications have been addressed in the report.

16. **HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS**

16.1 Draft Equalities assessments of the savings proposals are included in the Member's Information Pack.

17. **CRIME AND DISORDER IMPLICATIONS**

17.1 Not applicable.

18. **RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS**

18.1 Not applicable.

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

Appendix 1: Provisional Local government Finance Settlement 2023-24: Summary

Appendix 2: Additional Savings Proposals 2023-27

Appendix 3: Equalities Impact Assessments

Appendix 4: MTFs Update

Appendix 5: Draft Capital Programme 2023-27

BACKGROUND PAPERS

Budget files held in the Corporate Services department.

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PROVISIONAL LOCAL GOVERNMENT FINANCE SETTLEMENT 2023/24

Background

The Chancellor of the Exchequer published an Autumn Statement 2023/24 on 17 November 2022. A summary of the key points was included in the report to Cabinet on 5 December 2022. The figures included in these documents underlie the allocations to local authorities announced in the Provisional Local Government Finance Settlement 2023/24 on 19 December 2022. Details on the Provisional Local Government Finance Settlement 2023/24 are provided in this Appendix.

Overview of the Provisional Local Government Settlement 2023-24

Details of the provisional Local Government Settlement were published on 19 December 2022.

This is a summary of the main details included in the Provisional Settlement, with particular emphasis on the implications for Merton.

1. Provisional Local Government Settlement

1.1 Settlement Funding Assessment (SFA)

This section sets out the main details included in the Provisional Settlement and assesses the implications for Merton's finances as set out in the Medium Term Financial Strategy (MTFS).

The Settlement outlined core funding allocations (Settlement Funding Assessment)

The Settlement Funding Assessment is the total of Revenue Support Grant (RSG) and Baseline Funding (BF) from Business Rates. There has been an increase of 5.3% in SFA nationally in 2023/24. Details of changes in SFA for England, London boroughs and in Merton are summarised in the following table:-

| | 2019/20 Final £m | 2020/21 Final £m | 2021/22 Final £m | 2022/23 Final £m | 2023/24 Provisional £m |
|----------------------|------------------------|------------------------|------------------------|------------------------|------------------------------|
| Merton (£m) | 40.460 | 41.120 | 41.148 | 41.311 | 43.415 |
| Annual % Change | | 1.6% | 0.1% | 0.4% | 5.1% |
| Cumulative % change | | 1.6% | 1.7% | 2.1% | 7.3% |
| England (£m) | 15,958.163 | 16,208.506 | 16,206.706 | 16,282.153 | 17,137.110 |
| Annual % Change | | 1.6% | 0.0% | 0.5% | 5.3% |
| Cumulative % change | | 1.6% | 1.6% | 2.0% | 7.4% |
| London Boroughs (£m) | 2,713.504 | 2,757.716 | 2,760.736 | 2,777.718 | 2,931.623 |
| Annual % Change | | 1.6% | 0.1% | 0.6% | 5.5% |
| Cumulative % change | | 1.6% | 1.7% | 2.4% | 8.0% |

The Provisional Settlement broadly reflects the details set out in the Autumn Statement 2022 The main details are:-

- a) Settlement Funding Assessment (RSG + Business Rates) allocations have increased by 5.3% nationally and by 5.5% in London. The details for Merton are:-

| MERTON | 2022-23 £m | 2023-24 £m | Change £m | Change % |
|-----------------------------------|---------------|---------------|--------------|-------------|
| Settlement Funding Assessment | 41.311 | 43.415 | 2.104 | 5.1 |
| of which: | | | | |
| Revenue Support Grant (RSG) | 5.350 | 6.108 | | |
| Baseline Funding Level (BFL) | 35.961 | 37.307 | | |
| | 41.311 | 43.415 | | |
| (Tariff)/Top-Up (Included in BFL) | 9.534 | 6.679 | | |

1.2 Core Spending Power

Core Spending Power is the Government's measure of the resources available to local authorities to fund service delivery. In 2023-24 it includes "roll forward" of core components from 2022-23 and also some new and discontinued funding streams.

New funding streams include:

- Adult Social Care Discharge Fund worth £300m: will be ringfenced for adult social care and will also help support capacity and discharge.
- Adult Social Care Market Sustainability and Improvement Funding worth £400m: will be combined with existing £162m Market Sustainability and Fair Cost of Care funding and be distributed using the existing ASC Relative Needs Formula.
- Core Spending Power (CSP) Funding Guarantee worth £136m: funding to ensure all authorities' CSP increases by at least 3% in cash terms.

Discontinued funding streams include:

- The Lower Tier Services Grant worth £111m in 2022-23 will be discontinued.
- Consolidated grants worth £239m in 2022-23 have been rolled into the Revenue Support Grant and Social Care Grant. These discontinued grants include Family Annexe Council Tax Discount grant (£7m), Local Council Tax Support Administration Subsidy grant (£69m), additional funding for food safety and standards enforcement (Natasha's Law, £2m), and the Independent Living Fund (£161m).

Core Spending Power in 2023-24 is therefore made up of:

- Settlement Funding Assessment
- Estimated Council Tax Requirement excluding Parish Precepts
- Compensation via Section 31 grant for under-indexing the business rates multiplier
- Additional Council Tax revenue from referendum principle for social care
- Potential additional Council Tax revenue from referendum principle for all districts.
- Improved Better Care Fund inc. Winter Pressures Grant
- New Homes Bonus and New Homes Bonus Returned Funding;
- Rural Services Delivery Grant
- Adult Social Care Support grant
- Social Care Grant rolling in previous allocations of the Independent Living fund
- Lower Tier Services Grant
- Adult Social Care Market Sustainability and Improvement Fund
- Adult Social Care Discharge Fund
- Services Grant to support all services delivered by councils

As Core Spending Power includes a number of assumptions, this is unlikely to be an accurate reflection of the actual resources available to local authorities. In particular it assumes:-

- All authorities that are eligible raise the social care precept to its maximum of 2% in 2023-24
- All authorities increase overall council tax by the maximum amount (5% in 2023-24, comprising 3% general and 2% ASC council tax)
- Tax base increases in 2023-24 at the same average rate for each authority as between 2018-19 to 2022-23
- New Homes Bonus allocations are based on a share of total national NHB of £291m.

In England the level of assumed spending power will increase by £4.0 bn (7.2%) in 2023-24 . In London boroughs the assumed increase is £737.7m (9.2%) in 2023-24

| Core Spending Power | 2019/20 Final | 2020/21 Final | 2021/22 Final | 2022/23 Final | 2023/24 Provisional | 2023/24 Change |
|---------------------|------------------|------------------|------------------|------------------|------------------------|-------------------|
| | £m | £m | £m | £m | £m | % |
| England | 46,444.9 | 49,231.4 | 50,611.4 | 54,540.5 | 59,543.8 | 9.2% |
| London Boroughs | 6,848.9 | 7,257.4 | 7,440.7 | 7,977.7 | 8,715.4 | 9.2% |
| Merton | 142.7 | 150.8 | 153.7 | 165.7 | 180.6 | 9.0% |

A summary of Merton's assumed Core Spending Power from 2019/20 to 2023/24 is included in the following table:-

Detailed Breakdown of Core Spending Power – Merton

| | Final | Final | Final | Final | Provisional | Annual Change (22-23 to 23-24) | Cumulative Change (19-20 to 23-24) |
|--|----------------|----------------|----------------|----------------|----------------|--------------------------------------|---|
| | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | | |
| | £m | £m | £m | £m | £m | % | % |
| Council Tax | 92.370 | 97.386 | 99.862 | 104.984 | 110.834 | 5.6% | 20.0% |
| SFA | 40.460 | 41.120 | 41.148 | 41.311 | 43.415 | 5.1% | 7.3% |
| S.31 grant Compensation for business rates | 1.153 | 1.441 | 1.874 | 3.675 | 6.355 | 72.9% | 451.2% |
| Improved Better Care Fund | 4.114 | 4.862 | 4.862 | 5.010 | 5.010 | 0.0% | 21.8% |
| New Homes Bonus | 2.108 | 1.438 | 0.612 | 0.482 | 0.732 | 51.9% | (65.3)% |
| Adult Social Care Support Grant | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.0 | - |
| Winter Pressures Grant | 0.748 | 0.000 | 0.000 | 0.000 | 0.000 | 0.0 | - |
| Social Care Support Grant | 1.278 | 0.000 | 0.000 | 0.000 | 0.000 | 0.0 | - |
| Social Care Grant | 0.000 | 4.058 | 4.466 | 6.282 | 10.430 | 66.0% | - |
| Market Sustainability and Fair Cost of Care Fund | 0.000 | 0.000 | 0.000 | 0.505 | 0.000 | (100.0)% | - |
| ASC Market Sustainability and Improvement Fund | 0.000 | 0.000 | 0.000 | 0.000 | 1.751 | - | - |
| Lower Tier Services Grant | 0.000 | 0.000 | 0.399 | 0.429 | 0.000 | (100.0)% | - |
| ASC Discharge Fund | 0.000 | 0.000 | 0.000 | 0.000 | 0.702 | - | - |
| Services Grant | 0.000 | 0.000 | 0.000 | 2.479 | 1.397 | (43.6)% | - |
| Grants rolled in | 0.507 | 0.499 | 0.522 | 0.516 | 0.000 | (100.0)% | (100.0)% |
| Funding Guarantee | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | - | - |
| Core Spending Power | 142.738 | 150.804 | 153.745 | 165.672 | 180.626 | 9.0% | 26.5% |

1.3 Council tax referendum principles for principal local authorities

In terms of controlling the level of council tax increases that local authorities can set in 2023-24, without the need for a local referendum, the Government has decided that the core principles to be applied to authorities with social care responsibilities including London boroughs such as Merton are:-

- For 2023-24, the relevant basic amount of council tax is excessive if the authority's relevant basic amount of council tax for 2023-24 is 5% comprising 2% for expenditure on adult social care and 3% for other expenditure), or more than 5%, greater than its relevant basic amount of council tax for 2022-23.

Police and Crime Commissioners (PCCs) including the GLA charge for the Metropolitan Police will be allowed increases of £15.

GLA Council Tax Precept

The Mayor of London published the draft GLA budget for consultation on 16 December 2022 and the provisional Band D precept is £423.48 – a £27.89 or 7.1% increase compared to 2022/23. This amount includes the £20 bespoke additional flexibility which Government is again granting the Mayor to fund transport services in London.

However, it should be noted that the GLA council tax proposals are indicative and subject to change as the Provisional Settlement confirms the Mayor can increase the precept in the 32 boroughs by up to 9.7% which is £10.66 higher than the consultation proposal above currently published.

The Mayor will confirm the final precept once he has had an opportunity to consider the implications of the provisional local government and police finance settlements.

Summary Council Tax Proposals

The financial projections in this report are based on the following levels of council tax increase:-

| | 2023/24 % | 2024/25 % | 2025/26 % | 2026/27 % |
|--------------------------------|--------------|--------------|--------------|--------------|
| Council Tax increase - General | 2.99 | 2.00 | 2.00 | 2.00 |
| Council Tax increase - ASC | 2.00 | 0 | 0 | 0 |
| Total | 4.99 | 2.00 | 2.00 | 2.00 |

1.4 Business Rates

1.4.1 Business Rates Revaluation 2023

The Provisional settlement has confirmed that the Government will proceed with a modified revaluation adjustment for the implementation of the 2023 business rates revaluation.

In order to preserve the growth incentive and minimise turbulence, the Government intends to strip out any gains or losses resulting purely from the revaluation or transfers to the central list by making an amended technical adjustment to tariffs or top-ups (baseline funding levels will remain unaffected). This fulfils the Government's commitment made at the outset of the retention scheme, that revaluations would, as far as practicable, mean authorities are no better or worse off. The government will keep the revaluation adjustment under review.

1.4.2 Compensation for Under-Indexing the Business Rates Multiplier

As announced in the Autumn Statement on 17 November 2022 the business rates multipliers will be frozen in 2023-24 at 49.9 pence and 51.2 pence, preventing them from increasing to 52.9 pence and 54.2 pence. In a break with policy since 2018 (when indexation changed from RPI to CPI), the government is only compensating councils for freezing business rates to the

level of September CPI inflation rather RPI inflation. Merton's Core Spending Power calculation includes £6.355m for compensation for under-indexing the business rates multiplier.

1.4.3 NNDR1

Although the Provisional Settlement includes amounts for business rates and compensation for the under-indexing of the multiplier, these are based on the government's assumptions and may differ greatly from Merton's actual business rates profile.

The figures used in the Council's budget for 2023/24 will be based on the latest business rates information available for Merton which will be included in the government's NNDR1 Return which, as for all local authorities, has to be submitted by 31 January 2023.

The NNDR1 form for 2023/24 has now been received from Government. Meeting the 31 January deadline will be tight because, as for all local authorities, the impact of the Business Rates Revaluation 2023 means that changes are required to Revenues and Benefits systems. Civica, have advised that there is development work to be undertaken to incorporate the changes and an update on progress towards this is expected in early January.

1.5 Adult Social Care Funding

In the Autumn Statement published on 17 November 2022, the government announced that it is prioritising further investment in the NHS and social care, and in schools and that supporting these two public services is the government's priority for public spending. It stated that "the Autumn Statement makes up to £8 billion of funding available for the NHS and adult social care in England in 2024-25. This includes £3.3 billion to respond to the significant pressures facing the NHS, enabling rapid action to improve emergency, elective and primary care performance, and introducing reforms to support the workforce and improve performance across the health system over the longer term."

1.5.1 Improved Better Care Fund

The Improved Better Care Fund (iBCF) will continue at the same level as in 2022-23 (£2.1bn), with London Boroughs receiving £346m (16.3%). The grant will continue to be required to be pooled as part of the Better Care Fund.

The MTFs assumes that this level of funding continues over the four year period. This is summarised in the following table:-

| Adult Social Care (iBCF) | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 |
|----------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Improved Better Care Fund | 5.009 | 5.009 | 5.009 | 5.009 |

1.5.2 Adult Social Care Discharge Grant

This is a new grant totalling £300m nationally and part of the £600m new funding announced in the Autumn statement 2022. The Discharge Funding grant is provided to upper tier authorities to ensure those people who need to draw on social care when they are discharged from hospital can leave as soon as possible. The Discharge Funding must be pooled as part of the Better Care Fund. The government will set out further details on the conditions of this funding in due course, with the funding intended to support improvements to adult social care and in particular to address discharge delays, social care waiting times, low fee rates and workforce pressures in the adult social care sector.

Merton's grant is:-

| | 2023/24 £000 |
|---|-------------------------|
| Adult Social Care Discharge Fund | 702 |

1.5.3 Adult Social Care Market Sustainability and Improvement Fund

The Provisional Settlement states that the Adult Social Care Market Sustainability and Improvement Funding Grant is provided to upper tier authorities to enable tangible improvements to be made to adult social care. As set out in the Autumn Statement 2022, the ASC funding reforms have been delayed to October 2025. The existing Market Sustainability and Fair Cost of Care Fund has been combined with new, ringfenced funding, announced in the Autumn Statement. Funding will be distributed using the ASC relative needs formula. London boroughs will receive £87m (15%) in 2023-24. The government expects this new grant funding to enable local authorities to make tangible improvements to adult social care particularly to address discharge delays, social care waiting times, low fee rates and workforce pressures in the adult social care sector.

As with the additional iBCF funding, there will be reporting requirements placed on the new Adult Social Care Grant against these objectives.

| | 2023/24 £000 |
|---|-------------------------|
| ASC Market Sustainability and Improvement Fund | 1,751 |

1.5.4 Social Care Grant

The Social Care Grant is a grant provided to upper tier authorities for social care expenditure, on both adult and children's social care.

Social Care Grant will total £3.9bn in 2023-24: an increase of £1.345bn (excluding £161m of funding for the Independent Living Fund which has also

been rolled in to SCG). Around £1.285bn of this increase is funded by money previously earmarked for ASC funding reform, with an additional £80m redistributed from within the settlement. £1.185bn of this new funding will be allocated using the ASC Relative Needs Formula (RNF), with the remainder (£160m) used to equalise for the variation in yield that can be generated from the social care precept.

London boroughs will receive £612m (15.9%) of the Social Care Grant. The policy statement on 12 December confirmed a further £1.9bn nationally will be added to the grant in 2024-25 (bringing the total to £5.5bn), although the approach to distribution for 2024-25 has not been confirmed.

The MTFs currently assumes that in the first instance this grant will be applied to fund previously approved growth in Children, Schools and Families

| Social Care Grant (cumulative) | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 |
|---|-------------------------|-------------------------|-------------------------|-------------------------|
| Children's allocation (in Base budget) | 4,635 | 4,635 | 4,635 | 4,635 |
| Adult's allocation (in Base budget) | 1,647 | 1,647 | 1,647 | 1,647 |
| Children's FYE previous growth | 390 | 390 | 390 | 390 |
| Children's new growth | 545 | 545 | 545 | 545 |
| Social Care Grant * | (10,430) | (7,217) | (7,217) | (7,217) |
| Balance | 3,213 | 0 | 0 | 0 |

* Although funding beyond 2023/24 is not assured it has been assumed that grant at least equivalent to the growth currently provided in the MTFs will be received going forward.

1.6 Special and specific grants

The distribution of a number of grants was published alongside the Provisional Settlement. Within core spending power these include:-

- New Homes Bonus
- Services Grant
- Funding Guarantee
- Rural Services Delivery Grant (not applicable to London)

1.6.1 New Homes Bonus

The New Homes Bonus was introduced in 2011 and is a grant paid by central government to local councils to reflect and incentivise housing growth in their areas. It is based on the amount of extra Council Tax revenue raised for new-build homes, conversions and long-term empty homes brought back into use. There is also an extra payment for providing affordable homes.

It is paid annually from a top-slice of RSG. The Government has committed to setting out the future position of New Homes Bonus ahead of the 2024-25 local government finance settlement.

The Government is proposing to roll over last year's policy on New Homes Bonus for a new round of payments in 2023-24, which will attract no new legacy payments as in 2022-23. The final year of legacy payments (totalling £221m) from the 2019-20 allocation has ended. The 2023-24 allocation totals £291m, funded through a top slice of Revenue Support Grant. The calculation methodology remains unchanged, with authorities needing to achieve tax base growth of greater than 0.4 per cent before they receive any New Homes Bonus funding.

Provisional New Homes Bonus allocations total £291m nationally (a reduction of £264m or 48%) and London borough provisional allocations total £49m (a reduction of £38m or 44%).

Merton's allocation as announced in the Provisional settlement is:-

| New Homes Bonus | 2023-24 £000 |
|------------------------|-------------------------|
| Merton | 729 |

1.6.2 Services Grant

This is intended to provide funding to all tiers of local government in recognition of the vital services delivered at every level of local government. This was intended to be a one-off grant in 2022-23 and nationally has reduced from £822m in 2022-23 to £464m in 2023-24 due to the decision to reverse the National Insurance Contributions increase to fund the Health & Social Care Levy and a proportion has also been top sliced to fund an increase to the Supporting Families Programme. London boroughs will receive £86m (18.5%). It is assumed that, as for 2022-23, the grant will not be ring-fenced and conditions on reporting requirements will not be attached so that local authorities can provide support across the entire sector in recognition of the vital services delivered at every level of local government.

Merton's allocation as announced in the Provisional settlement is:-

| Services Grant | 2023-24 £000 |
|-----------------------|-------------------------|
| Merton | 1,397 |

1.6.3 Funding Guarantee

This new guarantee will ensure that all councils will see at least a 3% increase in their core spending power before any decisions about organisational efficiencies, use of reserves or council tax levels. The funding will total £136m and benefit 161 authorities across England (154 are Shire Districts which are

receiving 99% of the funding). This guarantee is being funded by repurposing the Lower Tier Services Grant and using a proportion of the expired New Homes Bonus legacy payments. The increase in Core Spending Power used for this calculation excludes any newly rolled-in grants but includes growth in the council tax base as calculated in the normal way, increases in Baseline Funding Levels and growth in compensation for under-indexing the multiplier.

No London boroughs will receive this funding.

1.7 Schools funding

1.7.1 The allocations for the Dedicated Schools Grant (DSG), along with indicative additional funding announced at the 2022 Autumn Statement, have been published for financial year 2023-24. The DSG continues to be funded via four blocks as previously: the schools block, the central schools block (CSSB), the high needs block and the early years block. Supplementary funding has been made available through the Mainstream Schools Additional Grant (MSAG) for 2023-24. It is expected that this funding will be rolled into National Funding Formula allocations for 2024-25.

The main schools funding headlines are as follows:

- In 2023/24, a total of £58.6bn will be made available through the DSG and supplementary funding, of which £10.1bn (17%) will be allocated to London boroughs.
- England will receive a 6.9% increase in total funding from 2022-23 to 2023-24, while London will see only a 6.1% increase.
- £7.4bn (73%) of London's funding is accounted for via the schools block and the MSAG, reflecting a 5.3% increase from 2022-23 (below the England total increase of 6.3%).
- London will receive a total of £1.9bn via the high needs block, £78.5m of which is being granted through the additional £400m announced at the Autumn Statement 2022. This amounts to a 10.1% increase from 2022-23. Overall there will be a 10.7% increase in funding via this block.
- London will be granted £734m in 2023-24 through the early years block, reflecting a 4.9% increase from the previous year. England will see a 5.4% increase from 2022-23.
- The CSSB continues to decline, falling by 2.6% to £388.7mn in 2023/24 across England. London experiences a 4% drop in funding, to £68m.

1.7.2 For Merton the following allocations compared to 2022-23 were announced:-

| Merton - Dedicated Schools Grant and Additional Funding | 2022-23 | 2023-24 | 2023-24 Supplementary funding | 2023-24 Total | Change | Change |
|--|----------------|----------------|--------------------------------------|----------------------|---------------|---------------|
| | £m | £m | | (£m) | (£m) | (%) |
| Schools block | 143.925 | 149.708 | 5.144 | 154.853 | 10.928 | 7.6% |
| Central school services block | 1.106 | 1.141 | 0.000 | 1.141 | 0.035 | 3.1% |
| High needs block | 44.772 | 47.246 | 2.052 | 49.298 | 4.525 | 10.1% |
| Early years block | 15.872 | 16.577 | 0.000 | 16.577 | 0.706 | 4.4% |
| Total DSG and supplementary funding allocation | 205.675 | 214.672 | 7.196 | 221.869 | 16.194 | 7.9% |

1.7.3 A more detailed analysis of Schools Funding will be provided to Cabinet in February 2023.

1.8 Fair Funding Review and Reset of Business Rates Retention Scheme

The Government has postponed any plans to reform its assessment of need and resources or to reset the business rates retention scheme until after the current parliament – i.e. 2025-26 at the earliest.

1.9 Provisional Settlement Consultation Response

The Government's consultation period on the provisional settlement figures has a deadline of 16 January 2023.

SUMMARY OF SAVINGS PROPOSALS 2023-27

| Cumulative | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 |
|--|-----------------|-----------------|-----------------|-----------------|
| Corporate Services | 0 | 0 | 0 | 0 |
| Children, Lifelong Learning and Family | 562 | 741 | 741 | 741 |
| Environment and Regeneration | 630 | 818 | 920 | 950 |
| Community and Housing | 0 | 0 | 600 | 600 |
| Cumulative Savings Proposals | 1,192 | 1,559 | 2,261 | 2,291 |

Type of Saving

| | |
|-------|--|
| SI1 | Income: increase in current level of charges |
| SI2 | Income: increase arising from expansion of existing service/new service |
| SS1 | Staffing: reduction in costs due to efficiency |
| SS2 | Staffing: reduction in costs due to deletion/reduction in service |
| SNS1 | Non - Staffing: reduction in costs due to efficiency |
| SNS2 | Non - Staffing: reduction in costs due to deletion/reduction in service |
| SP1 | Procurement / Third Party arrangements - efficiency |
| SP2 | Procurement / Third Party arrangements - deletion/reduction in service |
| SG1 | Grants: Existing service funded by new grant |
| SG2 | Grants: Improved Efficiency of existing service currently funded by unringfenced grant |
| SPROP | Reduction in Property related costs |

Risk

Low
Medium
High

Panel

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

PROPOSED SAVINGS 2023-27

DEPARTMENT: Children, Lifelong Learning and Family

| Panel | Ref | Description of Saving | | Baseline Budget 22/23 £000 | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|-------|-------------|---|--|----------------------------|--------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
| C&YP | CSF2324- 01 | <p>Service/Section</p> <p>Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Strategic Priorities implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p> | <p>Central CSF budgets</p> <p>Pension and redundancy costs (ADDITION TO £200K AGREED BY CABINET 5/12/22)</p> <p>The Local Authority meets the costs of teacher redundancies from this budget. We have already put forward a saving of £200k against this budget leaving £1.424m (on the 22/23 budget) to support schools with redundancy. The proposal is that we could remove another £350k. There is a legal duty upon local authorities as the employer of staff in its community schools to meet redundancy costs arising from restructures in schools. The budget has consistently underspent over at least the past four years. However, although it is anticipated that costs may rise as schools seek to manage their own budget pressures associated with rising staffing and energy costs, the proposed saving includes a projected small increase on actual spend in comparison with previous years to anticipate this possible rise in costs.</p> <p>Nil</p> <p>Nil</p> <p>Nil</p> <p>It does not impact on redundancies decisions themselves only on how the costs are met</p> | 1624 | 350 | | | | Med | Low | SNS1 |
| C&YP | CSF2324- 03 | <p>Service/Section</p> <p>Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Strategic Priorities implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p> | <p>Education & Early Help - Children's Centre Income</p> <p>Income generated through Children's Centres</p> <p>There are minimal service implications in terms of securing increased usage from partners/agencies using Children's Centres, raising income by £10k in 2023.24 and £25k in 2024./25. The service already earns £175k in income from sharing and room rentals.</p> <p>No staffing implications in terms of redundancy</p> <p>Implications are minimal and will support greater usage of buildings and multi agency/partner working</p> <p>Minimal equalities implications, supporting access to a wider range of community and family services by developing wider usage income charging and rental agreements protocols, facilitates improvements to a wider service offer</p> | | 10 | 25 | | | Med | Low | SI2 |
| C&YP | CSF2324- 04 | <p>Service/Section</p> <p>Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Strategic Priorities implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p> | <p>Education & Early Help - Revenue costs of capital budgets</p> <p>Revenue cost of capital projects</p> <p>This budget is used for capital programme projects where we cannot attribute to capital e.g. feasibility studies, condition surveys, looking after empty buildings, temporary buildings, etc. As there is less need for temporary buildings or empty buildings this budget has not been fully spent and with careful management only a proportion of the current budget is required in future years</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> | 283 | 140 | | | | Low | Low | SPROP |

PROPOSED SAVINGS 2023-27

DEPARTMENT: Children, Lifelong Learning and Family

| Panel | Ref | Description of Saving | | Baseline Budget 22/23 £000 | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|-------|-------------|--|--|----------------------------|--------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
| C&YP | CSF2324- 05 | Service/Section | Education and Early Help - Rates of London Road building | | | | | | | | |
| | | Description | Rates budget London Road | 62 | 62 | | | | Low | Low | SNS1 |
| | | Service Implication | As the building is no longer occupied by a nursery, we do not need to provide for busines rates any more. | | | | | | | | |
| | | Staffing Implications | No staffing implications in terms of redundancy | | | | | | | | |
| | | Strategic Priorities implications | None | | | | | | | | |
| | | Impact on other departments | None. Running costs have moved to school via DSG? | | | | | | | | |
| | | Equalities Implications | None | | | | | | | | |
| C&YP | CSF2324- 06 | Service/Section | Education and Early Help - Duke of Edinburgh | | | | | | | | |
| | | Description | Council provision of Duke of Edinburgh activities for children and young people, and support for schools | 54 | | 54 | | | Low | Medium | SP2 |
| | | Service Implication | The proposal is to maintain Duke of Edinburgh activity in the Borough by moving: - the opportunity of coordination and support for Duke of Edinburgh activities from the Council to the London Duke of Edinburgh team; and - the provision of some Duke of Edinburgh activities to schools. Schools currently buy in to Council support, and should they wish to do so, would buy in coordination from the London DfE team. Duke of Edinburgh support is provided in this way in the majority of boroughs. The Council's provision of some activities would move to schools, including the the gold and silver awards. In moving towards this new way of working , the Council would support schools to move to their preferred way of working, including encouraging partnership support amongst themselves, building on existing strong partnerships across schools in Merton | | | | | | | | |
| | | Staffing Implications | Five redundancies - two full time members of staff, and three sessional. | | | | | | | | |
| | | Strategic Priorities implications | The continued provision by schools, with support from the London team would enable a continued focus on the priority Merton as the Borough of Sport. | | | | | | | | |
| | | Impact on other departments | Nil | | | | | | | | |
| | | Equalities Implications | The council team provides a service to support the Duke of Edinburgh programme in our special schools – small schools (such as special schools) may find it harder to deliver the programme without support, and so promoting partnership working across schools will be important. | | | | | | | | |

PROPOSED SAVINGS 2023-27

DEPARTMENT: Children, Lifelong Learning and Family

| Panel | Ref | Description of Saving | | Baseline Budget 22/23 £000 | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|---|-------------|--|--|----------------------------|--------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
| C&YP | CSF2324- 07 | Service/Section | Education and Early Help - Brightwell | | | | | | | | |
| | | Description | Brightwell specialist out of school provision. This service provides after school and weekend day provision with children and young people with higher levels of SEND. | 549 | | 100 | | | med | Medium | SP1 |
| | | Service Implication | By April 2024, the aim is to secure a new provider for the Brightwell Specialist Out of School service. The service provides all year round shortbreaks/respice for children aged 5 – 18, with complex SEND and their families | | | | | | | | |
| | | Staffing Implications | The objective is to secure a comparable strong service offer, delivered though a commissioned partner who can provide an economy of scale across a wider service offer, and include a possible relocation of the service. The desired outcome is that families and their children have access to high quality, flexible and responsive shortbreaks/respice across a wider service offer, managed by an organisation with expertise in the field of delivery of shortbreaks/respice. There are currently approximately 15 permanent staff for 11.62 FTE posts, but staffing numbers do fluctuate upwards depending on number of places that are taken up and the needs of the children. This proposal will impact on staffing in terms of adhering to TUPE requirements. | | | | | | | | |
| | | Strategic Priorities implications | This proposal will reinforce ensuring there is the best provision locally for our children and young people with Special Educational Needs and Disabilities. | | | | | | | | |
| | | Impact on other departments | N/A | | | | | | | | |
| | | Equalities Implications | This proposal will maintain strong provision of respice care for our children and young people with disabilities and their families. | | | | | | | | |
| Total Savings Proposals 2023-27 | | | | | 562 | 179 | 0 | 0 | | | |
| Total Savings Proposals 2023-27 (cumulative) | | | | | 562 | 741 | 741 | 741 | | | |

PROPOSED SAVINGS 2023-27
DEPARTMENT: Environment and Regeneration

| Panel | Ref | Description of Saving | | Baseline Budget 22/23 £000 | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|-------|---------------|--|---|----------------------------|--------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
| SC | ENV2023-24 11 | Service/Section | Management of Parking Permits | | | | | | | | |
| | | Description | Parking Permits have not had inflationary increases for the last three years. It is proposed to increase the permits in line with the Consumer Price Index (CPI) based on the period from January 2020 - January 2023. This will equate to approximately 16.2%. | (6,067) | 500 | | | | Low | Medium /High | S11 |
| | | Service Implication | The service will continue to maintain enforcement levels | | | | | | | | |
| | | Staffing Implications | None | | | | | | | | |
| | | Strategic Priorities implications | None | | | | | | | | |
| | | Impact on other departments | None | | | | | | | | |
| | | Equalities Implications | No significant implications for specific equality groups | | | | | | | | |
| SC | ENV2023-24 12 | Service/Section | Future Merton | | | | | | | | |
| | | Description | Road Safety - Currently this service is delivered on site to all primary schools and supplemented by online road safety and cycle training. | 54 | | 54 | | | Med | Med | SS2 |
| | | Service Implication | Delivers cycle training, school travel plans and other sustainable transport initiatives. However, alternative options are being explored for future via Public Health and the Healthy Streets Programme or by external sponsored provision | | | | | | | | |
| | | Staffing Implications | This saving is 100% of the budget | | | | | | | | |
| | | Strategic Priorities implications | None | | | | | | | | |
| | | Impact on other departments | None | | | | | | | | |
| | | Equalities Implications | None | | | | | | | | |
| SC | ENV2023-24 13 | Service/Section | Future Merton | | | | | | | | |
| | | Description | Provision of Christmas Decorations - This saving could potentially move the provision of Christmas decorations and the installation of light from the services revenue remit. In the interim Civic Pride reserves could be used to fund the Christmas activities whilst other sustainable funding alternatives are sourced, either by partners or external sponsorship. | 32 | | 32 | | | Low | High | SNS2 |
| | | Service Implication | This saving is 100% of the budget for this service | | | | | | | | |
| | | Staffing Implications | None | | | | | | | | |
| | | Strategic Priorities implications | Utilising funding elsewhere during a cost of living crisis | | | | | | | | |
| | | Impact on other departments | None | | | | | | | | |
| | | Equalities Implications | None | | | | | | | | |

PROPOSED SAVINGS 2023-27

DEPARTMENT: Environment and Regeneration

| Panel | Ref | Description of Saving | | Baseline Budget 22/23 £000 | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|-------|------------------|--|---|----------------------------|--------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
| SC | ENV2023-24 14 | Service/Section | Future Merton | | | | | | | | |
| | | Description | Various Subscriptions | 30 | | 30 | | | Low | Med | SNS2 |
| | | Service Implication | This saving would be from reviewing all subscriptions that are currently funded by the Council, with the retention of one professional membership for officers. The withdrawal of this will mean that support received automatically as a result of being a subscription holder will reduce direct access to certain organisations such as New London Architecture and Urban Design London and so alternative methods of Continuous Professional Development and networking will need to be explored. | | | | | | | | |
| | | Staffing Implications | Possible reduced training and development opportunities and networking | | | | | | | | |
| | | Strategic Priorities implications | None | | | | | | | | |
| | | Impact on other departments | None | | | | | | | | |
| | | Equalities Implications | None | | | | | | | | |
| SC | ENV2023-24 15 | Service/Section | Future Merton | | | | | | | | |
| | | Description | Highway Condition Surveys | 50 | | 50 | | | Med | High | SNS2 |
| | | Service Implication | The radar condition surveys help prioritise the resurfacing programme. The service can be funded via additional highway income or by revised contractual arrangements. This saving is 100% of the revenue budget for this service (to then be covered via increased income elsewhere in the service) | | | | | | | | |
| | | Staffing Implications | None | | | | | | | | |
| | | Strategic Priorities implications | Sustainable Future and Civic Pride | | | | | | | | |
| | | Impact on other departments | None | | | | | | | | |
| | | Equalities Implications | None | | | | | | | | |

PROPOSED SAVINGS 2023-27
DEPARTMENT: Environment and Regeneration

| Panel | Ref | Description of Saving | | Baseline Budget 22/23 £000 | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|-------|---------------|--|---|----------------------------|--------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
| SC | ENV2023-24 16 | Service/Section | Greenspaces Partnership and Spend to Save Projects | | | | | | | | |
| | | Description | Charging Tennis Coaches to offer tennis coaching across courts for % of the time allowing free play and play to pay use. | 80 | | (50) | 30 | 30 | Med | Low | SI1 |
| | | Service Implication | This option would provide a small income stream of approximately £30K to the council after the £80K sinking fund for future maintenance of this investment. | | | | | | | | |
| | | Staffing Implications | None | | | | | | | | |
| | | Strategic Priorities implications | None | | | | | | | | |
| | | Impact on other departments | None | | | | | | | | |
| | | Equalities Implications | None | | | | | | | | |
| SC | ENV2023-24 17 | Service/Section | Greenspaces Partnership and Spend to Save Projects | | | | | | | | |
| | | Description | Parks Tythe Property Investment. Recently the Greenspaces Team have been working with LBM Estates and Valuations Team to review our current stock of Tythe Properties in park and potential Spend to Save projects on these assets could yield a healthy market rent of between £1500 - £2000 per calendar month depending on the type and size of property . | | | 72 | 72 | | Med | Low | SI2 |
| | | Service Implication | Potential first year rental income of at least £84k Investment required to bring properties to lettable standard | | | | | | | | |
| | | Staffing Implications | None | | | | | | | | |
| | | Strategic Priorities implications | None | | | | | | | | |
| | | Impact on other departments | None | | | | | | | | |
| | | Equalities Implications | None | | | | | | | | |

PROPOSED SAVINGS 2023-27
DEPARTMENT: Environment and Regeneration

| Panel | Ref | Description of Saving | | Baseline Budget 22/23 £000 | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|---|---------------|--|--|----------------------------|--------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
| SC | ENV2023-24 18 | Service/Section | Waste Services-SLWP | | 100 | | | | | | |
| | | Description | Waste disposal minimisation | | | | | | Med | Low | SS1 |
| | | Service Implication | Following the successful roll out of the new waste disposal contract for Food and Garden waste processing in sept 2022 along with the reduced disposal and processing cost for our Dry Mix Recycling (DMR) the overall cost associated directly with the processing and disposal of waste has been reduced. The saving proposal is for the short term until 2025. The £100k proposed saving is based on contract requirements for the current phase C lot 1 to manage the cost of recycle. | | | | | | | | |
| | | Staffing Implications | None | | | | | | | | |
| | | Strategic Priorities implications | The disposal of waste has no impact on our residents and collection services will remain unchanged . As such residents will see no direct impact on their collections service. | | | | | | | | |
| | | Impact on other departments | This project is part of the wider work undertaken in partnership with our neighbouring borough who for the South London Waste Partnership (SLWP) | | | | | | | | |
| | | Equalities Implications | None | | | | | | | | |
| SC | ENV2023-24 19 | Service/Section | Waste Services-SLWP | | 30 | | | | | | |
| | | Description | Wood disposal processed by Thermal Treatment | | | | | | Med | Med | SNS2 |
| | | Service Implication | Wood material (grade B to D) that is collected at HRRC will be processed by thermal treatment (fuel). This will provide a reduced cost and a compliant process for the treatment of this type of material. This method of operation will negatively impact on our recycling rate by 3-5%, lowering our annual rate to approximately 37/38%. However, there is potential CO 2 saving with this proposal. This will require a contract variation. The service will explore pre-processing separation for grade A wood materials to mitigate the loss of recycling tonnage. | | | | | | | | |
| | | Staffing Implications | None | | | | | | | | |
| | | Strategic Priorities implications | None | | | | | | | | |
| | | Impact on other departments | As part of LBM's partnership arrangements with the SLWP and our Joint Waste Committee responsibility bothe parties will need to be advised of this change of approach. | | | | | | | | |
| | | Equalities Implications | None | | | | | | | | |
| Total Savings Proposals 2023-27 | | | | | 630 | 188 | 102 | 30 | | | |
| Total Savings Proposals 2023-27 (cumulative) | | | | | 630 | 818 | 920 | 950 | | | |

PROPOSED SAVINGS 2023-27
DEPARTMENT: Community & Housing

| Panel | Ref | Description of Saving | | Baseline Budget 22/23 £000 | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|---|-------|--|--|----------------------------|--------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
| Page 43 | CH119 | Service/Section Description | Adult Social Care and Commissioning Increasing the availability and use of supported living as a positive alternative to residential care for adults with learning disabilities. This will include using supported living as a positive alternative for individuals requiring accommodation based care and support as well as looking for opportunities to support individuals to move back to the borough from out of area residential placements. Saving deliverable from 2025/26 linked to redevelopment of JMC site and the provision of 20 units of supported accommodation as part of that project. New commissioning arrangements will also be developed during 2023/24 to support the delivery of personalised 24/7 care and support as well as increased access to suitable accommodation. | 45,000 | 0 | 0 | 300 | 0 | M | M | SP1 |
| | | Service Implication | Some impact in terms of review and care and support planning activities but manageable with effective forward planning. | | | | | | | | |
| | | Staffing Implications | N/A | | | | | | | | |
| | | Strategic Priorities implications | Positive impact on Building a Sustainable Future | | | | | | | | |
| | | Impact on other departments | None identified. May require work with E&R to identify suitable properties / sites. | | | | | | | | |
| | | Equalities Implications | Full EA required in relation to any possible impacts on outcomes for individuals. To be completed once cohort of potential individuals identified. | | | | | | | | |
| | CH120 | Service/Section Description | Adult Social Care and Commissioning Working with specialist housing providers to increase supply of extra care sheltered housing as a positive alternative to residential care for older people. Given development lead times likely to be 2025/26 before savings are realised. | 45,000 | 0 | 0 | 300 | 0 | M | M | SP1 |
| | | Service Implication | Some impact in terms of review and care and support planning activities but manageable with effective forward planning. | | | | | | | | |
| | | Staffing Implications | N/A | | | | | | | | |
| | | Strategic Priorities implications | Positive impact on Building a Sustainable Future | | | | | | | | |
| | | Impact on other departments | None identified. May require work with E&R to identify suitable properties / sites. | | | | | | | | |
| | | Equalities Implications | Full EA required in relation to any possible impacts on outcomes for individuals. To be completed once cohort of potential individuals identified. | | | | | | | | |
| Total Savings Proposals 2023-27 | | | | | 0 | 0 | 600 | 0 | | | |
| Total Savings Proposals 2023-27 (cumulative) | | | | | 0 | 0 | 600 | 600 | | | |

SUMMARY OF EQUALITIES ASSESSMENTS - SAVINGS TO CABINET 16 January 2023

| SAVINGS REFERENCE | CABINET | DEPARTMENT | SAVING | OUTCOME |
|-------------------|-----------------|--|---|---------|
| CSF 2324-01 | 16 January 2023 | Children, Lifelong Learning and Family | Central CSF Budgets - Pension and redundancy costs - Additional amount | 1 |
| CSF 2324-03 | 16 January 2023 | Children, Lifelong Learning and Family | Education & Early Help - Children's Centre Income | 1 |
| CSF 2324-04 | 16 January 2023 | Children, Lifelong Learning and Family | Education & Early Help - Revenue costs of capital budgets | 1 |
| CSF 2324-05 | 16 January 2023 | Children, Lifelong Learning and Family | Education and Early Help - Rates of London Road building | 1 |
| CSF 2324-06 | 16 January 2023 | Children, Lifelong Learning and Family | Education and Early Help - Duke of Edinburgh | 2 |
| CSF 2324-07 | 16 January 2023 | Children, Lifelong Learning and Family | Education and Early Help - Brightwell | 2 |
| ENV2023-24 11 | 16 January 2023 | Environment and Regeneration | Management of Parking and Traffic with income implications | 2 |
| ENV2023-24 12 | 16 January 2023 | Environment and Regeneration | Future Merton - Road Safety Officer | 2 |
| ENV2023-24 13 | 16 January 2023 | Environment and Regeneration | Future Merton - Provision of Christmas Decorations | 1 |
| ENV2023-24 14 | 16 January 2023 | Environment and Regeneration | Future Merton - various subscriptions | 1 |
| ENV2023-24 15 | 16 January 2023 | Environment and Regeneration | Future Merton -Highway condition surveys | 1 |
| ENV2023-24 16 | 16 January 2023 | Environment and Regeneration | Greenspaces Partnership and Spend to Save Projects - Charging Tennis Coaches | 2 |
| ENV2023-24 17 | 16 January 2023 | Environment and Regeneration | Greenspaces Partnership and Spend to Save Projects - Parks Tythe Property Investment | 2 |
| ENV2023-24 18 | 16 January 2023 | Environment and Regeneration | Waste Services-SLWP: Waste disposal minimisation | 1 |
| ENV2023-24 19 | 16 January 2023 | Environment and Regeneration | Waste Services-SLWP: Wood disposal processed by Thermal Treatment | 1 |
| CH119 | 16 January 2023 | Community and Housing | Adult Social Care and Commissioning - Increasing the availability and use of supported living | 1 |
| CH120 | 16 January 2023 | Community and Housing | Adult Social Care and Commissioning - Working with providers to increase supply of extra care sheltered housing | 1 |



Equality Analysis

Please refer to the guidance for carrying out Equality Analysis (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? | CSF2324- 01 Pension & redundancy costs |
| Which Department/ Division has the responsibility for this? | CLLF |

Stage 1: Overview

| | |
|--|---|
| Name and job title of lead officer | Richard Ellis, AD Strategy & Commissioning |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | CLLF retain a budget to support maintained schools with the cost of redundancies relating to staff that are LBM employees. This budget has underspent significantly in recent years. Even with the risk of more redundancies we do not believe that the costs to CLLF will use up the budget and therefore there is headroom to reduce the budget by £550k. |
| 2. How does this contribute to the council's corporate priorities? | Financial sustainability |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. | The budget support schools with the cost of redundancies. Reducing the budget has no impact on their decision making or on access to pensions and redundancy payments for staff. |
| 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).

Budget outturn for previous years and the 2023/24 budget forecast

Stage 3: Assessing impact and analysis

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

| Protected characteristic (equality group) | Tick which applies | | Tick which applies | | Reason Briefly explain what positive or negative impact has been identified |
|---|--------------------|----|---------------------------|----|--|
| | Positive impact | | Potential negative impact | | |
| | Yes | No | Yes | No | |
| Age | | X | | x | The reduction in budget has no impact of the number of or selection for redundancies |
| 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?

None identified

Stage 4: Conclusion of the Equality Analysis

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

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

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

Stage 5: Improvement Action Pan

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

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

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

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

Page 48

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

| |
|--|
| This Equality Analysis has resulted in an Outcome 1 Assessment |
| The saving is an adjustment to an underspending budget |

| Stage 7: Sign off by Director/ Head of Service | | | |
|---|---|---------------|--------------|
| Assessment completed by | Richard Ellis AD Strategy & Commissioning | Signature: RE | Date:1/12/22 |
| Improvement action plan signed off by Director/ Head of Service | Jane McSherry, Director CLLF | Signature: JM | Date: 6/1/23 |

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Equality Analysis

Please refer to the guidance for carrying out Equality Analysis (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? | CSF2324- 03 children's centres income |
| Which Department/ Division has the responsibility for this? | CLLF |

| Stage 1: Overview | |
|--|---|
| Name and job title of lead officer | Alison Jones, Service 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) | Our children centres already lease out space to partners and rent rooms to external organisations. The aim is to increase this income over two years by £35k, which represents a 12% increase in lease and rental income. |
| 2. How does this contribute to the council's corporate priorities? | Financial sustainability |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. | We will approach partners to explore other opportunities for sharing the space. |
| 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).

The centres already raise income from room rentals and leased space. It is the Head of Service's assessment that there is capacity for further sharing and rentals.

Stage 3: Assessing impact and analysis

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

| Protected characteristic (equality group) | Tick which applies | | Tick which applies | | Reason Briefly explain what positive or negative impact has been identified |
|---|--------------------|----|---------------------------|----|---|
| | Positive impact | | Potential negative impact | | |
| | Yes | No | Yes | No | |
| Age | | X | | x | The reductions in budget area are relatively small and can be met without impact on people with protected characteristics |
| Disability | | X | | X | |
| Gender Reassignment | | X | | X | |
| Marriage and Civil Partnership | | X | | X | |
| Pregnancy and Maternity | | X | | X | |
| Race | | X | | X | |
| Religion/ belief | | X | | X | |
| Sex (Gender) | | X | | X | |
| Sexual orientation | | X | | X | |
| Socio-economic status | | x | | X | |

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

None identified

Stage 4: Conclusion of the Equality Analysis

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

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

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

Stage 5: Improvement Action Pan

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

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

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

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

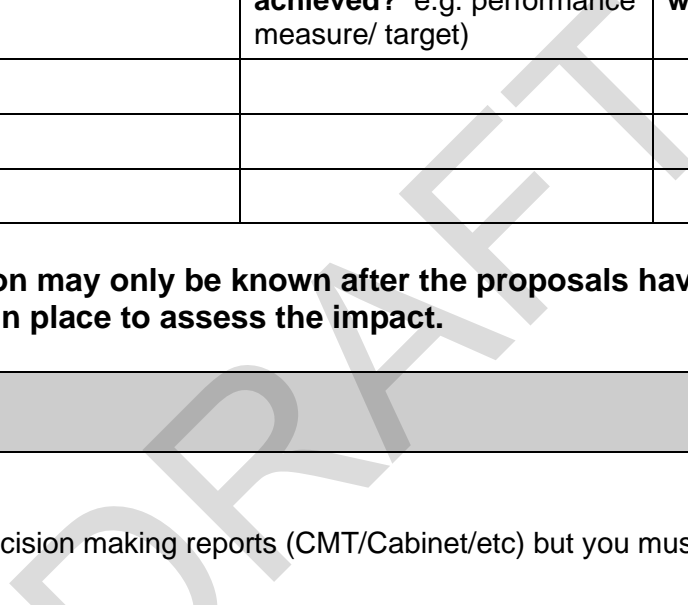
Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

| |
|--|
| This Equality Analysis has resulted in an Outcome 1 Assessment |
| The saving is an adjustment to an underspending budget |

Page 3



| Stage 7: Sign off by Director/ Head of Service | | | |
|---|---|---------------|---------------|
| Assessment completed by | Alison Jones, Service Manager | Signature: AJ | Date: 5/12/22 |
| Improvement action plan signed off by Director/ Head of Service | Richard Ellis AD Strategy & Commissioning | Signature: RE | Date: 5/12/22 |

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Equality Analysis

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Text in blue is intended to provide guidance – you can delete this from your final version.

| | |
|---|--|
| What are the proposals being assessed? | CSF2324- 04 revenue costs of capital schemes |
| Which Department/ Division has the responsibility for this? | CLLF |

| Stage 1: Overview | |
|--|--|
| Name and job title of lead officer | Tom Procter, Head of Contracts & School Organisation |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | We hold a budget to meet the revenue costs of capital schemes. Part of this budget was to support schools with temporary expansion through temporary buildings etc. With falling school rolls this element is not needed for the foreseeable future. |
| 2. How does this contribute to the council's corporate priorities? | Financial sustainability |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. | None. This part of the budget is not currently utilised |
| 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).

We have a school place strategy that tracks school rolls against capacity, which is updated regularly

Stage 3: Assessing impact and analysis

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

| Protected characteristic (equality group) | Tick which applies Positive impact | | Tick which applies Potential negative impact | | Reason Briefly explain what positive or negative impact has been identified |
|---|---------------------------------------|----|---|----|---|
| | Yes | No | Yes | No | |
| Age | | X | | x | The reductions in budget area are relatively small and can be met without impact on people with protected characteristics |
| 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?

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.**
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- 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? |
|---|-----------------------------|---|---------|-----------------------------------|--------------|--|
| None identified | | | | | | |
| | | | | | | |
| | | | | | | |

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

| |
|--|
| This Equality Analysis has resulted in an Outcome 1 Assessment |
| The saving is an adjustment to an underspending budget |

| Stage 7: Sign off by Director/ Head of Service | | | |
|---|--|---------------|---------------|
| Assessment completed by | Tom Procter, Head of Contracts & School Organisation | Signature: TP | Date: 5/12/22 |
| Improvement action plan signed off by Director/ Head of Service | Richard Ellis AD Strategy & Commissioning | Signature: RE | Date: 5/12/22 |

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Equality Analysis

Please refer to the guidance for carrying out Equality Analysis (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? | CSF2324- 05 London Road business rates budget |
| Which Department/ Division has the responsibility for this? | CLLF |

| Stage 1: Overview | |
|--|--|
| Name and job title of lead officer | Alison Jones, Service 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) | We held a budget for the business rates for a property that is now occupied by a school. We therefore do not need to meet this cost from this budget |
| 2. How does this contribute to the council's corporate priorities? | Financial sustainability |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. | None. This part of the budget is not currently utilised |
| 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).

n/a

Stage 3: Assessing impact and analysis

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

| Protected characteristic (equality group) | Tick which applies | | Tick which applies | | Reason Briefly explain what positive or negative impact has been identified |
|---|--------------------|----|---------------------------|----|---|
| | Positive impact | | Potential negative impact | | |
| | Yes | No | Yes | No | |
| Age | | X | | X | The reductions in budget area are relatively small and can be met without impact on people with protected characteristics |
| 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?

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)

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- 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

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

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

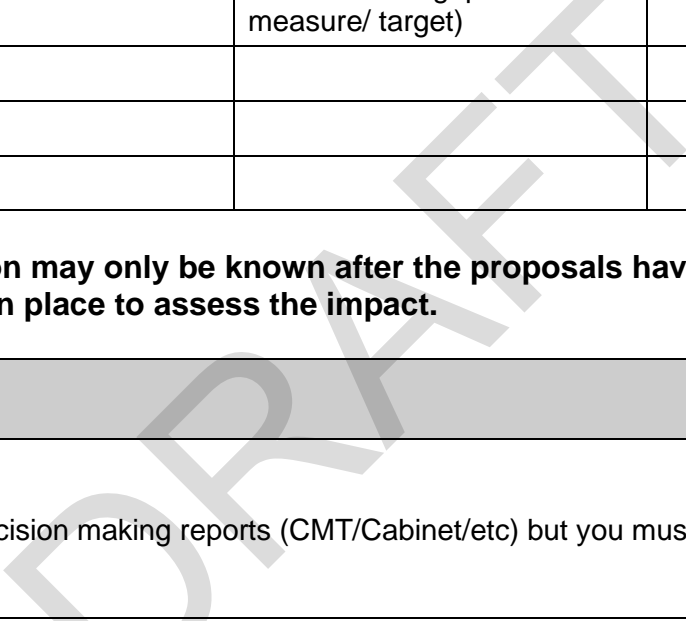
Stage 6: Reporting outcomes

10. Summary of the equality analysis

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| |
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| This Equality Analysis has resulted in an Outcome 1 Assessment |
| The saving is an adjustment to an underspending budget |

Page 3



| Stage 7: Sign off by Director/ Head of Service | | | |
|---|---|---------------|---------------|
| Assessment completed by | Allison Jones | Signature: AJ | Date: 5/12/22 |
| Improvement action plan signed off by Director/ Head of Service | Richard Ellis AD Strategy & Commissioning | Signature: RE | Date: 5/12/22 |

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Equality Analysis

| | |
|---|--|
| What are the proposals being assessed? | CLLF 06 Duke of Edinburgh Award scheme |
| Which Department/ Division has the responsibility for this? | Education and Early Help |

| Stage 1: Overview | |
|--|---|
| Name and job title of lead officer | Keith Shipman, Head of Education Inclusion |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | <p>The proposal is to maintain Duke of Edinburgh activity in the Borough by moving:</p> <ul style="list-style-type: none"> - the opportunity of coordination and support for Duke of Edinburgh activities from the Council to the London Duke of Edinburgh team; and - the provision of some Duke of Edinburgh activities from the Council to schools. <p>The proposal would involve the deletion of five posts.</p> <p>Schools currently buy in to Council support, and should they wish to do so, would buy in coordination from the London DfE team. Duke of Edinburgh support is provided in this way in the majority of boroughs.</p> <p>The Council's provision of some activities would move to schools, including the gold and silver awards.</p> <p>In moving towards this new way of working, the Council would support schools to move to their preferred way of working, including encouraging partnership support amongst themselves, building on existing strong partnerships across schools in Merton.</p> |
| 2. How does this contribute to the council's corporate priorities? | The continued provision by schools, with support from the London team would enable a continued focus on the priority Merton as the Borough of Sport. |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. | This proposal will affect schools which are supported by the service and potentially children and young people who undertake the Duke of Edinburgh award (should schools choose not to buy in support for the programme from the London team, and providing activities themselves, thereby ceasing local opportunities). |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility? | <p>The responsibility for the delivery of the programme is shared with the London Duke of Edinburgh team who, at the moment, license the Council's work, as well as with schools. Should the proposal to remove the Council's team proceed, schools would need to contract directly with the national team and provide activities themselves.</p> <p>The voluntary sector benefit from the Duke of Edinburgh programme because of the volunteer hours provided by the children and young people.</p> <p>Delivery of the silver award at the John Innes centre provides income to the YMCA.</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).

Data – pupils involved – numbers, gender, ethnicity, disability.

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 | | √ | √ | | Should schools choose not to continue with the Duke of Edinburgh programme, children and young people would lose this opportunity |
| Disability | | √ | √ | | The council team provides a service to support the Duke of Edinburgh programme in our special schools – small schools (such as special schools) might find it harder to deliver the programme without support. |
| 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?

Through consultation with schools encourage their take up of registration with and support from the London Duke of Edinburgh team, and promoting partnership working across schools for delivery of the programme.

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? |
|--|--|---|----------------|-----------------------------------|--------------|--|
| Children and Young People cease to have the opportunity to take up the Duke of Edinburgh award | Encourage schools' registration with the national team. | Survey of schools | September 2023 | Existing | KS | Yes |
| Smaller schools may find it harder to deliver the programme | Encourage partnership working across local schools (building on the strong tradition of partnership working in Merton) | Survey of schools | September 2023 | Existing | KS | 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 impact would be if schools choose not to contract directly with the London team and work in partnership to maintain the programme, with impact potentially being greater on children and young people with SEND. Should this proposal proceed we would consult with schools and support their move to seeking registration with and support from the London team, and encourage their partnership working.

| Stage 7: Sign off by Director/ Head of Service | | | |
|--|---|----------------------|-----------------------|
| Assessment completed by | Keith Shipman (Head of Education Inclusion) | Signature: KS | Date: 14/12/22 |
| Improvement action plan signed off by Director/ Head of Service | Elizabeth Fitzpatrick (AD Education Early Help) | Signature: EF | Date: 14/12/22 |

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Equality Analysis

| | |
|---|--|
| What are the proposals being assessed? | CLLF 07 Brightwell Specialist Out of School provision re-commissioning |
| Which Department/ Division has the responsibility for this? | Education and Early Help Division |

| Stage 1: Overview | |
|--|--|
| Name and job title of lead officer | Allison Jones, Head of Early Years and Early Help |
| 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 (c)) | <p>By April 2024, the aim is to secure a new provider for the Brightwell Specialist Out of School service.</p> <p>The service provides all year round shortbreaks/respite for children aged 5 – 18, with complex SEND and their families</p> <p>The objective is to secure a comparable service offer, delivered though a commissioned partner who can provide an economy of scale across a wider service offer and a possible relocation of the service.</p> <p>The desired outcome is that families and their children have access to high quality, flexible and responsive shortbreaks/respite across a wider service offer, managed by an organisation with expertise in the field of delivery of shortbreaks/respite.</p> <p><u>Staff</u></p> <p>There are currently approximately 15 permanent staff for 11.62 FTE posts, and staffing numbers fluctuate upwards depending on number of places that are taken up and the needs of the children.</p> <p>This proposal will impact on staffing in terms of adhering to TUPE requirements. A further business case following the council's reorganisation policy will take place once the decision to proceed has been made. This will require its own EIA.</p> |
| 2. How does this contribute to the council's corporate priorities? | This proposal will reinforce ensuring there is the best provision locally for our children and young people with Special Educational Needs and Disabilities. |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, | <p>Service users:</p> <p>There are 30 service users between the ages of 7 – 17, with an average attendance of 6- 8 attendees a session. There are more children attending who are over the age of 11 and up to 17, than there are children in the primary age range</p> |

| | |
|---|--|
| <p>stakeholders, the workforce etc.</p> | <p>Communities: The provision is located in the St Helier ward, however families living across the whole borough access the service</p> <p>Partners/Stakeholders: Children With Disabilities team in Children's Social Care, Kids First, Public Health, special schools, families, suppliers of services, transport and other services that support access to provision for children with SEND. Property services/corporate if a new location is secured</p> <p>Workforce: There are approximately 15 staff at the nursery (11.62 FTE), and staffing numbers fluctuate upwards depending on number of places that are taken up and the needs of the children. This proposal will impact on staffing in terms of adhering to TUPE requirements. A further business case following the council's reorganisation policy will take place once the decision to proceed has been made. This will require its own EIA</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>No, however all children access the service via a referral process predominantly through Children With Disabilities Team</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).

We have data sets and information to identify and determine the impact of the proposal on protected characteristics. We are aware of the overall impact of this proposal for people with protected characteristics

Data and evidence used has been secured via:

- Registration and attendance data
- ITRENT /local records staff information (to be confirmed)

Information about children with disabilities in Merton via various databases/data sets

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 | | √ | | √ | <u>Service Users</u> There are no impacts identified as it is intended to secure an alternative provider to deliver services that are required <u>Staffing –(detailed EIA as part of possible reorganisation/outsourcing)</u> TUPE regulations are anticipated to apply and HR and legal advice will be sought as required |
| Disability | | √ | | √ | <u>Service Users</u> There are no impacts identified as it is intended to secure an alternative provider to deliver services that are required, for children and young people with SEND |

| | | | | | |
|---------------------------------------|--|---|--|---|--|
| | | | | | <u>Staffing –(detailed EIA as part of possible reorganisation/outsourcing)</u> TUPE regulations are anticipated to apply and HR and legal advice will be sought as required |
| Gender Reassignment | | | | | Not known |
| Marriage and Civil Partnership | | | | | Not known |
| Pregnancy and Maternity | | √ | | √ | <u>Service Users</u> None <u>Staffing –(detailed EIA as part of possible reorganisation/outsourcing)</u> TUPE regulations are anticipated to apply and HR and legal advice will be sought as required |
| Race | | √ | | √ | <u>Service Users</u> There are no impacts identified as it is intended to secure an alternative provider to deliver services that are required <u>Staffing –(detailed EIA as part of possible reorganisation/outsourcing)</u> TUPE regulations are anticipated to apply and HR and legal advice will be sought as required. |
| Religion/ belief | | | | | Not known |
| Sex (Gender) | | √ | | √ | <u>Service Users</u> There are no impacts identified as it is intended to secure an alternative provider to deliver services that are required <u>Staffing –(detailed EIA as part of possible reorganisation/outsourcing)</u> TUPE regulations are anticipated to apply and HR and legal advice will be sought as required. |
| Sexual orientation | | | | | Not known |
| Socio-economic status | | √ | | √ | <u>Service Users</u> There are no impacts identified as it is intended to secure an alternative provider to deliver services that are required <u>Staffing –(detailed EIA as part of possible reorganisation/outsourcing)</u> TUPE regulations are anticipated to apply and HR and legal advice will be sought as required |

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

We will commission a new provider to deliver the service with a high level of customer satisfaction. TUPE will apply to staff

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? |
|--|---|--|------------|-----------------------------------|---------------|--|
| A reshaped offer may result in service changes, affecting families possible negatively and positively depending on need and circumstance | Consultation Coproducton Procurement process Service specification meets need | New provider delivers service and high level customer satisfaction | April 2024 | Existing | Allison Jones | Y |
| Changes to staffing are expected due to TUPE, and anticipated move to a new employer | Support staff to take up training and develop skills so they have opportunities across the sector in alternative employment if applicable Follow policies and seek advice and guidance from Equality and Community Cohesion Officer and HR at the point of implementing the start point of the process | Reorganisation implemented, staff access training and skill development Staff access new roles either in Council, in new employment | April 2024 | Existing | Allison Jones | 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.

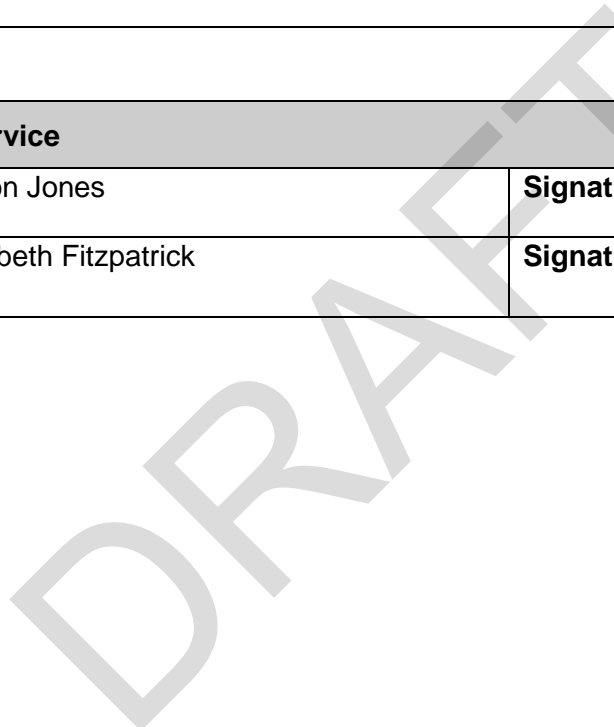
Stage 6: Reporting outcomes

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 2 Assessment |
| We have identified some potential impacts as set out above, but as it is our intention to continue to provide the service but with an external provider these can be mitigated by the specification of that service and the choice of the new provider. |

| Stage 5: Sign off by Director/ Head of Service | | | |
|---|-----------------------|---------------|----------------|
| Assessment completed by | Allison Jones | Signature: AJ | Date: 21/12/22 |
| Improvement action plan signed off by Director/ Head of Service | Elizabeth Fitzpatrick | Signature: EF | Date: 21/12/22 |



Equality Analysis

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

| | |
|---|--|
| What are the proposals being assessed? | A review of parking permit prices in Controlled Parking Zones, principally to catch up with inflation since January 2020.(ENV2023-24 11) |
| Which Department/ Division has the responsibility for this? | ECPS/ Public Protection/ Parking Services |

| Stage 1: Overview | |
|--|--|
| Name and job title of lead officer | Gavin Moore, Parking 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) | A review of parking permit prices in Controlled Parking Zones, principally to catch up with inflation since January 2020. In addition: <ul style="list-style-type: none"> Reform of visitor charges to better meet the needs of cared-for residents |
| 2. How does this contribute to the council's corporate priorities? | The proposals will ensure that charges are sufficient to meet the costs of parking services, supporting considerate and legal parking and driving, and financial self-sufficiency and efficiency: Civic Pride Reform of visitor pricing will seek to provide better options for carers: Civic Pride |
| 3. Who will be affected by this proposal? For example, who are the external/internal customers, communities, partners, stakeholders, the workforce etc. | 1. Residents who own cars in CPZs and wish to park on-street 2. Cared-for residents whose carers require parking in CPZs |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility? | Future Merton/Highways, but this is a Parking Services lead |

Page 77

Stage 2: Collecting evidence/ data

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

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

We have records of current permit issuance.

Car ownership is associated with relatively higher income levels and wealth, and is therefore less common amongst the specific equality groups identified below.

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 | People under 21 and over 65 are less likely to be car owners |
| Disability | X | | | X | Reform of visitor charges will seek to improve our offer to carers |
| Gender Reassignment | | X | | X | No disproportionate impact |
| Marriage and Civil Partnership | | X | | X | No disproportionate impact |
| Pregnancy and Maternity | | X | | X | No disproportionate impact |
| Race | | X | | X | No disproportionate impact |
| Religion/ belief | | X | | X | No disproportionate impact |
| Sex (Gender) | | X | | X | Men are more likely to be car owners than women |
| Sexual orientation | | X | | X | No disproportionate impact |
| Socio-economic status | | X | X | | Possible impact – higher prices may impact more on drivers who are less wealthy than other car owners. However, car owners typically have higher incomes and wealth than households who cannot afford a car. |

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

An increase in permit prices of £10-£30 p.a. is of low impact compared to the cost of owning and keeping a car on the road, which insurance companies estimate to be at least £3k p.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 ...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

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).

| Potential Negative or Positive Impact | Action required | 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? |
|---|--|---|-----------------------|-----------------------------------|--------------|--|
| Provide better parking permit options for carers and cared-for | Reform of visitor permit options and prices | Develop proposals and implement Analyse uptake of revised offer | Q4 22/23 Q1 2024/5 | Existing | Gavin Moore | Yes |
| Higher permit prices of £10-£30 p.a. may have a marginally greater impact on car owners who are not as well off as other car owners | None. Permit prices are a service charge for the management and enforcement of CPZs, and of equal benefit for all resident car owners. | n/a | n/a | n/a | n/a | n/a |

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


Stage 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 Action will essentially be the review of visitor parking permit options to better meet the needs of the cared-for and their carers. This work has not yet been undertaken.

| Stage 7: Sign off by Director/ Head of Service | | | |
|---|--|---|------------------|
| Assessment completed by | Gavin Moore, Parking Services | Signature: gavin.moore@merton.gov.uk | Date: 02/12/2022 |
| Improvement action plan signed off by Director/ Head of Service | Adrian Ash, Executive Director of Environment, Civic Pride and Climate | Signature:  | Date: 07/12/2022 |

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Equality Analysis

Please refer to the guidance for carrying out Equality Analysis (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? | ENV2023-24 12 Revenue saving of £54,000 from 2024/5. Road Safety Officer and School Travel Support |
| Which Department/ Division has the responsibility for this? | E&R Sustainable Communities (Future Merton) |

Stage 1: Overview

| | |
|--|---|
| Name and job title of lead officer | Paul McGarry, Head of Future Merton |
| 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>Budget savings to be achieved through deletion of a revenue funded road safety post in FutureMerton's budget from 2024-25 onwards.</p> <p>The saving equates to 100% of the service and deletion of the post.</p> <p>Officers will seek alternative external funding sources in future funding rounds, either via TFL Local Implementation Plan, charging schools for the service or recycling of school streets ANPR income. If no external funding is sought, the post would be vulnerable.</p> <p>EQIA Outcome 2 – mitigation sought through alternative funding sources.</p> |
| 2. How does this contribute to the council's corporate priorities? | The proposal seeks to reduce revenue spend in line with the Councils savings targets and medium term financial strategy. |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. | <p>The post currently delivers cycle training, school travel plans and other sustainable transport initiatives. However, alternative options are being explored for future via Public Health and the Healthy Streets Programme or by external sponsored provision.</p> <p>The saving (if no external funding is found) would impact on the Council's ability to support safe and active travel to schools, school cycle training service and maintaining school travel plans.</p> |
| 4. Is the responsibility shared with another department, authority or | N/A |

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

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Stage 2: Collecting evidence/ data

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

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

The saving is required to adhere to the Council's medium term financial strategy. Whilst the services are valued by users; it is a non-statutory function of the traffic and highways service.

Officers intend to seek alternative external funding for the post in future bidding rounds to TFL; or by working in partnership with Public Health to support active travel more broadly; particularly around schools.

Road safety around schools has been boosted since 2020 with the introduction of 28 School Streets and the adoption of TFL STARZ online cycle training programmes to offset some of the demand for physical on-site training.

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 | | The proposal could disproportionately affect younger residents who, via schools, benefit from the outcomes of school travel plans and cycle training initiatives. Younger road users are some of the most vulnerable. |
| Disability | | | | x | As above |
| Gender Reassignment | | | | x | As above |
| Marriage and Civil Partnership | | | | X | As above |
| Pregnancy and Maternity | | | | X | As above |
| Race | | | | X | As above |
| Religion/ belief | | | | X | As above |

| | | | | | |
|------------------------------|--|--|--|---|----------|
| Sex (Gender) | | | | X | As above |
| Sexual orientation | | | | X | As above |
| Socio-economic status | | | | X | As above |

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

The proposal could disproportionately affect younger residents who, via schools, benefit from the outcomes of school travel plans and cycle training initiatives. Younger road users are some of the most vulnerable. The Council has taken mitigation steps by rolling out 28 school streets; reducing road danger near schools. Whilst the revenue saving would mean stopping the service; this may be mitigated through seeking external funding, or recycling income from School Streets activities (ANPR fines) to support the ongoing delivery of the service.

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.
- Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality.
- 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.
- Outcome 4** – The EA shows actual or potential unlawful discrimination.

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? |
|---|--|--|------------|-----------------------------------|--------------|--|
| Potential negative impact on younger road users and school road safety | Greater onus on schools to promote road safety and partnership working with Public Health (Heathy Streets) to support schools in promoting active travel | Schools taking greater ownership of having up-to-date School Travel Plans. Promotion of active travel through the walking and cycling strategy | March 2025 | Existing | PMcG | TBC |
| | | | | | | |
| | | | | | | |

Page 87

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 a Negative 2 Assessment Outcome with mitigation |
| <ul style="list-style-type: none"> The saving equates to the cessation of the service (subject to future external funding bids in 2024/5) |

| Stage 7: Sign off by Director/ Head of Service | | | |
|---|---|----------------|-------------|
| Assessment completed by | Paul McGarry Head of FutureMerton | Signature:PMcG | Date:5/1/23 |
| Improvement action plan signed off by Director/ Head of Service | Adrian Ash, Director for Environment and Regeneration | Signature:AA | Date:5/1/23 |

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Equality Analysis

Please refer to the guidance for carrying out Equality Analysis (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? | ENV2023-24 13 Revenue saving of £32,000 from 2024/5. Provision of borough Christmas decorations. |
| Which Department/ Division has the responsibility for this? | E&R Sustainable Communities (Future Merton) |

| Stage 1: Overview | |
|--|---|
| Name and job title of lead officer | Paul McGarry, Head of Future Merton |
| 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>Budget savings to be achieved through reduction of revenue funding in FutureMerton’s budget from 2024-25 onwards.</p> <p>The saving equates to 100% of the service.</p> <p>Provision of Christmas Decorations – FutureMerton delivers on the installation and maintenance of the borough’s Christmas lights and town centre Christmas trees.</p> <p>This saving could potentially move the provision of Christmas decorations and the installation of lights from the service’s revenue remit. In the interim Civic Pride Fund reserves could be used to fund the Christmas activities whilst other sustainable funding alternatives are sourced, either by partners or external sponsorship. Switching the installation of festive lighting to the Civic Pride fund will achieve the required revenue saving in the service area.</p> <p>EA Outcome 1 – no impact</p> |
| 2. How does this contribute to the council’s corporate priorities? | The proposal seeks to reduce revenue spend in line with the Councils savings targets and medium term financial strategy. |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, | The proposal seeks to move the festive lighting costs from the service revenue budget, to the Civic Pride Fund to ensure the ongoing provision of festive lighting whilst alternative sources of funding or sponsorship are considered from 2026/7 onward. |

| | |
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| stakeholders, the workforce etc. | |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility? | N/A |

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Stage 2: Collecting evidence/ data

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

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

N/A – proposal is to move funding from revenue to reserves whilst maintaining the service.

Stage 3: Assessing impact and analysis

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

| Protected characteristic (equality group) | Tick which applies | | Tick which applies | | Reason Briefly explain what positive or negative impact has been identified |
|--|--------------------|----|---------------------------|----|--|
| | Positive impact | | Potential negative impact | | |
| | Yes | No | Yes | No | |
| Age | | | | x | N/A – provision of festive lighting has no impact on age |
| Disability | | | | x | N/A – provision of festive lighting has no impact on disability |
| Gender Reassignment | | | | x | N/A – provision of festive lighting has no impact on gender reassignment |
| Marriage and Civil Partnership | | | | X | N/A – provision of festive lighting has no impact on partnership status |
| Pregnancy and Maternity | | | | X | N/A – provision of festive lighting has no impact on maternity |
| Race | | | | X | N/A – provision of festive lighting has no impact on race |
| Religion/ belief | | | | X | Festive lighting supports town centres and high streets primarily; though is considered as a celebration of Christmas in the Christian calendar. |
| Sex (Gender) | | | | X | N/A – provision of festive lighting has no impact on gender |
| Sexual orientation | | | | X | N/A – provision of festive lighting has no impact on sexual orientation |
| Socio-economic status | | | | X | N/A – provision of festive lighting has no impact on 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.
- Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality.
- 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.
- Outcome 4** – The EA shows actual or potential unlawful discrimination.

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

Page 33

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 is an Outcome 1 | 1 | Assessment |
|--|-------------------|------------|

| Stage 7: Sign off by Director/ Head of Service | | | |
|---|---|----------------|-------------|
| Assessment completed by | Paul McGarry Head of FutureMerton | Signature:PMcG | Date:5/1/23 |
| Improvement action plan signed off by Director/ Head of Service | Adrian Ash, Director for Environment and Regeneration | Signature:AA | Date:5/1/23 |

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Equality Analysis

Please refer to the guidance for carrying out Equality Analysis (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? | ENV2023-24 14 Revenue saving of £30,000 from 2024/5. Cessation of various professional development subscriptions. |
| Which Department/ Division has the responsibility for this? | E&R Sustainable Communities (Future Merton) |

| Stage 1: Overview | |
|--|--|
| Name and job title of lead officer | Paul McGarry, Head of Future Merton |
| 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>This saving would be from reviewing all subscriptions that are currently funded by the Council, with the retention of one professional membership for officers.</p> <p>The withdrawal of this will mean that support received automatically as a result of being a subscription holder will reduce direct access to certain organisations such as New London Architecture and Urban Design London and so alternative methods of Continuous Professional Development and networking will need to be explored.</p> <p>EQIA Outcome 2 – requires mitigation.</p> |
| 2. How does this contribute to the council's corporate priorities? | The proposal seeks to reduce revenue spend in line with the Councils savings targets and medium term financial strategy. |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. | <p>The proposal seeks to reduce access to built-environment specific training and networks which contribute to ongoing professional development. The proposal only affects staff development rather than residents.</p> <p>Will also require review of LBM learning and development / people strategy to support professional development specific to the service area.</p> |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility? | N/A |

Stage 2: Collecting evidence/ data

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

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

The proposal is to achieve savings through the consolidation of professional development and learning networks.

Urban Design London (UDL)

About ← Urban Design London

Subscription provides access to a number of seminars, learning (real life and online) and site visits; sharing best practice in Planning, Urban Design, Streets and Public Spaces and now; lower carbon planning and retrofits. Used by Regeneration, Highways and Development Control.

Annual Subscription c4000 p/a.

Future of London (FOL)

Future of London - The capital's network for built environment practitioners

Subscription provides access to networking events (sharing best practice in Planning, Regeneration, Council Housebuilding, low carbon building.

No periodicals, but access to research papers / Lobbying for London on planning matters.

Subscription also provides for one candidate per year to join FOL Leaders and Leaders plus, for staff wishing to progress their career through a programme leadership training and mentoring. Used by FutureMerton and Development Control.

Annual subscription c£4500 p/a

New London Architecture (NLA)

New London Architecture (nla.london)

Subscription provides access to seminars, learning, expert panels, site visits and publications including research papers as well as the New London Quarterly magazine. NLA also showcase borough projects in their gallery, at the MIPIM and London Real Estate Forum conferences. Paper. Used by FutureMerton, Planning and Members who also attend events and receive publications.

Annual Subscription c£4500 p/a

Stage 3: Assessing impact and analysis

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

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

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

Potential impacts on access to learning and professional development could have a negative impact on age, race and gender in terms of specific training opportunities. This will be mitigated through identifying service / profession specific learning and development needs, including online seminars and learning; through the appraisal process and the Council's Learning & Development and People Strategy.

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..
- Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality.
- 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..
- Outcome 4** – The EA shows actual or potential unlawful discrimination..

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Stage 5: Improvement Action Pan

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

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

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

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

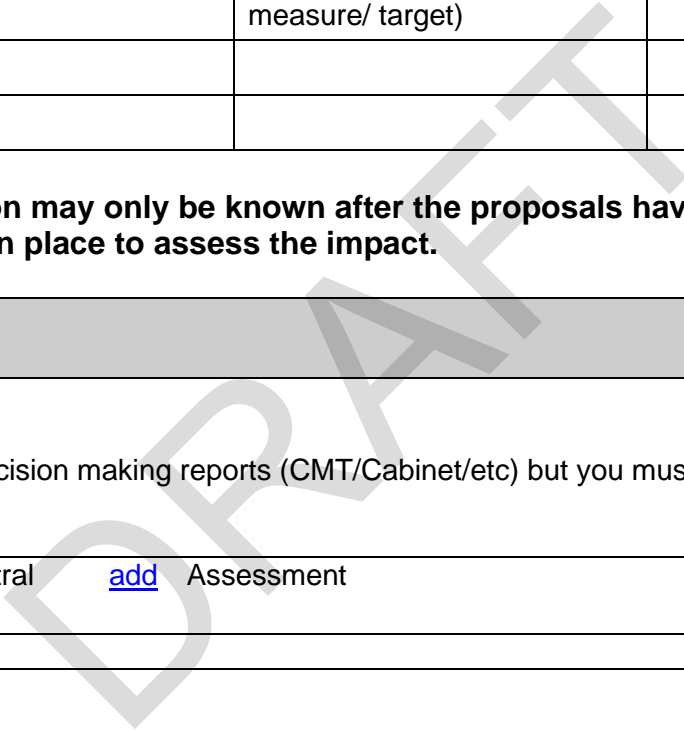
Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

| |
|---|
| This Equality Analysis has resulted in a Neutral add Assessment Outcome |
| |

Page 69



| Stage 7: Sign off by Director/ Head of Service | | | |
|--|---|-----------------------|--------------------|
| Assessment completed by | Paul McGarry Head of FutureMerton | Signature:PMcG | Date:5/1/23 |
| Improvement action plan signed off by Director/ Head of Service | Adrian Ash, Director for Environment and Regeneration | Signature:AA | Date:5/1/23 |

DRAFT

Equality Analysis

Please refer to the guidance for carrying out Equality Analysis (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? | ENV2023-24 15 Revenue saving of £50,000 from 2024/5. Highway Conditions Surveys. |
| Which Department/ Division has the responsibility for this? | E&R Sustainable Communities (Future Merton) |

| Stage 1: Overview | |
|--|--|
| Name and job title of lead officer | Paul McGarry, Head of Future Merton |
| 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>This saving would be achieved by reducing the revenue budget allocated towards highway condition surveys.</p> <p>The radar conditions surveys help prioritise the resurfacing programme. The service can be funded via additional highway income or by revised contractual arrangements.</p> <p>This saving is 100% of the revenue budget for this service (to then be covered via increased income elsewhere in the service)</p> <p>EQIA Outcome 1 – no impact</p> |
| 2. How does this contribute to the council's corporate priorities? | The proposal seeks to reduce revenue spend in line with the Councils savings targets and 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. | The proposal seeks to reduce the revenue available to commission contractors to undertake annual radar surveys of Merton's road network. The Council will still undertake regular highway inspections manually. It is also proposed that whilst the cost is removed from the team's revenue budget; the service can still be provided through increased income through fees and charges on the highway network. |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility? | N/A |

Stage 2: Collecting evidence/ data

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

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

The proposal is to achieve savings by reducing the revenue budget and replacing it with increased income to maintain the annual surveys related to the capital programme.

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 | N/A |
| Disability | | | | x | N/A |
| Gender Reassignment | | | | x | N/A |
| Marriage and Civil Partnership | | | | X | N/A |
| Pregnancy and Maternity | | | | X | N/A |
| Race | | | | X | N/A |
| Religion/ belief | | | | X | N/A |
| Sex (Gender) | | | | X | N/A |
| Sexual orientation | | | | X | N/A |
| Socio-economic status | | | | X | N/A |

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

N/A

Stage 4: Conclusion of the Equality Analysis

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

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

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

Stage 5: Improvement Action Pan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

| |
|---|
| This Equality Analysis has resulted in a Neutral add Assessment Outcome |
| |

Page 10

| Stage 7: Sign off by Director/ Head of Service | | | |
|---|---|----------------|-------------|
| Assessment completed by | Paul McGarry Head of FutureMerton | Signature:PMcG | Date:5/1/23 |
| Improvement action plan signed off by Director/ Head of Service | Adrian Ash, Director for Environment and Regeneration | Signature:AA | Date:5/1/23 |

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Equality Analysis

Please refer to the guidance for carrying out Equality Analysis (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? | Greenspaces: Partnership and Spend to Save Projects (ENV2023-24 16) |
| Which Department/ Division has the responsibility for this? | Public Space Greenspace |

| Stage 1: Overview | |
|--|--|
| Name and job title of lead officer | Andrew Kauffman Head of Parks 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) | <p>The LBM and LTA are preparing an options appraisal that would see LBM tendering use of the boroughs courts to Licensed Tennis Coaches so that they could charge for Tennis Coaching.</p> <p>The income from licensed coaches would generate the £80,000 sinking fund as well as generate a surplus income of circa £30,000 per year</p> |
| 2. How does this contribute to the council's corporate priorities? | Borough of Sport |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. | <p>Who are your customers (staff, service users, stakeholders, partners etc)</p> <p>Licensed tennis coaches that would need to pay a market rate for the use of fully refurbished courts</p> <p>Residents and non-residents that would need to pay a premium for getting tennis coaching on the boroughs courts</p> <p>Who will your proposals benefit?</p> <p>Council who would see income that could be reinvested back into the future management and maintenance of its hard surface court infrastructure</p> <p>How will your proposals benefit the council</p> <p>Councils Increased income above sinking fund base line could offset budget pressures in other services</p> |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility? | <p>State here whether there are any other service areas, divisions, directorates, partner agencies (such as contracted organisations), other statutory bodies (e.g. the police, other councils etc) or the community and voluntary sector involved in the delivery of this function.</p> <p>LBM Leisure Services</p> <p>LBM Service providers Idverde UK (Who would still control 10no courts at Wimbledon Park so as not to impact on Phase C Lot 2 contract)</p> |

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Stage 2: Collecting evidence/ data

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

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

List the type of evidence / Analysis of what this evidence tells you regarding the impact on the protected characteristics (equality groups).
 National analysis of Tennis Coaching Charging Models conducted by partner organization and sports governing body The Lawn Tennis Association
 What impact has this evidence had on what you are proposing?
 We have used these National and Regional data sets to build a model for the local market for tennis coaching
 If there are gaps in data (for example information not being available) you may have to address this by including plans to generate this information within your action plan.
 We may need further park user surveys locally to gauge potential impacts in the socio economic groups in West / Centre and East of the borough

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 | | Investment in sports infrastructure would see more residents able to access good quality hard surface courts although there is a bias towards courts in West and Central Wards |
| Disability | x | | | X | Great accessible courts due to infrastructure investment |
| Gender Reassignment | | | | X | |
| Marriage and Civil Partnership | | | | X | |
| Pregnancy and Maternity | | | | X | |
| Race | | | | X | |
| Religion/ belief | | | | X | |
| Sex (Gender) | | | | X | |

| | | | | | |
|------------------------------|--|--|--|---|---|
| Sexual orientation | | | | X | |
| Socio-economic status | | | | X | Group might be greater impacted by the increased price of tennis coaching although greater access to good quality courts to play tennis for FREE would far outweigh the disbenefit. |

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

Summarise actions you plan to mitigate the negative impact(s) identified above. Detail for these actions should be included in the Improvement Action Plan (Section 9 below).

Increasing price point for chargeable tennis coaching and % time lost on courts would be far out weighed by FREE play and pay to play tennis access on improved court through the infrastructure development.

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..
- Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality.
- 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.
- Outcome 4** – The EA shows actual or potential unlawful discrimination..

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? |
|---|--|---|---------|---|--------------|--|
| Increased price for tennis coaching in Merton due to charges inferred to coaches for the use of the court | Strong coaching contract | Sports usership survey annually | 23-25 | Existing staff time ownus on coaches to provide the date under term of the contract | AK | |
| Reduced access to % of courts allocated to tennis coaches for | Strong coaching contracts with Community User agreements | Annual user agreement | 23-25 | Existing staff time ownus on coaches to provide the date under term of the contract | AK | |
| | | | | | | |

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?
Negative: Increase in price for tennis coaching in Merton
Positive: Additional income supports sinking fund for future maintenance and surplus to reinvest into savings to support financial pressures on under performing services
- Are there any particular groups affected more than others?
Residents and Non-residents looking for tennis coaching
% loss of courts that would be allocated to Tennis Coaches
- What course of action are you advising as a result of this assessment?
Agree % community users agreement for each court system in the tennis coaching contracts
- 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.
Not applicable

DRAFT

| Stage 7: Sign off by Director/ Head of Service | | | |
|--|-------------------------------|-------------------|-------------------------|
| Assessment completed by | Andrew Kauffman Head of Parks | Signature: | Date: 05/01/2023 |
| Improvement action plan signed off by Director/ Head of Service | Adrian Ash | Signature: | Date: 06/01/23 |

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Equality Analysis

Please refer to the guidance for carrying out Equality Analysis (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? | Greenspaces: Partnership and Spend to Save Projects (ENV2023-24 17) |
| Which Department/ Division has the responsibility for this? | Public Space Greenspace |

Stage 1: Overview

| | |
|--|---|
| Name and job title of lead officer | Andrew Kauffman Head of Parks 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) | <p>Linked to a recent review of park buildings and tythe properties and a wider asset management review that the LBM Greenspaces Team have been supporting, a number of potential Spend to Save projects on these assets could yield a healthy market rent of between £1500 - £2000 per calendar month as well as stem any further dilapidation of these building assets.</p> <p>Many of these building were allocated to staff when the Parks Service was in house, but with the Phase C Lot 2 contract outsourcing this contract has left a number of properties empty and progressing into further decline</p> <p>Obviously, this project will require a full professional audit of the current building stock through a detailed asset management review to be managed by LBM Property Management Team</p> <p>Current tythe buildings being considered</p> <ul style="list-style-type: none"> • Mostyn Gardens (Tythe Property currently let by Jonathan Moss) • Commons Extension (Tythe Property currently let by Jonathan Moss) • Cannizaro Park Priest House (Vacant building) • Cannizaro Park Bungalows x3 (Tythe Property currently let by Jonathan Moss only 1 currently let 2 vacant) • John Innes Park 3 Bed House (Vacant building in decline) • Canons House and Grounds (vacant) <p>2 additional properties are under review</p> |
| Additional properties are also | Housing Need |

Page 14

| | |
|---|--|
| under review | |
| <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>Who are your customers (staff, service users, stakeholders, partners etc) Property Management - will increase available housing stock Who will your proposals benefit? Greenspaces assets currently laying vacant will be protected from further decline Provision of Housing Stock to Property Management How will your proposals benefit the council Generating income from Parks Assets that are currently laying vacant</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>State here whether there are any other service areas, divisions, directorates, partner agencies (such as contracted organisations), other statutory bodies (e.g. the police, other councils etc) or the community and voluntary sector involved in the delivery of this function. LBM Property Management</p> |

DRAFT

Stage 2: Collecting evidence/ data

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

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

List the type of evidence / Analysis of what this evidence tells you regarding the impact on the protected characteristics (equality groups).

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

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

Page 116

Stage 3: Assessing impact and analysis

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

| Protected characteristic (equality group) | Tick which applies Positive impact | | Tick which applies Potential negative impact | | Reason Briefly explain what positive or negative impact has been identified |
|--|---------------------------------------|----|--|----|--|
| | Yes | No | Yes | No | |
| | Age | | X | | |
| Disability | | X | | X | |
| Gender Reassignment | | X | | X | |
| Marriage and Civil Partnership | | X | | X | |
| Pregnancy and Maternity | | X | | X | |
| Race | | X | | X | |
| Religion/ belief | | X | | X | |
| Sex (Gender) | | X | | X | |
| Sexual orientation | | X | | X | |
| Socio-economic status | | X | | X | Group might be greater impacted as we would be looking to generate |

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

Summarise actions you plan to mitigate the negative impact(s) identified above. Detail for these actions should be included in the Improvement Action Plan (Section 9 below).

Consider sliding scale of rentals depending upon location and demands

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? |
|--|--|---|---------|---|------------------------|--|
| Requirement for Market Rental Value to be achieved to maximise councils return on investment | Review current housing requirements within the borough | Reduction of council waiting lists | 24/25 | Additional Resources will need to be built into the Asset Management Review | Estates and Valuations | |
| | | | | | | |
| | | | | | | |

Page 119

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?
 Negative: Market rentals required to increase the return on Investment
 Positive: More properties in the council portfolio available for rental market

- Are there any particular groups affected more than others?
No
- What course of action are you advising as a result of this assessment?
Await results of the Asset Management Review of the properties and review in line with LBM Property Requirements
- 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.
Not applicable

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| Stage 7: Sign off by Director/ Head of Service | | | |
|---|-------------------------------|------------|-----------------|
| Assessment completed by | Andrew Kauffman Head of Parks | Signature: | Date:06/01/2023 |
| Improvement action plan signed off by Director/ Head of Service | Adrian Ash | Signature: | Date:06/01/2023 |

DRAFT

Equality Analysis

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

| | |
|---|---|
| What are the proposals being assessed? | Waste disposal minimisation (ENV2023-24 18) |
| Which Department/ Division has the responsibility for this? | E&R – Public Space |

Stage 1: Overview

| | |
|--|---|
| Name and job title of lead officer | John Bosley AD Public Space |
| 1. What are the aims, objectives and desired outcomes of your Proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | <p>What are you proposing and what are they designed to deliver?</p> <p>Following the successful roll out of the new waste disposal contract for Food and Garden waste processing in Sept 2022 along with the reduced disposal and processing cost for our Dry Mix Recycling (DMR) the overall cost associated directly with the processing and disposal of waste has been reduced.</p> <p>Area to Note - Savings proposal is for short term until 2024/25. The £100k proposed savings is based on a contract requirement for current Pase C Lot 1 to manage the costs of recyclates. The deliverability of this savings proposal is considered high.</p> |
| 2. How does this contribute to the council's corporate priorities? | To identify potential savings. £100k in 2023/24 |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. | N/A the disposal of waste has no impact on our residents and all collection services remain unchanged. As such residents will see no direct impact on their collection service. |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall | No – This project is part of the wider work undertaken in Partnership with our neighbouring boroughs who form the South London Waste Partnership |

Page 19 of 22

DRAFT

Stage 2: Collecting evidence/ data

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

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

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

Stage 3: Assessing impact and analysis

Page 124

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

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

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

1.
N/A

Stage 4: Conclusion of the Equality Analysis

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

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

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

Stage 5: Improvement Action Pan

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

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

| Negative impact/ gap in information identified in the Equality Analysis | Action required to mitigate | How will you know this is achieved? e.g. performance measure/ target) | By when | Existing or additional resources? | Lead Officer | Action added to divisional/ team plan? |
|---|-----------------------------|---|---------|-----------------------------------|--------------|--|
| | | | | | | |
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Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

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

[Please include here a summary of the key findings of your assessment.](#)

None identified.

Page 126

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

DRAFT

Equality Analysis

Please refer to the guidance for carrying out 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? | Wood disposal processed by Thermal Treatment (ENV2023-24 19) |
| Which Department/ Division has the responsibility for this? | Public Space – Waste Services |

Stage 1: Overview

| | |
|--|--|
| Name and job title of lead officer | Charles Baker Commissioning Manger Public Space |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | Wood material collected at HRRC (Grades A to D) to be primarily processed by thermal treatment (fuel) as opposed to being recycled. This will provide a reduced cost and compliant process for the treatment of household wood waste, whilst not increasing the Carbon intensity of the processing output. |
| 2. How does this contribute to the council's corporate priorities? | Impact on carbon emissions and current council policy on recycling. - R1 compliant technology, classified as a fuel but negative impact of recycling rate and associated perception of the Public of the service performance indicator. |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. | None – The service will still meet the needs of our residents and the HRRC facility will continue to collect and segregate this material for onward processing. |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility? | As part of our partnership arrangements with the South London Waste Partnership and our Joint Waste Committee we will need to ensure that they are advised on our approach. Our Service provider, Veolia will need to be advised of our intention and alternative processor identified. |

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).

Currently being developed with SLWP partnering boroughs, this proposal will have a negative impact on our overall recycling rate of 3-5% gross, lowering our current annual rate to 37-38%. There is a potential CO2 savings with this proposal and deliverability is considered medium as a contract variation would be required. Savings will be assumed within new contract costs post 2025/26. The service will explore pre-processing separation for grade A wood materials to mitigate the loss of recycling tonnage.

Stage 3: Assessing impact and analysis

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

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

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

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

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

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

Stage 4: Conclusion of the Equality Analysis

Page 30

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

| | | | |
|---|---|------------|------------------|
| Assessment completed by | Charles Baker Commissioning Manager Public Space | Signature: | Date: 21 10 2020 |
| Improvement action plan signed off by Director/ Head of Service | Add name/ job title | Signature: | Date: |



Equality Analysis **DRAFT**

Please refer to the guidance for carrying out Equality Analysis (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? | Increasing availability of Supported Living schemes as a positive alternative to residential care for adults with learning disabilities. |
| Which Department/ Division has the responsibility for this? | Community and Housing |

| Stage 1: Overview | |
|--|--|
| Name and job title of lead officer | Keith Burns, Interim Assistant Director, Commissioning |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | Increasing the availability and use of supported living as a positive alternative to residential care for adults with learning disabilities. This will include using supported living as a positive alternative for individuals requiring a move to accommodation based care increasing choice and independence and support We will also look for opportunities to support individuals to move back to the borough from out of area residential placements if they would like to do this moving them to be closer to their families and neighbourhoods . Saving deliverable from 2025/26 linked to redevelopment of JMC site and the provision of 20 units of supported accommodation as part of that project. New commissioning arrangements will also be developed during 2023/24 to support the delivery of personalised 24/7 care and support as well as increased access to suitable accommodation. Successful delivery of the project will enable the Council to continue to meet its statutory duties to individuals under the Care Act 2014 in a way that is more personalised and flexible than traditional residential care models offer while improving outcomes for residents. |
| 2. How does this contribute to the council's corporate priorities? | The proposed redevelopment of the Jan Malinowski Centre site supports the delivery of affordable housing within the Building a Sustainable Future priority. Enabling individuals to live more locally to family and community is consistent with the Nurturing Civic Pride priority. |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. | Individuals with a learning disability to whom the Council owes statutory duties under the Care Act 2014. This will include individuals who require accommodation based care and support for the first time (young people leaving full time education and adults living in a family home) as well as individuals currently living in residential care settings. All individuals will have had a Care Act Assessment and Care and Support Planning completed prior to any move. |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall | Building proposals being taken forward in conjunction with Environment and Regeneration. |

| | |
|-----------------|--|
| responsibility? | |
|-----------------|--|

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Stage 2: Collecting evidence/ data

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

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

National evidence on the effectiveness of Supported Living provides a strong evidence base for improving outcomes and independence. The individualised nature of care and support needs means that impact on individuals will be considered as a key factor through the Care Act Assessment and Care and Support Planning processes.

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 | ✓ | | | ✓ | Supported Living schemes as an alternative to residential care provide for increased choice and control as well as increased independence for adults with learning disabilities. Increasing access to supported living as a positive option therefore increases quality of life for this cohort. |
| Gender Reassignment | | ✓ | | ✓ | |
| Marriage and Civil Partnership | | ✓ | | ✓ | |
| Pregnancy and Maternity | | ✓ | | ✓ | |
| Race | | ✓ | | ✓ | |
| Religion/ belief | | ✓ | | ✓ | |
| Sex (Gender) | | ✓ | | ✓ | |
| Sexual orientation | | ✓ | | ✓ | |
| Socio-economic status | | ✓ | | ✓ | |

DRAFT

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

No negative impacts 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.
- Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality.
- 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.
- Outcome 4** – The EA shows actual or potential unlawful discrimination.

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

| |
|--|
| This Equality Analysis has resulted in an Outcome <u>1</u> Assessment |
| <ul style="list-style-type: none"> The project provides an opportunity to increase choice and provide more personalised outcomes for individuals with learning disabilities. No negative impacts on protected characteristics are identified. |

| Stage 7: Sign off by Director/ Head of Service | | | |
|--|--|--------------------------------------|------------------------------|
| Assessment completed by | Keith Burns, Interim Assistant Director, Commissioning | Signature: <i>Keith Burns</i> | Date: 05 January 2022 |
| Improvement action plan signed off by Director/ Head of Service | John Morgan, Interim Director, Community and Housing | Signature: <i>John Morgan</i> | Date: 06 January 2022 |

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Equality Analysis **DRAFT**

Please refer to the guidance for carrying out Equality Analysis (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? | Increasing availability of Extra Care Sheltered Housing as a positive alternative to residential care for older adults. |
| Which Department/ Division has the responsibility for this? | Community and Housing |

| Stage 1: Overview | |
|--|--|
| Name and job title of lead officer | Keith Burns, Interim Assistant Director, Commissioning |
| 1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc) | Increasing the availability and use of Extra Care Sheltered Housing as a positive alternative to residential care for older adults and increasing independence improving outcomes for residents. Saving deliverable from 2025/26 as will require work with partners to identify sites for development and subsequent build programmes for a new Extra Care scheme. New commissioning arrangements will also be developed during 2023/24 to support the delivery more personalised 24/7 care and support in existing Extra Care Sheltered Schemes. Successful delivery of the project will enable the Council to continue to meet its statutory duties to individuals under the Care Act 2014 in a way that is more personalised and flexible than traditional residential care models offer and also to increase independence. |
| 2. How does this contribute to the council's corporate priorities? | The proposal supports the delivery of affordable housing within the Building a Sustainable Future priority. Enabling individuals to live more locally to family and community is consistent with the Nurturing Civic Pride priority. |
| 3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. | Older adults to whom the Council owes statutory duties under the Care Act 2014. All individuals will have had a Care Act Assessment and Care and Support Planning completed prior to any move. |
| 4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility? | Development proposals would need to be taken forward in conjunction with Environment and Regeneration and with external housing 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).

National evidence on the effectiveness of Extra Care Sheltered Housing (for example work done by the Housing Learning and Improvement Network) provides a strong evidence base on the benefits of extra sheltered care as a positive alternative to residential care for those whose Care Act Assessment identifies needs that can only be met through the provision of accommodation based care and support. The individualised nature of care and support needs means that impact on individuals will be considered as a key factor through the Care Act Assessment and Care and Support Planning processes.

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 | ✓ | | | ✓ | Extra Care Sheltered Housing as an alternative to residential care provides for increased choice and control as well as increased independence for older adults. Increasing access to Extra Care Sheltered as a positive option therefore increases quality of life for this cohort. |
| Disability | ✓ | | | ✓ | This increased choice and control as well as increased independence extends to older adults with physical and other disabilities. Having Extra Care Sheltered as a positive option therefore increases quality of life for this cohort. |
| Gender Reassignment | | ✓ | | ✓ | |
| Marriage and Civil Partnership | | ✓ | | ✓ | |
| Pregnancy and Maternity | | ✓ | | ✓ | |
| Race | | ✓ | | ✓ | |

| | | | | | |
|------------------------------|--|---|--|---|--|
| Religion/ belief | | ✓ | | ✓ | |
| Sex (Gender) | | ✓ | | ✓ | |
| Sexual orientation | | ✓ | | ✓ | |
| Socio-economic status | | ✓ | | ✓ | |

DRAFT

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

No negative impacts 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.
- Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality.
- 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.
- Outcome 4** – The EA shows actual or potential unlawful discrimination.

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 <u>1</u> Assessment |
| <ul style="list-style-type: none"> The project provides an opportunity to increase choice and provide more personalised outcomes for older adults who require accommodation based care and support. No negative impacts on protected characteristics are identified. |

| Stage 7: Sign off by Director/ Head of Service | | | |
|--|--|--------------------------------------|------------------------------|
| Assessment completed by | Keith Burns, Interim Assistant Director, Commissioning | Signature: <i>Keith Burns</i> | Date: 05 January 2022 |
| Improvement action plan signed off by Director/ Head of Service | John Morgan, Interim Director, Community and Housing | Signature: <i>John Morgan</i> | Date: 06 January 2022 |

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| DRAFT MTFS 2023-27: | | | | |
|---|------------------|------------------|------------------|------------------|
| | 2023/24 | 2024/25 | 2025/26 | 2026/27 |
| | £000 | £000 | £000 | £000 |
| Departmental Base Budget 2021/22 | 173,022 | 173,022 | 173,022 | 173,022 |
| Inflation (Pay, Prices) | 14,877 | 19,753 | 24,099 | 28,447 |
| NI increase | (1,001) | (1,013) | (1,025) | (1,038) |
| Pension Fund Revaluation | (452) | (428) | (404) | (380) |
| FYE – Previous Years Savings | (2,218) | (2,166) | (2,063) | (2,072) |
| FYE – Previous Years Growth | 390 | 390 | 390 | 390 |
| Amendments to previously agreed savings/growth | 50 | 50 | 50 | 50 |
| Change in Net Appropriations to/(from) Reserves | (3,226) | (3,226) | (3,676) | (3,676) |
| Taxi card/Concessionary Fares | 769 | 3,474 | 5,648 | 7,822 |
| Social Care - Additional Spend offset by grant/precept | 1,948 | (505) | (505) | (505) |
| Growth | 3,365 | 3,010 | 3,033 | 3,033 |
| DSG Safety Valve | 0 | 0 | 0 | 0 |
| Provision - DSG Deficit | 2,540 | 1,130 | 700 | (3,600) |
| Contract increases | 0 | 0 | 2,700 | 2,700 |
| Other | 4,819 | 289 | 369 | 449 |
| Re-Priced Departmental Budget | 194,883 | 193,780 | 202,338 | 204,642 |
| Treasury/Capital financing | 5,543 | 6,633 | 7,352 | 11,193 |
| Pensions | 0 | 0 | 0 | 0 |
| Other Corporate items | (20,404) | (20,667) | (21,002) | (20,679) |
| Levies | 611 | 611 | 611 | 611 |
| Sub-total: Corporate provisions | (14,250) | (13,423) | (13,039) | (8,875) |
| Sub-total: Repriced Departmental Budget + Corporate Provisions | 180,632 | 180,357 | 189,299 | 195,766 |
| Savings/Income Proposals 2022/23 | (4,290) | (4,657) | (5,259) | (5,289) |
| Sub-total | 176,342 | 175,700 | 184,040 | 190,477 |
| Appropriation to/from departmental reserves | (752) | (752) | (302) | (302) |
| Appropriation to/from Balancing the Budget Reserve | (1,391) | 1,979 | (1,001) | (1,000) |
| ONGOING IMPACT OF COVID-19 (NET) | 505 | 0 | 0 | 0 |
| BUDGET REQUIREMENT | 174,704 | 176,926 | 182,737 | 189,175 |
| Funded by: | | | | |
| Revenue Support Grant/Covid RNF & LCTS grant | 0 | 0 | 0 | 0 |
| Business Rates (inc. Section 31 grant) | (41,216) | (41,658) | (42,105) | (42,556) |
| Adult Social Care Grants inc. BCF | (5,010) | (5,010) | (5,010) | (5,010) |
| Social Care Grant | (10,430) | (7,217) | (7,217) | (7,217) |
| PFI Grant | (4,797) | (4,797) | (4,797) | (4,797) |
| New Homes Bonus | (300) | (300) | (300) | (300) |
| Council Tax inc. WPC | (113,024) | (117,944) | (120,785) | (123,437) |
| Targeted Council Tax Discount | 830 | 0 | 0 | 0 |
| Collection Fund – (Surplus)/Deficit | 3,093 | 0 | 0 | 0 |
| ASC Market Sustainability and Improvement Fund | (1,751) | 0 | 0 | 0 |
| ASC Discharge Fund | (702) | 0 | 0 | 0 |
| Services Grant | (1,397) | 0 | 0 | 0 |
| TOTAL FUNDING | (174,704) | (176,926) | (180,214) | (183,316) |
| GAP including Use of Reserves (Cumulative) | 0 | 0 | 2,523 | 5,859 |

| Cost Centre Narrative | Project Narrative | Priority | Scrutiny | Revised Budget 2023-24 £000s | Revised Budget 2024-25 £000s | Revised Budget 2025-26 £000s | Proposed Budget 2026-27 £000s |
|---------------------------------|---|----------|----------|---------------------------------|---------------------------------|---------------------------------|----------------------------------|
| Business Improvement | | | | | | | |
| Customer Contact Programme | Customer Contact Programme | 4 | OSC | 1,000 | 0 | 1,000 | 1,000 |
| Customer Contact Programme | Web Content Management System | 4 | OSC | 0 | 100 | 0 | 0 |
| Business Systems | Ancillary System | 4 | OSC | 0 | 0 | 0 | 50 |
| Business Systems | Youth Justice | 4 | OSC | 0 | 0 | 100 | 0 |
| Business Systems | Parking System | 4 | OSC | 270 | 400 | 0 | 0 |
| Business Systems | Payroll System | 4 | OSC | 0 | 0 | 0 | 160 |
| Business Systems | Invoice Scanning SCIS/FIS | 4 | OSC | 150 | 0 | 0 | 0 |
| Business Systems | Environmental Asset Management | 4 | OSC | 240 | 250 | 0 | 0 |
| Business Systems | Housing System (Capita Housing) | 4 | OSC | 0 | 0 | 120 | 0 |
| Business Systems | Revenue & Benefits | 4 | OSC | 300 | 400 | 0 | 0 |
| Business Systems | Payments project | 4 | OSC | 0 | 150 | 0 | 0 |
| Business Systems | GIS Mapping (Spectrum Spatial Analyst Replac | 4 | OSC | 100 | 0 | 200 | 300 |
| Business Systems | LLPG&LSG System ((Gazetteer Management S | 4 | OSC | 0 | 0 | 0 | 100 |
| Business Systems | Planning&Public Protection Sys | 4 | OSC | 241 | 550 | 0 | 0 |
| Business Systems | Exacom | 4 | OSC | 0 | 40 | 0 | 0 |
| Business Systems | Safer Merton Case Management | 4 | OSC | 0 | 60 | 0 | 0 |
| Business Systems | Transport Management System | 4 | OSC | 0 | 0 | 150 | 0 |
| Replacement SC System | Replacement SC System | 4 | OSC | 819 | 1,000 | 0 | 0 |
| Replacement SC System | SEN Case Management | 4 | OSC | 0 | 0 | 0 | 170 |
| Facilities Management | | | | | | | |
| Works to Other Buildings | Repair and Maintenance | 4 | OSC | 650 | 650 | 650 | 650 |
| Works to Other Buildings | Replacement Boilers | 4 | OSC | 367 | 0 | 0 | 0 |
| Civic Centre | Civic Centre Cycle Parking | 2 | OSC | 60 | 0 | 0 | 0 |
| Civic Centre | Electrical Incomer | 4 | OSC | 20 | 177 | 0 | 0 |
| Civic Centre | Workplace design | 4 | OSC | 530 | 530 | 0 | 0 |
| Invest to Save | Project General | 2 | OSC | 300 | 300 | 300 | 300 |
| Invest to Save | Photovoltaics | 2 | OSC | 50 | 0 | 0 | 0 |
| Information Technology | | | | | | | |
| Planned Replacement Programr | Project General | 4 | OSC | 770 | 1,405 | 1,060 | 970 |
| Resources | | | | | | | |
| Financial Systems | Improving Financial Systems | 4 | OSC | 700 | 0 | 0 | 0 |
| Corporate Budgets | | | | | | | |
| Multi-Functioning Device (MFI | Multi-Functioning Device (MFD) - Finance Leas | 5 | OSC | 0 | 600 | 0 | 0 |
| Acquisitions Budget | Acquisitions Budget | 5 | OSC | 0 | 0 | 0 | 6,316 |
| Capital Bidding Fund | Capital Bidding Fund | 5 | OSC | 0 | 0 | 0 | 1,000 |
| Corporate Capital Contingency | Corporate Capital Contingency | 5 | OSC | 0 | 0 | 0 | 1,681 |
| Westminster Coroners Court | Westminster Coroners Court | 5 | OSC | 379 | 0 | 0 | 0 |
| Governance | New Election Booths | 5 | OSC | 45 | 0 | 0 | 0 |
| Compulsory Purchase Order | Clarion - CPO | 2 | OSC | 13,934 | 0 | 0 | 0 |
| Total Corporate Services | | | | 20,925 | 6,612 | 3,580 | 12,697 |

| Cost Centre Narrative | Project Narrative | Priority | Scrutiny | Revised Budget 2023-24 £000s | Revised Budget 2024-25 £000s | Revised Budget 2025-26 £000s | Proposed Budget 2026-27 £000s |
|------------------------------------|---------------------------|----------|----------|---------------------------------|---------------------------------|---------------------------------|----------------------------------|
| Housing | | | | | | | |
| Disabled Facilities Grant | Project General | 2 | SC/HCOP | 827 | 827 | 827 | 0 |
| Major Projects Affordable Housing | Empty Homes Strategy | 2 | SC/HCOP | 125 | 375 | 375 | 375 |
| Major Projects Affordable Housing | Affordable Housing Fund | 2 | SC/HCOP | 5,000 | 5,000 | 10,000 | 9,000 |
| Major Projects Social Care Housing | LD Supported Living | 2 | SC/HCOP | 0 | 4,900 | 4,900 | 0 |
| Libraries | | | | | | | |
| Library Enhancement Works | West Barnes Re-Fit | 2 | SC | 0 | 200 | 0 | 0 |
| Libraries IT | Library Management System | 2 | SC | 0 | 140 | 0 | 0 |
| Library Major Projects | Library Self Service | 2 | SC | 0 | 0 | 350 | 0 |
| Total Community and Housing | | | | 5,952 | 11,442 | 16,452 | 9,375 |

| Cost Centre Narrative | Project Narrative | Priority | Scrutiny | Revised Budget 2023-24 £000s | Revised Budget 2024-25 £000s | Revised Budget 2025-26 £000s | Proposed Budget 2026-27 £000s |
|---|--------------------------------------|----------|----------|---------------------------------|---------------------------------|---------------------------------|----------------------------------|
| Primary Schools | | | | | | | |
| Hollymount | School Capital Maintenance | 1 | CYP | 50 | 0 | 0 | 0 |
| Hatfield School | School Capital Maintenance | 1 | CYP | 35 | 0 | 0 | 0 |
| Joseph Hood School | School Capital Maintenance | 1 | CYP | 66 | 0 | 0 | 0 |
| Wimbleton Park | School Capital Maintenance | 1 | CYP | 50 | 0 | 0 | 0 |
| Sherwood | School Capital Maintenance | 1 | CYP | 8 | 0 | 0 | 0 |
| William Morris School | School Capital Maintenance | 1 | CYP | 10 | 0 | 0 | 0 |
| Unlocated Primary School Proj. | School Capital Maintenance | 1 | CYP | 2,864 | 2,500 | 2,500 | 2,500 |
| Special Schools | | | | | | | |
| Perseid School | School Capital Maintenance | 1 | CYP | 50 | 0 | 0 | 0 |
| Unlocated SEN | Medical PRU | 1 | CYP | 30 | 0 | 0 | 0 |
| Mainstream SEN (ARP) | West Wimbledon Primary ARP expansion | 1 | CYP | 235 | 0 | 0 | 0 |
| Mainstream SEN (ARP) | Cranmer Primary School New ARP | 1 | CYP | 623 | 0 | 0 | 0 |
| Mainstream SEN (ARP) | Further Primary School ARP expansion | 1 | CYP | 200 | 216 | 0 | 0 |
| Mainstream SEN (ARP) | Raynes Park school ARP expansion 1 | 1 | CYP | 1,015 | 1,019 | 0 | 0 |
| Mainstream SEN (ARP) | Secondary School ARP Expansion 2 | 1 | CYP | 300 | 576 | 0 | 0 |
| Mainstream SEN (ARP) | Secondary School ARP Expansion 3 | 1 | CYP | 500 | 1,209 | 0 | 0 |
| Mainstream SEN (ARP) | Secondary School ARP Expansion 4 | 1 | CYP | 30 | 700 | 979 | 0 |
| Mainstream SEN (ARP) | Safety Valve - New ARP | 1 | CYP | 0 | 0 | 0 | 900 |
| Perseid Lower School | Perseid School Expansion | 1 | CYP | 1,580 | 2,517 | 0 | 0 |
| Other | | | | | | | |
| Children's Centres | Bond Road Family Centre | 1 | CYP | 30 | 0 | 0 | 0 |
| Children's Centres | Family Hubs | 1 | CYP | 15 | 0 | 0 | 0 |
| Youth Provision | Pollards Hill Digital Divide | 1 | CYP | 276 | 0 | 0 | 0 |
| Other | Care Leaving Accommodation | 1 | CYP | 66 | 0 | 0 | 0 |
| Total Children, Schools & Families | | | | 8,033 | 8,737 | 3,479 | 3,400 |

| Cost Centre Narrative | Project Narrative | Priority | Scrutiny | Revised Budget 2023-24 £000s | Revised Budget 2024-25 £000s | Revised Budget 2025-26 £000s | Proposed Budget 2026-27 £000s |
|--|---|----------|----------|---------------------------------|---------------------------------|---------------------------------|----------------------------------|
| Public Protection and Development | | | | | | | |
| On Street Parking - P&D | Pay and Display Machines/emissions | 4 | SC | 107 | 0 | 0 | 0 |
| On Street Parking - P&D | Replacement ANPR cameras with air quality / tr | 1 | SC | 300 | 300 | 300 | 300 |
| Off Street Parking - P&D | Car Park Upgrades | 4 | SC | 675 | 0 | 0 | 0 |
| Off Street Parking - P&D | Peel House Car Park | 4 | SC | 700 | 0 | 0 | 0 |
| CCTV Investment | CCTV cameras and infrastructure upgrade | 1 | SC | 1,052 | 0 | 0 | 0 |
| CCTV Investment | CCTV business continuity and resilience Dark F | 1 | SC | 173 | 0 | 0 | 0 |
| CCTV Investment | Rapid deployment cameras | 1 | SC | 0 | 0 | 45 | 45 |
| CCTV Investment | 5 new permanent cameras per year, and enhance | 1 | SC | 135 | 100 | 100 | 100 |
| CCTV Investment | Designing out crime for ASB, violence and incre | 1 | SC | 35 | 20 | 20 | 0 |
| Public Protection and Developm | Upgrade and Replace the Boroughs Automated | 2 | SC | 250 | 0 | 0 | 0 |
| Public Protection and Developm | Noise Monitoring Equipment | 2 | SC | 70 | 0 | 0 | 0 |
| Public Protection and Developm | Project General | 2 | SC | 0 | 0 | 0 | 35 |
| Street Scene and Waste | | | | | | | |
| Fleet Vehicles | Replacement of Fleet Vehicles | 2 | SC | 300 | 0 | 1,212 | 0 |
| Alley Gating Scheme | Project General | 1 | SC | 24 | 24 | 24 | 24 |
| Waste SLWP | Project General | 1 | SC | 0 | 0 | 42 | 0 |
| Waste SLWP | Replacement of Fleet Vehicles | 2 | SC | 0 | 0 | 15,000 | 0 |
| Waste SLWP | Waste Transfer Station | 1 | SC | 0 | 1,000 | 4,500 | 500 |
| Waste SLWP | Electricity Sub Station | 2 | SC | 0 | 0 | 0 | 0 |
| Sustainable Communities | | | | | | | |
| Street Trees | Street Tree Programme | 2 | SC | 60 | 60 | 60 | 60 |
| Highways & Footways | Street Lighting Replacement Pr | 2 | SC | 290 | 290 | 290 | 290 |
| Highways & Footways | Traffic Schemes | 1 | SC | 150 | 150 | 150 | 150 |
| Highways & Footways | Surface Water Drainage | 1 | SC | 100 | 100 | 100 | 60 |
| Highways & Footways | Repairs to Footways | 1 | SC | 1,300 | 1,300 | 1,300 | 1,300 |
| Highways & Footways | Maintain AntiSkid and Coloured | 1 | SC | 60 | 60 | 60 | 60 |
| Highways & Footways | Borough Roads Maintenance | 1 | SC | 2,200 | 2,200 | 2,200 | 1,800 |
| Highways & Footways | Highways bridges & structures | 1 | SC | 626 | 260 | 260 | 260 |
| Highways & Footways | Motspur Park Station Access for All | 2 | SC | 500 | 0 | 0 | 0 |
| Highways & Footways | Haydons Road Access for All | 2 | SC | 100 | 0 | 0 | 0 |
| Highways & Footways | Various Culverts Strengthening & Upgrade | 2 | SC | 208 | 0 | 0 | 0 |
| Highways & Footways | Residential Secure Cycle Storage | 2 | SC | 26 | 0 | 0 | 0 |
| Highways & Footways | Pollards Hill Cycling & Active Travel | 2 | SC | 200 | 750 | 850 | 0 |
| Cycle Route Improvements | Cycle Access/Parking TfL | 2 | SC | 45 | 0 | 0 | 0 |
| Cycle Route Improvements | Haydons Rd Bridge cycle lane | 2 | SC | 135 | 0 | 0 | 0 |

| Cost Centre Narrative | Project Narrative | Priority | Scrutiny | Revised Budget 2023-24 £000s | Revised Budget 2024-25 £000s | Revised Budget 2025-26 £000s | Proposed Budget 2026-27 £000s |
|---|---|----------|----------|---------------------------------|---------------------------------|---------------------------------|----------------------------------|
| Mitcham Area Regeneration | Rowan Park Community Facility Match Funding | 2 | SC | 150 | 0 | 0 | 0 |
| Mitcham Area Regeneration | Pollards Hill Bus Shelter/Toilets Refurbishment | 1 | SC | 250 | 0 | 0 | 0 |
| Wimbledon Area Regeneration | Crowded Places/Hostile Vehicle Mitigation | 1 | SC | 180 | 0 | 0 | 0 |
| Wimbledon Area Regeneration | Wimbledon Public Realm Implementation | 1 | SC | 475 | 0 | 0 | 0 |
| Wimbledon Area Regeneration | Wimbledon Village - Heritage Led Public Realm | 1 | SC | 800 | 0 | 0 | 0 |
| Morden Area Regeneration | Morden Town Centre Improvements | 1 | SC | 200 | 0 | 0 | 0 |
| Morden Area Regeneration | Morden TC Regen Match Funding | 2 | SC | 0 | 2,000 | 2,000 | 2,000 |
| Borough Regeneration | Lost Rivers Repairs | 2 | SC | 300 | 0 | 0 | 0 |
| Borough Regeneration | 42 Graham Rd Mitcham | 5 | SC | 50 | 0 | 0 | 0 |
| Borough Regeneration | Civic Pride Public Realm Improvements | 1 | SC | 50 | 1,500 | 1,500 | 0 |
| Borough Regeneration | Shopping Parade Improvements | 1 | SC | 260 | 800 | 460 | 0 |
| Borough Regeneration | Carbon Offset Funding | 2 | SC | 50 | 0 | 0 | 0 |
| Morden Leisure Centre | New Running Track | 3 | SC | 400 | 1,500 | 850 | 0 |
| Wimbledon Park | New Wimbledon Park lakeview building - includ | 3 | SC | 0 | 0 | 500 | 2,000 |
| Sports Facilities | Leisure Centre Plant & Machine | 3 | SC | 300 | 250 | 250 | 280 |
| Sports Facilities | Canons New Sports Hall Equipment | 3 | SC | 0 | 0 | 0 | 0 |
| Parks Investment | Parks Investment | 3 | SC | 300 | 300 | 300 | 300 |
| Parks Investment | Sports Drainage | 3 | SC | 150 | 0 | 0 | 0 |
| Parks Investment | Refurbishment of Mertons Multi Use Sports Are | 3 | SC | 175 | 0 | 0 | 0 |
| Parks Investment | Tennis Court Refurbishments | 3 | SC | 150 | 75 | 75 | 75 |
| Parks Investment | New interactive water play feature at Wimbledon | 3 | SC | 0 | 183 | 0 | 0 |
| Parks Investment | 22. Bridges and Structures | 1 | SC | 36 | 80 | 80 | 80 |
| Parks Investment | 23. Existing Green Flag Improvement Program | 3 | SC | 50 | 150 | 100 | 0 |
| Parks Investment | 24. New Green Flag Improvement Programme | 3 | SC | 50 | 150 | 100 | 0 |
| Parks Investment | 28. Parks Security Measures & Traveller Preven | 1 | SC | 75 | 50 | 50 | 0 |
| Parks Investment | 29. Playground Priority Upgrades Programme | 3 | SC | 350 | 350 | 350 | 350 |
| Parks Investment | 30. Wandle Tree Trail Safety & Management Pr | 2 | SC | 60 | 60 | 60 | 0 |
| Parks Investment | Paddling Pools (borough wide) OPTION 1 | 3 | SC | 70 | 0 | 0 | 0 |
| Mortuary Provision | Project General | 5 | SC | 0 | 100 | 100 | 100 |
| Total Environment & Regeneration | | | | 15,031 | 14,362 | 33,488 | 10,169 |
| Total Capital | | | | 49,941 | 41,153 | 56,999 | 35,641 |