

Cabinet

Date: 16 November 2023

Subject: Budget 2024/25 and MTFS 2024-28

Lead officer: Asad Mushtaq, Executive Director of Finance & Digital

Lead member: Councillor Billy Christie, Cabinet Member for Finance and Corporate Services

Recommendations:

1. That Cabinet considers and agrees the new capital proposals for 2024/25 to 2027/28 and the draft Capital Programme 2024-2028 (Appendix 1) and refers them to the Overview and Scrutiny panels and Commission in November 2023 for consideration and comment.
2. That Cabinet agrees the approach to setting a balanced budget outlined in the report
3. That Cabinet agrees the financial timetable for the Budget 2024/25 and MTFS 2024-28 (Appendix 5)
4. That Cabinet considers and agrees the draft growth proposals for 2024/25 to 2027/28 (Appendix 2) put forward by officers and refers them to the Overview and Scrutiny panels and Commission in November 2023 for consideration and comment.
5. That Cabinet considers and agrees the new savings proposals for 2024/25 to 2027/28 (Appendix 3) and refers them to the Overview and Scrutiny panels and Commission in November 2023 for consideration and comment.
6. That Cabinet considers and agrees the Equalities Impact Assessments for each saving, where applicable, and refers them to the Overview and Scrutiny panels and Commission in November 2023 for consideration and comment. (Appendix 3)

1. Purpose of report and executive summary

- 1.1 This report presents an update of the Medium Term Financial Strategy (MTFS) since the initial report to Cabinet in June which rolled the MTFS forward and repriced it for the latest inflation assumptions.
- 1.2 The Capital Programme has been reviewed and the report sets out the details in the draft Capital Programme 2024-28 (Appendix 1) for approval.
- 1.3 The report sets out the approach towards setting a balanced budget for 2024-28.
- 1.4 The report sets out the draft financial timetable from September 2023 to March 2024 for setting the budget 2024/25 and council tax 2024/25.
- 1.5 The report presents initial growth proposals which are required to alleviate pressures on services which have been identified as part of ongoing budget

monitoring procedures and by officer's expectations of demographic trends and other pressures such as the cost of living.(Appendix 2)

- 1.6 Finally, the report sets out initial draft savings proposals which have been identified by officers to contribute towards meeting the Council's statutory requirement to approve a balanced budget for 2024/25. (Appendix 3)
- 1.7 Equalities impact assessments for each saving, where applicable, are included in Appendix 3.
- 1.8 The council has clear priorities for its services but Members should note that the delivery of some of those priorities has been challenging due to the one-off nature of some government funding.

2. Details

- 2.1 The initial report to Cabinet in June updated the MTFS for known changes arising from outturn 2022/23 and revised inflation assumptions for pay and prices.
- 2.2 The MTFS gap was revised as follows:-

(cumulative)	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
MTFS Gap (Council March 2023)	0	2,296	3,836	13,533
Ongoing impact of 3% pay award in 2023/24	992	992	992	992
Impact of increased pay and price inflation in 2024/25	2,513	2,513	2,513	2,513
Collection Fund (Surplus)/Deficit change on outturn	(1,945)	0	0	0
MTFS Gap 2024-28 (Cabinet June 2023)	1,560	5,801	7,341	17,039

3. Review of Assumptions

3.1 Pay

Ongoing cost of 2023/24 Pay Award

For 2023/24 the final pay award has just been agreed by the unions. Provision of 3% was included in the MTFS. An additional provision was added to the MTFS reported to Cabinet in June.

The Local Government Employers offer which has just been accepted is:-

- A one year (1 April 2023 – 31 March 2024) pay increase of £1,925 (pro rata for part-time employees) to be paid as a consolidated, permanent addition on all NJC points 2-43 inclusive.

- An increase of 3.88% on all allowances (as listed in the 2022 NJC Pay Agreement Circular dated 1st November 2022).

NB: Due to London weighting, workers in the inner London area would receive a flat rate increase of £2,352, with those in outer London receiving £2,226.

The actual cost for Merton can now be calculated. Based on the current offer it is estimated that the additional cost above the provision included in the MTFS 2023-27 agreed by Cabinet in March 2023 is c. £4.4m. This has an ongoing impact on the MTFS 2024-28 which is estimated to be as follows:-

(Cumulative)	2024/25	2025/26	2026/27	2027/28
	£000	£000	£000	£000
MTFS (Council – March 2023 3%)	2,975	2,975	2,975	2,975
Additional 1% provided (Cabinet June '23)	992	992	992	992
MTFS (Cabinet June '23)	3,967	3,967	3,967	3,967
Latest Estimated Cost of Pay Award '23/24	7,384	7,384	7,384	7,384
Estimated additional cost to include in MTFS	3,417	3,417	3,417	3,417

Once a more accurate estimate of the cost of the pay award is calculated it will be reported in a future report. The budget for the additional cost to services will be vired from corporate budgets when calculated.

Pay 2024/25

In respect of pay inflation over the MTFS 2024-28 the latest provision is as follows:-

(Cumulative)	2024/25	2025/26	2026/27	2027/28
Pay inflation (%)	3.0%	2.0%	2.0%	2.0%
Revised Estimate (cumulative £000)	3,174	5,289	7,405	9,521

3.2 Prices

3.2.1 Current inflation

The Consumer Prices Index (CPI) rose by 6.7% in the 12 months to September 2023, unchanged from August 2023. On a monthly basis, CPI rose by 0.5% in September 2023, the same rate as in September 2022.

The Consumer Prices Index including owner occupiers' housing costs (CPIH) rose by 6.3% in the 12 months to September 2023, the same rate as in August. On a monthly basis, CPIH rose by 0.5% in September 2023, compared with a rise of 0.4% in September 2022.

The largest downward contributions to the monthly change in both CPIH and CPI annual rates came from food and non-alcoholic beverages, where prices fell on the month for the first time since September 2021, and furniture and

household goods, where prices rose by less than a year ago. Rising prices for motor fuel made the largest upward contribution to the change in the annual rates.

Core CPI (excluding energy, food, alcohol and tobacco) rose by 6.1% in the 12 months to September 2023, down from 6.2% in August; the CPI goods annual rate fell slightly from 6.3% to 6.2%, while the CPI services annual rate rose from 6.8% to 6.9%.

Core CPIH (excluding energy, food, alcohol and tobacco) rose by 5.9% in the 12 months to September 2023, the same rate as in August; the CPIH goods annual rate fell slightly from 6.3% to 6.2%, while the CPIH services annual rate rose from 6.1% to 6.3%.

The RPI rate for September 2023 was 8.9%, which is down from 9.1% in August 2023.

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. At its meeting ending on 1 November 2023, the MPC voted by a majority of 6–3 to maintain Bank Rate at 5.25%. Three members preferred to increase Bank Rate by 0.25 percentage points, to 5.5%.

The Bank of England MPC also published the November Monetary Policy report.

In the minutes to the November meeting, the MPC stated that “Twelve-month CPI inflation fell to 6.7% both in September and 2023 Q3, below expectations in the August Report. This downside news largely reflects lower-than expected core goods price inflation. At close to 7%, services inflation has been only slightly weaker than expected in August. CPI inflation remains well above the 2% target, but is expected to continue to fall sharply, to 4¾% in 2023 Q4, 4½% in 2024 Q1 and 3¾% in 2024 Q2. This decline is expected to be accounted for by lower energy, core goods and food price inflation and, beyond January, by some fall in services inflation. In the MPC's latest most likely, or modal, projection conditioned on the market-implied path for Bank Rate, CPI inflation returns to the 2% target by the end of 2025. It then falls below the target thereafter, as an increasing degree of economic slack reduces domestic inflationary pressures. The Committee continues to judge that the risks to its modal inflation projection are skewed to the upside. Second-round effects in domestic prices and wages are expected to take longer to unwind than they did to emerge. There are also upside risks to inflation from energy prices given events in the Middle East. ”

Although the labour market remains tight by historical standards, the MPC say that “against a backdrop of subdued economic activity, employment growth is likely to have softened over the second half of 2023, and to a greater extent

than projected in the August Report. Falling vacancies and surveys indicating an easing of recruitment difficulties also point to a loosening in the labour market. Contacts of the Bank's Agents have similarly reported an easing in hiring constraints, although persistent skills shortages remain in some sectors. Pay growth has remained high across a range of indicators, although the recent rise in the annual rate of growth of private sector regular average weekly earnings has not been apparent in other series. There remains uncertainty about the near-term path of pay, but wage growth is nonetheless projected to decline in coming quarters from these elevated levels."

In conclusion the MPC indicate that it is likely that monetary policy is likely to remain restrictive for an extended period of time. It reported that it "will continue to monitor closely indications of persistent inflationary pressures and resilience in the economy as a whole, including a range of measures of the underlying tightness of labour market conditions, wage growth and services price inflation. Monetary policy will need to be sufficiently restrictive for sufficiently long to return inflation to the 2% target sustainably in the medium term, in line with the Committee's remit. Further tightening in monetary policy would be required if there were evidence of more persistent inflationary pressures."

In this report the MPC include forecast quarterly CPI inflation rates over the next three years as follows:-

2023	2024	2024	2024	2024	2025	2025	2025	2025	2026	2026	2026	2026
Qtr.4	Qtr.1	Qtr.2	Qtr.3	Qtr.4	Qtr.1	Qtr.2	Qtr.3	Qtr.4	Qtr. 1	Qtr.2	Qtr.3	Qtr.4
CPI %	CPI %	CPI %	CPI %	CPI %	CPI %	CPI %	CPI %	CPI %	CPI %	CPI %	CPI %	CPI %
4.6	4.4	3.6	3.3	3.1	2.5	2.1	2.1	1.9	1.9	1.7	1.6	1.5

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 (October 2023)

	Lowest %	Highest %	Average %
2023 (Quarter 4)			
CPI	2.5	5.2	4.5
RPI	5.5	9.9	6.4
LFS Unemployment Rate	3.5	4.8	4.4
2024 (Quarter 4)			
CPI	0.7	4.0	2.5
RPI	0.9	5.9	3.6
LFS Unemployment Rate	2.8	5.2	4.6

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 2023 to 2027 are summarised in the following table:-

Source: HM Treasury - Forecasts for the UK Economy (August 2023)					
	2023	2024	2025	2026	2027
	%	%	%	%	%
CPI	7.4	3.2	2.1	2.0	2.1
RPI	9.0	4.5	2.9	2.7	3.4
LFS Unemployment Rate	4.0	4.2	4.3	4.5	4.8

The MTFS currently includes the following provision for price inflation:-

(Cumulative)	2024/25	2025/26	2026/27	2027/28
Price inflation (%)	3.0%	1.5%	1.5%	1.5%
Revised Estimate (cumulative £000)	4,443	6,665	8,886	11,108

3.3.3 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 budgeted inflation allowance provided when setting the budget. This will only be released for specific demonstrable demand. The provision was increased significantly in the budget agreed by the Council in March 2023 because of the cost of living crisis and persistently high level of inflation.

The provision in the MTFS is currently :-

	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Budget in MTFS 2023-27	3,808	3,808	3,808	3,808
Allocated to services in 2023/24	(3,660)	(3,660)	(3,660)	(3,660)
Balance	148	148	148	148

The cash limiting strategy is not without risks and if the inflation rate fails to return to the Government's 2% target levels of inflation by 2025/26 it will lead to further pressure on service budgets.

Work is currently ongoing with Directorates to assess the impact, service by service of the prevailing levels of inflation. This will be fed into future MTFS updates.

Inflation is still a major risk and it is likely that further pressures will emerge during the year for both pay and general price inflation.

3.3.4 London Living Wage (LLW) and Living Wage Employer Accreditation

Merton received accreditation as a Living Wage Employer in February 2023 and will introduce the Real Living Wage into Merton contracts - as and when the contracts come up for re-tendering

The MTFS 2023-27 currently includes provision for the additional cost of implementing the LLW for its contracts as follows:-

	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Provision in MTFS 2023-27	711	2,382	2,430	2,478	2,478
Less:					
Allocated to Security & Services Contract	(68)	(68)	(68)	(68)	(68)
Balance	643	2,314	2,362	2,410	2,410

The provision needs to be reviewed and regularly updated to ensure that the MTFS reflects the latest forecast cost of renewing council contracts.

3.3.5 DSG Deficit

The council and the Department for Education signed a DSG Safety Valve Agreement under which the council undertook to reach a positive in-year balance on its Dedicated Schools Grant (DSG) account by the end of 2026-27.

It is important that progress towards meeting the terms of the Agreement is closely monitored. As with most council services, the impact of stubbornly high inflation is continuing to increase costs as well as anticipated growth in EHCP numbers. The Council is required to submit quarterly returns to the DfE on progress and for the purposes of the latest MTFS update, those figures submitted on the September Return are used. Based on those figures the following is forecast:-

Forecast DSG impact on MTFS	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Total Change £m
Change	0.764	1.527	(0.870)	0.475	1.896

Given that under the DSG Safety Valve Agreement the DSG is expected to balance by 2026/27, any short-term adverse variance could be treated as a one-off short term issue and funded from revenue reserves.

3.3.6 Freedom Passes

Freedom Passes are administered by London Councils on behalf of London boroughs. 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. The latest estimates from London Councils are:-

	2024/25 £m	2025/26 £m	2026/27 £m
Baseline	8.223	9.857	11.104
Lower range	7.973	9.366	10.550
Higher range	8.472	10.347	11.656

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

	MTFS 2024/25 £m	MTFS 2025/26 £m	MTFS 2026/27 £m	MTFS 2027/28 £m
Merton MTFS Current Provision	8.669	10.843	13.017	15.191
Latest forecast (Higher range for 2024-27)	8.472	10.347	11.656	12.822
Change	(0.197)	(0.496)	(1.361)	(2.369)

London Councils expect to be able provide final estimates for the year at the end of November 2023.

3.7 Council Tax Base

The council tax base is the measure of the number of dwellings to which council tax is chargeable in an area or part of an area. The Council Tax base is calculated using the properties from the Valuation List together with information held within Council Tax records. The properties are adjusted to reflect the number of properties within different bands in order to produce the Council Tax Base (Band D equivalent).

All authorities notify the DLUHC of their unadjusted Council Tax Base using a CTB Form using valuation list information as at 11 September .

The CTB form for 2023 includes the latest details about the Council Tax Support Scheme and the technical reforms which impacted on discounts and exemptions. The Council has submitted its CTB form and based on this it is forecast that based on a standstill council tax there will be an additional council tax yield of c.£0.5m in 2024/25

A full analysis will be included in the report to Cabinet in December and Members will be asked to agree the Council Tax Base for Merton and Wimbledon and Putney Commons conservators.

4. Capital Programme and Investment Income Review

4.1 Capital Programme Review

During July, August and September a major review of all capital schemes has been undertaken and the outcome of this review is summarised in the table below, additional details are provided in appendices 1a, b and c of this report.

Department	Revised Budget 2023-24 £000's	Revised Budget 2024-25 £000's	Revised Budget 2025-26 £000's	Revised Budget 2026-27 £000's	Revised Budget 2027-28 £000's
Finance & Digital	8,168	6,329	1,280	7,536	7,331
ASC, Integrated Care & Public Health	0	0	0	0	0
Children, Lifelong Learning & Families	6,326	16,114	3,479	3,400	2,500
Environment, Civic Pride & Climate	14,274	11,469	15,655	12,970	11,320
Innovation & Change	45	0	0	0	0
Housing & Sustainable Development	12,228	18,086	20,682	17,962	2,152
Total	41,042	51,998	41,096	41,868	23,303

4.2 Cabinet are requested to refer the details of the Draft Capital Programme to Overview and Scrutiny Panels and Commission during the November cycle of scrutiny meetings.

4.3 The estimated capital financing costs of the capital programme included in the MTFS approved by Cabinet in March 2023 are as follows:-

	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Minimum Revenue Provision	4,841	5,197	6,129	7,861	11,499
External Borrowing Costs	6,041	6,020	4,949	5,097	6,528
Total Capital Financing Costs	10,882	11,217	11,078	12,958	18,027

4.4 Following the Capital Programme review and some debt restructuring including redemptions, the estimated capital financing costs are as follows:-

Proposed Programme Business Plan 2024-28	2023/24 £000s	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s
MRP	4,965	4,567	5,429	6,210	7,545
Interest on Borrowing	4,272	3,377	3,377	3,377	3,189
Total Borrowing Costs	9,237	7,944	8,806	9,587	10,733

4.5 The net change in capital financing costs is:-

Movement in Projected Costs	2023/24 £000s	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s
MRP	124	(631)	(699)	(1,651)	(3,955)
Interest on Borrowing	(1,769)	(2,643)	(1,572)	(1,720)	(3,340)
Total Borrowing Costs	(1,646)	(3,274)	(2,272)	(3,371)	(7,295)

- 4.6 There are two main reasons for the change in capital financing costs since Council in March 2023 and the financial effect of each is summarised in the following table:-

	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	TOTAL £000
Debt Redemption	(1,728)	(2,754)	(2,257)	(2,257)	(2,257)	(11,253)
Review of Capital Programme	82	(520)	(15)	(1,114)	(5,038)	(6,605)
Total Capital Financing Costs	(1,646)	(3,274)	(2,272)	(3,371)	(7,295)	(17,858)

- 4.7 It is intended to utilise “Flexible Use of Capital Receipts” (FUCR) to fund the creation of a team to support the priorities of creating new homes – both through a pipeline to deliver 400 genuinely affordable council homes and the regeneration of Morden Town Centre. This flexibility is currently available for qualifying receipts and expenditure for the financial years 2023-24 and 2024-25.

- 4.8 The Table below shows the proposed sums to 2027-28 (assuming the flexibility is extended over this period)

Housing Development Team	2024-25 £000s	2025-26 £000s	2026-27 £000s	2027-28 £000s
Proposed Budget	355	749	1,016	1,016
Total Flexible Use of Capital Receipts	355	1,104	2,120	3,136

- 4.9 To progress the flexible use of capital receipts the Authority will need to:

1. compile a Flexible use of Capital Receipts Strategy setting out details of projects to be funded through flexible use of capital receipts be prepared prior to the start of each financial year.
2. the Strategy should be presented to full council or the equivalent at the earliest possible opportunity. The Guidance allows local authorities to update their Strategy during the year.
3. authorities must send details setting out their planned use of the flexibility to the Secretary of State, in advance of its use for each financial year, guidance is provided on its content including the forecast ongoing savings generated by the proposals
4. Capital receipts being utilised must be from genuine disposals during the applicable period (the financial years 2023-25). Where the authority

retains some exposure to the risks and rewards of the assets following disposal they could not be used under this flexibility.

5. the amount capitalised in the financial year must not exceed the amount set out in the plan provided to the Secretary of State, however, an authority may revise its plans and send an update at any time in the financial year.

5. Budget Monitoring 2023/24 and increasing pressure on services

5.1 As reported to Cabinet in July based on expenditure for the first quarter there was a forecast net adverse variance of £8.186m. An update for the second quarter (to 30 September) is included elsewhere on the agenda for this meeting. Pressures on service budgets continue and the forecast for the second quarter is for a net adverse variance of £8.011m.

5.2 The main pressures currently are:-

- Parking Services – shortfall in income
- Regulatory Services - shortfall in income
- Building and Development Control – Shortfall in income
- Development Management – Agency staff and shortfall in income
- Facilities – energy costs and shortfall in income
- Housing – Homelessness
- Children’s Social Care
- Dedicated Schools Budget
- Adult Social Care Placements

5.3 Whilst every effort will be made to manage these services within existing budgets it is likely that growth proposals may be required to address some issues.

5.4 Merton is not alone in finding its service budgets under pressure. There is recent empirical evidence that other councils, including London boroughs are expecting overspends in their revenue budgets in 2023/24.

5.5 London Councils Survey (August 2023)

In a recent survey commissioned to understand in-year pressures affecting London boroughs based on quarter 1 forecasts (to which 24 out of 33 responded) findings included:-

- The average borough forecast overspend on the General Fund (excl. DSG) is £9.8m (4.3% overspend on budget).
- The total forecast overspend for the reporting boroughs are £220m.
- Of this, the largest overspends were in Adult Social Care (£100m), Childrens Social Care (£64m) & Housing (£51m).
- Three boroughs are forecasting overspends of over £25m.

- The forecast DSG overspend was £29m (1.2%) across 15 boroughs that responded.

6. **Autumn Statement 2023 and Local Government Finance Settlement**

The Chancellor of the Exchequer has announced that he will present the Government's Autumn Statement 2023 to Parliament on 22 November.

The Office for Budget Responsibility (OBR) have been commissioned to prepare an economic and fiscal forecast to be presented to Parliament alongside his Autumn Statement.

The Autumn Statement provides an update on the government's plans for the economy based on the latest forecasts from the Office for Budget Responsibility (OBR). The forecasts, called the Economic and fiscal outlook (EFO) are published twice yearly, at Budget and at Autumn Statement.

Whilst Government Departmental Expenditure Limits are expected to be announced, individual local authorities allocations will not be known until the Provisional Local Government Finance Settlement 2023 is published (expected in mid-December).

Given the current national economic forecasts and the fact that local government is not a protected area in the government's funding priorities it is difficult to forward plan with certainty.

Whilst the Autumn Statement and OBR Economic and fiscal outlook will provide Government department expenditure limits, the allocations to local government and in particular individual local authorities will not be known until the provisional Local Government Finance Settlement is announced (generally mid- December).

The provisional Settlement will provide key financial information for Merton including:-

- Settlement Funding Assessment (Revenue Support Grant and Business Rates)
- Core Spending Power
- Government Grant allocations
- Council Tax Referendum Principles (expected to be 5% i.e. 3% general, 2% Adult Social Care)

7. **Approach to Setting a Balanced Budget**

- 7.1 There has been a substantial improvement in the council's strategic approach to business planning in recent years and it is important that this is maintained.

Planning should be targeted towards the achievement of a balanced budget over the four year MTFS period.

- 7.2 The key initial step in terms of budget management was to restructure the budget across the six new directorates from the four previous departments. This included amending budget structures to enable effective and efficient monitoring, management and reporting. This restructuring has now been completed. There may still need to be some adjustments made to the resource allocations between services.
- 7.3 Given this scenario, over the summer period officers have been working on the following:-
- a) Formulation of proposals to fund essential growth required to address necessary pressures
 - b) The identification of savings proposals and additional income from fees and charges which will be needed to produce a balanced budget and to contribute towards funding essential growth

8. **Growth Pressures**

- 8.1 The council has to constantly react to changing circumstances and develop effective and efficient ways of adapting to growing service demands and pressures. and The MTFS summary shown in paragraph 2.2 shows the budget gap for 2024-28 reported to Cabinet in June but it is clear as set out in paragraph 5 of this report that there will be some areas that will require additional support in order to be able to cope with pressures currently identified.
- 8.2 Service directorates have been reviewing their service projections against current budgets and have identified some growth requirements.
- 8.3 In formulating these growth proposals to address service demands in an increasingly pressurised environment, officers have recognised that not all of their requirements can be fulfilled immediately as resources are limited.
- 8.4 At the same time it is not possible at this stage in the budget cycle to be able to forecast with certainty the level of resources available. There are still a large number of variables which could have significant financial implications but which are yet to be announced.

8.5 **Growth Proposals**

- 8.5.1 Some growth proposals have been worked up to address immediate pressures and to provide support to the achievement of the Council's strategic priorities. This growth is expected to be affordable in 2024/25 within the council's current forecast

8.5.2 Initial priority growth proposals for each directorate are included in this report and summarised in the table below:-

Growth - Priority Proposals Cabinet 16 November 2023	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
Innovation and Change	560	178	(320)	0	418
Finance and Digital	420	33	0	0	453
Housing and Sustainable Development	301	0	0	0	301
Environment, Civic Pride and Climate	1,193	1,940	(153)	(100)	2,880
Children, Lifelong Learning, and Families	105	(40)	(65)	0	0
Adult Social Care, Integrated Care, and Public Health	0	0	0	0	0
Organisational Pay Review	260	45	43	38	386
Total Growth 2024-28	2,839	2,156	(495)	(62)	4,438
Cumulative Total	2,839	4,995	4,500	4,438	

8.5.2 Details of the priority growth proposals are included in Appendix 2.

8.5.3 Use of Reserves to Fund Growth

As will be seen some of the growth proposals are temporary. Where this is the case it is proposed that the growth is funded from reserves. This growth would be funded from the reserve "For use in Future Year's budgets" which was created to help to balance the council's budget over the medium term. The impact of the proposed funding is manageable given the level of funding required for time limited pressures.

The amount of growth that could be funded from reserves is summarised in the following table and detailed in Appendix 2:-

Short term growth funded from reserves	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
Use of Reserves to fund growth	803	638	100	0	1,541

9. Savings and Fees and Charges

9.1 Initial savings proposals for each directorate are included in this report and summarised in the following table:-

Priority Savings Proposals	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
Innovation and Change	36	565	0	0	601
Finance and Digital	380	0	0	0	380
Housing and Sustainable Development	377	(40)	(60)	0	277
Environment, Civic Pride and Climate	310	30	0	0	340
Children, Lifelong Learning, and Families	60	0	0	0	60
Adult Social Care, Integrated Care, and Public Health	538	257	370	387	1,552
Total Savings 2024-28	1,701	812	310	387	3,210
Cumulative Total	1,701	2,513	2,823	3,210	

9.2 Details of the savings are included in Appendix 3.

9.3 Fees and Charges

Initial fees and charges proposals are included in this report and summarised in the following table:-

Fees and Charges Review - Additional Income	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
Innovation and Change	0	0	0	0	0
Finance and Digital	0	0	0	0	0
Housing and Sustainable Development	185	0	0	0	185
Environment, Civic Pride and Climate	223	0	0	0	223
Children, Lifelong Learning, and Families	0	0	0	0	0
Adult Social Care, Integrated Care, and Public Health	50	150	0	0	200
Total Savings 2024-28	458	150	0	0	608
Cumulative Total	458	608	608	608	

Details of the fees and charges proposals are included in Appendix 3.

10. Update to MTFS 2024-28

10.1 As indicated in the report, there have been a number of changes to information and data to factors which impact on the Council's MTFS and budget gap.

10.2 In addition, initial proposals are presented for savings and growth which are set out in the report and detailed in appendices

10.3 The net result of making these adjustments is to amend the forecast budget gap to the following:-

(cumulative)	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Revised MTFS Gap before savings and growth	43	4,858	4,640	9,771
Growth less funded from reserves	2,036	4,357	4,400	4,438
Revised MTFS Gap including savings/Fees and Charges	2,079	9,215	9,040	14,209
Priority Savings	(1,701)	(2,513)	(2,823)	(3,210)
Fees and Charges – Additional Income	(458)	(585)	(585)	(585)
Revised MTFS Gap including Growth and savings	(80)	6,117	5,632	10,414

A more detailed summary is included as Appendix 4.

10.4 Further work required

Whilst the MTFS is currently showing an essentially balanced budget in 2024/25 it is important to note that this is only an interim picture of the MTFS for 2024-28 as it stands at the moment. As indicated in the report, there are still a number of issues for which information is outstanding and it is therefore important to note that further growth and savings proposals may be required as the budget process goes forward to ensure that the council is able to set a balanced budget and council tax at its meeting in March 2024.

9. Alternative Options

9.1 The range of options available to the Council relating to the MTFS 2024-28 and for setting a balanced revenue budget and fully financed capital programme will be presented in reports to Cabinet and Council.

10. Consultation Undertaken or Proposed

10.1 All relevant bodies will be consulted during the budget setting process.

10.2 As indicated in the report details of savings proposals and associated equalities impact assessments, and growth proposals will be referred to the Overview and Scrutiny Panels and Commission in November as follows:-

Healthier Communities & Older People Overview & Scrutiny Panel	21 November 2023
Children and Young People Overview & Scrutiny Panel	22 November 2023
Sustainable Communities Overview & Scrutiny Panel	27 November 2023
Overview and Scrutiny Commission	29 November 2023

11. Timetable

11.1 In accordance with current financial reporting timetables.

12. Financial, resource and property implications

12.1 As contained in the body of the report.

13. Legal and statutory implications

13.1 As outlined in the report.

14. Human rights, equalities and community cohesion implications

14.1 None for the purposes of this report, these will be dealt with as the budget is developed for 2024-28

15. Crime and Disorder Implications

15.1 Not applicable.

16. Risk Management and health and safety implications

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

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

Appendix 1(a) – Summary Draft Capital Programme 2023-28

Appendix 1(b) – Detailed Draft Capital Programme 2023-28

Appendix 1(c) – Funding the Draft Capital Programme 2023-28

Appendix 2 – Growth proposals

Appendix 2(a) – Growth funded from reserves

Appendix 3 – Savings proposals and Fees and Charges proposals and associated Draft Equalities Impact Assessments

Appendix 4 – Updated Draft MTFS Gap 2024-28

Appendix 5 – Financial Planning Timetable September 2023 to March 2024

18. Background Papers

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

2022/23 Budgetary Control and Final Accounts Working Papers in the Corporate Services Department.

2023/24 Budget Monitoring working papers

MTFS working papers

Capital Programme working papers

19. REPORT AUTHOR

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Summary Proposed Capital Programme 2022-28

Department	Revised Budget 2023-24 £000's	Revised Budget 2024-25 £000's	Revised Budget 2025-26 £000's	Revised Budget 2026-27 £000's	Revised Budget 2027-28 £000's
Finance & Digital					
Business Improvement	4,647	3,111	220	580	525
Information Technology	1,063	1,405	1,060	970	1,005
Resources	125	0	0	75	0
Corporate Budgets	2,334	1,813	0	5,911	5,801
Total Finance & Digital	8,168	6,329	1,280	7,536	7,331
ASC, Integrated Care & Public Health					
Adult Social Care	0	0	0	0	0
Total ASC, Integrated Care & Public Health	0	0	0	0	0
Children, Lifelong Learning & Families					
Primary School	2,475	2,762	2,500	2,500	2,500
Secondary Schools	434	3,550	0	0	0
SEN Schools and ARPs	2,764	9,802	979	900	0
Other	654	0	0	0	0
Total Children, Lifelong Learning & Families	6,326	16,114	3,479	3,400	2,500
Environmental, Civic Pride & Climate					
Public Protection and Development	1,873	790	45	45	0
Street Scene and Waste	336	1,000	7,500	6,500	6,000
Sustainable Communities	8,003	6,110	5,580	3,390	3,940
Borough of Sport	3,874	2,929	2,190	2,960	1,380
Libraries	97	350	140	0	0
Climate Change	90	291	200	75	0
Total Environmental, Civic Pride & Climate	14,274	11,469	15,655	12,970	11,320
Innovation and Change					
Governance	45	0	0	0	0
Total ASC, Integrated Care & Public Health	45	0	0	0	0
Housing & Sustainable Development					
Housing	4,181	10,698	16,102	14,952	1,202
Regeneration	2,503	3,855	3,630	2,000	0
Property Management	451	134	0	0	0
Facilities Management	5,093	3,399	950	1,010	950
Total Housing & Sustainable Development	12,228	18,086	20,682	17,962	2,152
Total Capital	41,042	51,998	41,096	41,868	23,303

Appendix 1b

Detailed Proposed Capital Programme 2022-28

Cost Centre Narrative	Project Narrative	Priority	Scrutiny	Revised Budget 2023-24 £000s	Revised Budget 2024-25 £000s	Revised Budget 2025-26 £000s	Revised Budget 2026-27 £000s	Indicative Budget 2027-28 £000s
Business Improvement	Business Improvement							
Customer Contact Programme	Dapian DPIA/IAR Implementation	4	OSC	6	0	0	0	0
Customer Contact Programme	Customer Portal Account	4	OSC	7	0	0	0	0
Customer Contact Programme	Complaints System	4	OSC	388	0	0	0	0
Customer Contact Programme	Digital Strategy	4	OSC	30	579	0	0	0
Customer Contact Programme	CRM&TK Amendments	4	OSC	275	174	0	0	0
Customer Contact Programme	United data Model	4	OSC	452	0	0	0	0
Customer Contact Programme	Members Enquiries Solution	4	OSC	86	0	0	0	0
Customer Contact Programme	Office 365 Tools incl Power BI	4	OSC	38	0	0	0	0
Customer Contact Programme	M365 Tools - Power Automate	4	OSC	56	0	0	0	0
Customer Contact Programme	M365 Tools - Forms	4	OSC	113	0	0	0	0
Customer Contact Programme	Dynamics 365 CRM	4	OSC	107	85	0	0	0
Customer Contact Programme	Biztalk Replacement	4	OSC	110	0	0	0	0
Customer Contact Programme	Transport Management System	4	OSC	65	46	0	0	0
Customer Contact Programme	CRM Healthcheck - Database....	4	OSC	60	0	0	0	0
Customer Contact Programme	Virtual Desktop	4	OSC	238	0	0	0	0
Customer Contact Programme	Data Security and Control	4	OSC	143	0	0	0	0
Customer Contact Programme	Improved End Use Device	4	OSC	169	0	0	0	0
Customer Contact Programme	Active Directory	4	OSC	78	0	0	0	0
Customer Contact Programme	Self Service	4	OSC	36	0	0	0	0
Customer Contact Programme	Network Reconfiguration	4	OSC	275	0	0	0	0
Customer Contact Programme	Wireless Microphones & Hybrid	4	OSC	70	0	0	0	0
Business Systems	Ancillary System	4	OSC	7	29	0	50	0
Business Systems	Youth Justice	4	OSC	0	0	100	0	0
Business Systems	Children's Safeguarding	4	OSC	0	125	0	0	125
Business Systems	Parking System	4	OSC	52	572	0	0	0
Business Systems	Payroll System	4	OSC	0	0	0	160	0
Business Systems	Invoice Scanning SCIS/FIS	4	OSC	100	50	0	0	0
Business Systems	Environmental Asset Management	4	OSC	124	327	0	0	0
Business Systems	Housing System (Capita Housing)	4	OSC	6	0	120	0	0
Business Systems	Revenue & Benefits	4	OSC	90	75	0	0	0
Business Systems	Payments project	4	OSC	0	150	0	0	0
Business Systems	GIS Mapping (Spectrum Spatial Ana	4	OSC	353	0	0	200	300
Business Systems	LLPG&LSG System ((Gazetteer Mar	4	OSC	0	0	0	0	100
Business Systems	Planning&Public Protection Sys	4	OSC	190	666	0	0	0
Business Systems	E Form Replacement	4	OSC	38	98	0	0	0
Business Systems	Exacom	4	OSC	0	40	0	0	0
Business Systems	Safer Merton Case Management	4	OSC	0	60	0	0	0
Replacement SC System	Replacement SC System	4	OSC	637	0	0	0	0
Replacement SC System	EHCP Hub	4	OSC	12	34	0	0	0
Replacement SC System	SEN Case Management	4	OSC	0	0	0	170	0
Replacement SC System	ASC Mosiac System Updates	4	OSC	82	0	0	0	0
Replacement SC System	Mosiac Workflow & System Imps	4	OSC	69	0	0	0	0
Replacement SC System	Transitions Tracker	4	OSC	10	0	0	0	0
Replacement SC System	Insights to Intervention	4	OSC	76	0	0	0	0
Information Technology	Information Technology							
Planned Replacement Program	Project General	4	OSC	863	1,405	1,060	970	1,005
Planned Replacement Program	Citrix Upgrade	4	OSC	200	0	0	0	0
Resources	Resources							
Financial Systems	Implementing New Financial System	4	OSC	125	0	0	75	0
Corporate Budgets	Corporate Budgets							
Multi-Functioning Device (ME	Multi-Functioning Device (MFD) - F	5	OSC	0	600	0	0	0
Acquisitions Budget	Project General	5	OSC	0	0	0	2,000	0
Capital Bidding Fund	Project General	5	OSC	0	0	0	1,000	0
Corporate Capital Contingency	Project General	5	OSC	0	0	0	1,681	0
Westminster Coroners Court	Westminster Coroners Court	5	OSC	489	0	0	0	0
Compulsory Purchase Order	Clarion - CPO	2	OSC	1,845	1,213	0	1,230	5,801
Total Finance & Digital	Total Finance & Digital			8,168	6,329	1,280	7,536	7,331

Appendix 1b

Detailed Proposed Capital Programme 2022-28 continued.....

Cost Centre Narrative	Project Narrative	Priority	Scrutiny	Revised Budget 2023-24	Revised Budget 2024-25	Revised Budget 2025-26	Revised Budget 2026-27	Indicative Budget 2027-28
Primary Schools	Primary Schools							
Hollymount	School Capital Maintenance	1	CYP	201	0	0	0	0
West Wimbledon	School Capital Maintenance	1	CYP	162	0	0	0	0
Hatfeild School	School Capital Maintenance	1	CYP	71	0	0	0	0
Hillcross School	School Capital Maintenance	1	CYP	6	0	0	0	0
Joseph Hood School	School Capital Maintenance	1	CYP	480	0	0	0	0
Dundonald School	School Capital Maintenance	1	CYP	65	0	0	0	0
Merton Park	School Capital Maintenance	1	CYP	21	0	0	0	0
Pelham School	School Capital Maintenance	1	CYP	3	0	0	0	0
Poplar School	School Capital Maintenance	1	CYP	132	0	0	0	0
Wimbledon Chase	School Capital Maintenance	1	CYP	277	0	0	0	0
Wimbleton Park	School Capital Maintenance	1	CYP	21	0	0	0	0
Abbotsbury	School Capital Maintenance	1	CYP	20	0	0	0	0
Malmesbury	School Capital Maintenance	1	CYP	1	156	0	0	0
Morden	School Capital Maintenance	1	CYP	80	0	0	0	0
Bond	School Capital Maintenance	1	CYP	38	106	0	0	0
Cranmer	School Capital Maintenance	1	CYP	100	0	0	0	0
Gorringe Park	School Capital Maintenance	1	CYP	26	0	0	0	0
Haslemere	School Capital Maintenance	1	CYP	280	0	0	0	0
Links	School Capital Maintenance	1	CYP	54	0	0	0	0
Singlegate School	School Capital Maintenance	1	CYP	50	0	0	0	0
Lonesome School	School Capital Maintenance	1	CYP	3	0	0	0	0
Sherwood	School Capital Maintenance	1	CYP	75	0	0	0	0
William Morris School	School Capital Maintenance	1	CYP	260	0	0	0	0
Unlocated Primary School Pro	School Capital Maintenance	1	CYP	50	2,500	2,500	2,500	2,500
Secondary Schools	Secondary Schools							
Harris Wimbledon School	6th Form Expansion	1	CYP	50	3,550	0	0	0
Rutlish	School Capital Maintenance	1	CYP	261	0	0	0	0
Harris Wimbledon School	Scheme 4 New School Extra 6fe	1	CYP	123	0	0	0	0
Special Schools	Special Schools							
Perseid School	Perseid School Expansion	1	CYP	9	0	0	0	0
Perseid School	School Capital Maintenance	1	CYP	80	0	0	0	0
Cricket Green	School Capital Maintenance	1	CYP	43	0	0	0	0
Cricket Green	Cricket Green School Expansion	1	CYP	39	0	0	0	0
Whatley Avenue	School Capital Maintenance	1	CYP	10	0	0	0	0
Melrose	Melrose School Expansion	1	CYP	107	0	0	0	0
Melrose	School Capital Maintenance	1	CYP	148	0	0	0	0
Medical PRU	School Capital Maintenance	1	CYP	27	0	0	0	0
Unlocated SEN	Medical PRU	1	CYP	90	0	0	0	0
Unlocated SEN	Whatley Avenue	1	CYP	119	0	0	0	0
Melbury College – Smart Cent	School Capital Maintenance	1	CYP	31	125	0	0	0
Mainstream SEN (ARP)	West Wimbledon Primary ARP expa	1	CYP	354	0	0	0	0
Mainstream SEN (ARP)	Hatfeild Primary School ARP expans	1	CYP	20	0	0	0	0
Mainstream SEN (ARP)	Cranmer Primary School New ARP	1	CYP	813	0	0	0	0
Mainstream SEN (ARP)	Further Primary School ARP expans	1	CYP	0	416	0	0	0
Mainstream SEN (ARP)	Raynes Park school ARP expansion	1	CYP	10	2,029	0	0	0
Mainstream SEN (ARP)	Secondary School ARP Expansion 2	1	CYP	0	876	0	0	0
Mainstream SEN (ARP)	Secondary School ARP Expansion 3	1	CYP	0	1,709	0	0	0
Mainstream SEN (ARP)	Secondary School ARP Expansion 4	1	CYP	0	730	979	0	0
Mainstream SEN (ARP)	Safety Valve - New ARP	1	CYP	0	0	0	900	0
Perseid Lower School	School Capital Maintenance	1	CYP	310	0	0	0	0
Perseid Lower School	Perseid School Expansion	1	CYP	200	3,917	0	0	0
Devolved Formula Capital	Devolved Formula Capital	1	CYP	353	0	0	0	0
Other	Other							
Children's Centres	Bond Road Family Centre	1	CYP	34	0	0	0	0
Children's Centres	Family Hubs	1	CYP	30	0	0	0	0
Youth Provision	Pollards Hill Digital Divide	1	CYP	296	0	0	0	0
Other	Children's Safeguarding	1	CYP	165	0	0	0	0
Other	Care Leaving Accommodation	1	CYP	129	0	0	0	0
Total Children, Lifelong Lea	Total Children, Lifelong Learning & Families			6,326	16,114	3,479	3,400	2,500

Detailed Proposed Capital Programme 2022-28 continued.....

Cost Centre Narrative	Project Narrative	Priority	Scrutiny	Revised Budget 2023-24	Revised Budget 2024-25	Revised Budget 2025-26	Revised Budget 2026-27	Indicative Budget 2027-28
Public Protection and Development	Public Protection and Development							
On Street Parking - P&D	Pay and Display Machines/emissions	4	SC	106	0	0	0	0
On Street Parking - P&D	Replacement ANPR cameras with ai	1	SC	150	0	0	0	0
Off Street Parking - P&D	Car Park Upgrades	4	SC	336	0	0	0	0
Off Street Parking - P&D	Peel House Car Park	4	SC	400	0	0	0	0
CCTV Investment	CCTV cameras and infrastructure up	1	SC	350	790	0	0	0
CCTV Investment	Dark Fibre	1	SC	40	0	0	0	0
CCTV Investment	Rapid deployment cameras	1	SC	43	0	45	45	0
CCTV Investment	Designing out crime for ASB, violen	1	SC	50	0	0	0	0
CCTV Investment	Brangwyn Crescent / Commonsides Ea	1	SC	52	0	0	0	0
CCTV Investment	Willow Lane Bridge BID - Improveme	1	SC	27	0	0	0	0
Public Protection and Development	Upgrade and Replace the Boroughs A	2	SC	250	0	0	0	0
Public Protection and Development	Noise Monitoring Equipment	2	SC	70	0	0	0	0
Street Scene and Waste	Street Scene and Waste							
Fleet Vehicles	Replacement of Fleet Vehicles	2	SC	300	0	0	0	0
Alley Gating Scheme	Project General	1	SC	36	0	0	0	0
Waste SLWP	Replacement of Fleet Vehicles	2	SC	0	0	3,000	6,000	6,000
Waste SLWP	Waste Transfer Station	1	SC	0	1,000	4,500	500	0
Sustainable Communities	Sustainable Communities							
Street Trees	Street Tree Programme	2	SC	60	60	60	60	60
Street Trees	New street tree planting programme	2	SC	12	0	0	0	0
Street Trees	Harris Academy and High Path Stree	2	SC	50	0	0	0	0
Raynes Park Area Roads	Raynes Park Stn Public Realm Imp	1	SC	39	0	0	0	0
Highways & Footways	Street Lighting Replacement Pr	1	SC	290	290	0	0	0
Highways & Footways	Accessibility Program TfL	1	SC	361	0	0	0	0
Highways & Footways	Casualty Reduction & Schools	1	SC	446	0	0	0	0
Highways & Footways	Traffic Schemes	1	SC	100	150	150	150	150
Highways & Footways	Lamp Column Chargers	1	SC	427	0	0	0	0
Highways & Footways	Surface Water Drainage	1	SC	100	100	100	60	60
Highways & Footways	Repairs to Footways	1	SC	1,241	1,300	1,600	1,000	1,300
Highways & Footways	Maintain Anti Skid and Coloured	1	SC	60	60	60	60	60
Highways & Footways	Borough Roads Maintenance	1	SC	2,172	2,000	2,000	1,800	1,800
Highways & Footways	Highways bridges & structures	1	SC	476	597	560	260	260
Highways & Footways	Motspur Park Station Access for All	2	SC	690	0	0	0	0
Highways & Footways	Haydons Road Access for All	2	SC	0	100	0	0	0
Highways & Footways	TfL Principal Road Maint	1	SC	200	0	0	0	0
Highways & Footways	Various Culverts Strengthening & Up	2	SC	203	303	0	0	0
Highways & Footways	ANPR Cameras Supporting Enforcem	1	SC	40	200	200	0	0
Highways & Footways	Residential Secure Cycle Storage	2	SC	26	0	0	0	0
Highways & Footways	S Wimb Bus Area Wayfinding	1	SC	128	0	0	0	0
Highways & Footways	Raynes Park Station Step Free Acces	2	SC	0	0	0	0	250
Highways & Footways	Milner Rd Improvements	1	SC	170	0	0	0	0
Highways & Footways	Walking & Cycling Strategy Deliv	2	SC	0	950	850	0	0
Cycle Route Improvements	Cycle Access/Parking TfL	2	SC	265	0	0	0	0
Cycle Route Improvements	Active Travel Road Safety	2	SC	428	0	0	0	0
Cycle Route Improvements	Haydons Rd Bridge cycle lane	2	SC	20	0	0	0	0
Borough of Sport	Borough of Sport							
Sports Facilities	Borough of Sport Infrastructure Fund	3	SC	50	1,500	500	0	0
Wimbledon Park	Wimbledon Pk Lake Safety	3	SC	64	0	0	0	0
Wimbledon Park	New Wimbledon Park lakeview buil	3	SC	0	0	500	2,000	500
Sports Facilities	Leisure Centre Plant & Machine	3	SC	500	250	250	280	280
Sports Facilities	Sporting Big Screens	3	SC	0	60	0	0	0
Parks Investment	Parks Investment	3	SC	271	300	300	300	300
Parks Investment	Sports Drainage	3	SC	89	200	0	0	0
Parks Investment	Refurbishment of Mertons Multi Use	3	SC	141	0	0	0	0
Parks Investment	Tennis Court Refurbishments	3	SC	884	0	0	0	0
Parks Investment	Morely Park Enhancements	3	SC	19	0	0	0	0

Detailed Proposed Capital Programme 2022-28 continued.....

Cost Centre Narrative	Project Narrative	Priority	Scrutiny	Revised Budget 2023-24	Revised Budget 2024-25	Revised Budget 2025-26	Revised Budget 2026-27	Indicative Budget 2027-28
Parks Investment	Martin Way - Greener, Brighter & R	3	SC	94	0	0	0	0
Parks Investment	Resurface Tennis Courts	3	SC	350	0	0	0	0
Parks Investment	Myrna Close Public Realm	3	SC	49	0	0	0	0
Parks Investment	New interactive water play feature a	3	SC	87	0	0	0	0
Parks Investment	Bridges and Structures	1	SC	92	24	80	80	0
Parks Investment	Existing Green Flag Improvement Pr	3	SC	50	75	50	0	0
Parks Investment	New Green Flag Improvement Progr	3	SC	70	130	100	0	0
Parks Investment	Parks Security Measures & Travelle	1	SC	95	30	50	0	0
Parks Investment	Playground Priority Upgrades Progra	3	SC	350	300	300	300	300
Parks Investment	Wandle Tree Trail Safety & Manage	2	SC	60	60	60	0	0
Parks Investment	Paddling Pools (borough wide) OPT	3	SC	33	0	0	0	0
Parks Investment	Morden Park Playground	3	SC	76	0	0	0	0
Parks Investment	Merton Saints BMX Club	3	SC	167	0	0	0	0
Parks Investment	Durnsford Road Recreation Ground	3	SC	45	0	0	0	0
Parks Investment	Garfield Recreation Ground MUGA	3	SC	120	0	0	0	0
Parks Investment	Green Gym for Moreton Green	3	SC	35	0	0	0	0
Libraries	Libraries							
Libraries IT	Library Management System	2	SC	24	0	140	0	0
Library Major Projects	Digital Maker Space	2	SC	73	0	0	0	0
Library Major Projects	Library Self Service	2	SC	0	350	0	0	0
Climate Change	Climate Change							
Climate Change	Carbon Offset Funding	2	SC	50	76	0	0	0
Climate Change	Community Retrofit Loan	2	SC	40	140	100	0	0
Climate Change	Business Retrofit Support Scheme	2	SC	0	75	100	75	0
Total Environment, Civic Pri	Total Environment, Civic Pride & Climate			14,274	11,469	15,655	12,970	11,320
Cost Centre Narrative	Project Narrative	Priority	Scrutiny	Revised Budget 2023-24	Revised Budget 2024-25	Revised Budget 2025-26	Revised Budget 2026-27	Indicative Budget 2027-28
Governance	Governance							
Electoral Services	New Election Booths	5	OSC	45	0	0	0	0
Total Innovation & Change	Total Innovation & Change			45	0	0	0	0

Detailed Proposed Capital Programme 2022-28 continued... Appendix 1b

Cost Centre Narrative	Project Narrative	Priority	Scrutiny	Revised Budget 2023-24	Revised Budget 2024-25	Revised Budget 2025-26	Revised Budget 2026-27	Indicative Budget 2027-28
Housing	Housing							
Disabled Facilities Grant	Project General	2	SC/HCOP	880	827	827	827	827
Major Projects Affordable Ho	Affordable Housing Fund	2	SC/HCOP	784	9,346	10,000	9,000	0
Works to Other Buildings	Afgan Resettlement	2	SC/HCOP	2,480	0	0	0	0
Major Projects Affordable Ho	Empty Homes Strategy	2	SC/HCOP	38	375	375	375	375
Major Projects Social Care H	LD Supported Living	2	SC/HCOP	0	150	4,900	4,750	0
Regeneration	Regeneration							
Mitcham Area Regeneration	New Horion Centre	1	SC	27	0	0	0	0
Mitcham Area Regeneration	Rowan Park Community Facility Ma	1	SC	0	150	0	0	0
Mitcham Area Regeneration	Pollards Hill Bus Shelter/Toilets Re	1	SC	0	400	50	0	0
Mitcham Area Regeneration	Knowledge Exchange Mitcham	1	SC	267	0	0	0	0
Mitcham Area Regeneration	SMCA Springboard	1	SC	86	0	0	0	0
Mitcham Area Regeneration	Mitcham Cricket Green	1	SC	54	0	0	0	0
Mitcham Area Regeneration	The Small Quarter Phase 2	1	SC	22	0	0	0	0
Mitcham Area Regeneration	Chapter House	1	SC	33	0	0	0	0
Wimbledon Area Regeneration	Haydons Road Public Realm Improv	1	SC	677	0	0	0	0
Wimbledon Area Regeneration	Crowded Places/Hostile Vehicle Mi	1	SC	0	100	0	0	0
Wimbledon Area Regeneration	Wimbledon Public Realm Implement	1	SC	58	305	0	0	0
Wimbledon Area Regeneration	Wimblon Hill Rd	1	SC	92	0	0	0	0
Wimbledon Area Regeneration	Wimbledon Village - Heritage Led P	1	SC	100	600	0	0	0
Wimbledon Area Regeneration	Kenilworth Green Pocket Park	2	SC	65	0	0	0	0
Wimbledon Area Regeneration	Cannizaro Park Valley Path	2	SC	0	0	0	0	0
Wimbledon Area Regeneration	Survive to Thrive	1	SC	116	0	0	0	0
Morden Area Regeneration	Crown Creative Knowledge Exchang	1	SC	417	0	0	0	0
Morden Area Regeneration	Morden Town Centre Improvements	1	SC	100	100	0	0	0
Morden Area Regeneration	Morden TC Regen Match Funding	2	SC	0	0	2,000	2,000	0
Borough Regeneration	Wandle Project (Colliers Wood Cha	1	SC	69	0	0	0	0
Borough Regeneration	Lost Rivers Repairs	2	SC	300	0	0	0	0
Borough Regeneration	Civic Pride Public Realm Improvem	1	SC	20	1,450	930	0	0
Borough Regeneration	Shopping Parade Improvements	1	SC	0	750	650	0	0
Property Management	Property Management							
Property Management	Community Ctre Energy Saving Ligh	2	SC	35	0	0	0	0
Property Management	Stouthall	2	SC	416	134	0	0	0
Facilities Management	Facilities Management							
Works to Other Buildings	Repair and Maintenance	4	OSC	675	650	650	650	650
Civic Centre	Civic Centre Cycle Parking	2	OSC	0	0	0	60	0
Civic Centre	Civic Centre Boilers	2	OSC	2,984	1,919	0	0	0
Civic Centre	Workplace Design	2	OSC	1,054	530	0	0	0
Invest to Save	Project General	2	OSC	330	300	300	300	300
Invest to Save	Photovoltaics	2	OSC	50	0	0	0	0
Total Housing & Sustainable	Total Housing & Sustainable Development			12,228	18,086	20,682	17,962	2,152
Total Capital	Total Capital			41,042	51,998	41,096	41,868	23,303

Key

- 1 Nurturing Civic Pride – is about the relationship that people and communities have with a place this includes their physical surroundings and feelings of identity and belonging.
- 2 Building a Sustainable Future - Working towards a greener, more sustainable, and resilient future for the borough means better housing, action on climate change and supporting the health and wellbeing of our local communities.
- 3 Creating a Borough of Sport - From internationally renowned organisations like the All-England Club to grassroots clubs and organisations like Tooting and Mitcham FC, we want to strengthen our partnerships with sports clubs, organisations and businesses across the borough and promote increased participation in sports and activity.
- 4 Modernisation - The aims of the programme are two-fold. Firstly, to plan and support recovery as the country emerges from the pandemic. Secondly, to capture and build on some of the new ways of working to develop a modern council fit for the future.
- 5 Corporate Budgets

Merton	Capital Programme £000s	Funded by Merton £000s	Funded by grant and capital contributions £000s
2023/24 Current Budget	41,042	17,136	23,906
Potential Slippage b/f	0	0	0
2023/24 Revised Budget	41,042	17,136	23,906
Potential Slippage c/f	(11,761)	(5,254)	(6,507)
Potential Underspend not slipped into next year	(3,202)	(2,855)	(348)
Total Spend 2023/24	26,078	9,027	17,051
2024/25 Current Budget	51,998	21,224	30,774
Potential Slippage b/f	11,761	5,254	6,507
2024/25 Revised Budget	63,759	26,479	37,280
Potential Slippage c/f	(24,760)	(13,142)	(11,617)
Potential Underspend not slipped into next year	(5,332)	(3,918)	(1,414)
Total Spend 2024/25	33,667	9,416	24,250
2025/26 Current Budget	41,096	22,818	18,279
Potential Slippage b/f	24,760	13,142	11,617
2025/26 Revised Budget	65,856	35,961	29,896
Potential Slippage c/f	(32,326)	(22,138)	(10,188)
Potential Underspend not slipped into next year	(6,225)	(4,279)	(1,946)
Total Spend 2025/26	27,305	9,543	17,762
2026/27 Current Budget	41,868	24,611	17,257
Potential Slippage b/f	32,326	22,138	10,188
2026/27 Revised Budget	74,194	46,750	27,445
Potential Slippage c/f	(38,315)	(27,983)	(10,332)
Potential Underspend not slipped into next year	(5,505)	(3,759)	(1,746)
Total Spend 2026/27	30,374	15,008	15,367
2027/28 Current Budget	23,303	13,375	9,928
Potential Slippage b/f	38,315	27,983	10,332
2027/28 Revised Budget	61,617	41,358	20,260
Potential Slippage c/f	(25,623)	(18,429)	(7,193)
Potential Underspend not slipped into next year	(4,714)	(3,300)	(1,414)
Total Spend 2027/28	31,280	19,627	11,653

MEDIUM TERM FINANCIAL STRATEGY 2024-28

Growth - Priority Proposals Cabinet 16 November 2023	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
Innovation and Change	560	178	(320)	0	418
Finance and Digital	420	33	0	0	453
Housing and Sustainable Development	301	0	0	0	301
Environment, Civic Pride and Climate	1,193	1,940	(153)	(100)	2,880
Children, Lifelong Learning, and Families	105	(40)	(65)	0	0
Adult Social Care, Integrated Care, and Public Health	0	0	0	0	0
Organisational Pay Review	260	45	43	38	386
Total Growth 2024-28	2,839	2,156	(495)	(62)	4,438
Cumulative Total	2,839	4,995	4,500	4,438	

MEDIUM TERM FINANCIAL STRATEGY 2024-28

INNOVATION AND CHANGE: GROWTH 2024-28

	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Information Governance: SLLP AD Governance	25	0	0	0
HR: Implementation of a new HR team structure	150	243	0	0
Communications: Add Communications Manager post into the permanent establishment *	65	(65)	0	0
Customer, Policy and Improvement: Creation of a transformation team *	320	0	(320)	0
Total : INNOVATION AND CHANGE Growth 2024-28	560	178	(320)	0
Cumulative Total	560	738	418	418

* DENOTES FUNDING FROM RESERVES

GROWTH PROPOSALS 2024-28
DEPARTMENT: Innovation and Change

Panel	Ref	Description of growth		2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Type of Growth (see key)
	2024-25 ICG1	Service/Section Description Service Implication Staffing Implications Strategic Priorities implications Impact on other departments Equalities Implications	Legal and Governance SLLP – Share of Monitoring Officer salary In previous years Merton has paid 12.5% of the salary of the MD SLLP in order that the post provides a Monitoring Officer function for both Merton and Richmond. Richmond has decided to employ an in-house Monitoring Officer which means Merton will pick up a greater share of the salary, which is covered by this growth. Merton will benefit from a dedicated Monitoring Officer to support all Members, lead elections, and manage all the Council’s governance and constitutional affairs. None None supports all departments None	25				GS1/GI2
Page 31	2024-25 ICG2	Service/Section Description Service Implication Staffing Implications Strategic Priorities implications Impact on other departments Equalities Implications	HR and OD HR and OD growth to drive successful recruitment and organisational change The current lack of capacity in HR and OD is a major factor in the ongoing recruitment difficulties facing the organisation, which is in turn leading to the growth in agency spending, this year set to be more than £24million. This budget growth is required to create new specialist leadership in recruitment, enabling Merton to build our recruitment brand, and successfully bring new talent into the organisation, lessen our reliance of expensive external recruiters (spend in 22/23 on these was £150k), grow our OD to function so we can develop and retain our talent, lead our Apprenticeships programme, and meet our ambitions around EDI. This work is vital for the long term sustainability of the organisation; we have an aging permanent workforce and significant recruitment difficulties. This additional investment in HR and OD will allow us to begin to shape a service to meet the long term needs of the organisation, to bring new leadership into recruitment, and to better support organisational change. Full departmental restructure supports all departments in achieving change Growth in HR/OD will allow us to meet our EDI ambitions and have positive impact on equalities.	150	243			GS1

GROWTH PROPOSALS 2024-28
DEPARTMENT: Innovation and Change

Panel	Ref	Description of growth	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Type of Growth (see key)
Page 32	2024-25 ICG3	<p>Service/Section Description Service Implication</p> <p>Communications and Engagement Budget for a permanent AD/Head of Communications and Engagement The Council currently contracts a Head of Communications through Penna at a cost of £130,000 pa. This post has no budget attached to it and is funded from reserves. This growth bid would create a budget for a permanent post, allowing the Council to recruit permanent communications and engagement leader who will shape a new service, with a stable workforce, managing out agency spend, reviewing the Council's channels, and rationalising operational expenditure. The post would work with colleagues in Parks and Open Spaces to lead an organisation-wide review of events, sponsorship, and commercial income generation, allowing us to maximise use of our assets, support our Borough of Sport aspirations, and manage an engagement led communications strategy through high quality events. The aim is to rationalise contracts and activity to make savings to match this growth in the following year.</p> <p>Staffing Implications Strategic Priorities implications Impact on other departments Equalities Implications</p> <p>None Supports the delivery of all Supports all departments in achieving ambitions None</p>	65	(65)			GS1 - FUNDING FROM RESERVES
	2024-25 ICG4	<p>Service/Section Description Service Implication</p> <p>Policy and Strategy Creation of a new Transformation team The transformation team will support our organisation wide, 'Making Change Together' programme, leading the four workstreams that will enable transformative change and long-term savings across the Council; Customer and Digital, Financial Sustainability, People and Culture, and Telling our Story. The team will consist of 4 officers, three programme managers, and one change manager, with the aim to recruit internally on secondments to provide opportunity to existing staff. The team will also support individual services in their own transformation programme. The proposal is to recruit this team as a 2 year fixed term resource. This investment in change capacity is vital to unlock savings and ongoing financial sustainability through transformational change. The extent of this is very difficult to quantify at this stage, however one example is the review of admin and business support across the organisation. We are currently spending more than £8m per annum on administrative and business support posts across the Council, 280 of which are filled by agency temps. There is a clear case for rationalisation and consolidation of resource which could realise substantial long-term savings over the next 1-2 financial years. This work will be driven by the transformation team.</p> <p>Staffing Implications Strategic Priorities implications Impact on other departments Equalities Implications</p> <p>plus 4 FTE (2 year fixed term) Supports the delivery of all Supports all departments in achieving change None</p>	320		(320)		GS2 - FUNDING FROM RESERVES
Total			560	178	(320)	0	

MEDIUM TERM FINANCIAL STRATEGY 2024-28

FINANCE AND DIGITAL: GROWTH 2024-28

	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Addition of a new Assistant Director post reporting to Executive Director of Finance & Digital	140	0	0	0
Resources - 1 fte capital accountant for housing and regeneration agenda	30	33	0	0
IT Business Systems: Key systems re-procurement	250	0	0	0
Total : FINANCE AND DIGITAL Growth 2024-28	420	33	0	0
Cumulative Total	420	453	453	453

GROWTH PROPOSALS 2024-28

DEPARTMENT: Finance and Digital

Panel	Ref	Description of growth		2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Type of Growth (see key)
	2024-25 FDG1	Service/Section Description Service Implication Staffing Implications Strategic Priorities implications Impact on other departments Equalities Implications	Finance and Digital - Senior Management Addition of a new Assistant Director post reporting to Executive Director of Finance & Digital, driving forward Council-wide efficiencies and commercial activity, as well as supporting the wider housing and regeneration programme, to promote the continued financial sustainability of the council. Drive commercial efficiencies in services across the Council 1 additional FTE New Assistant Director post to drive the commercial improvements as part of the change and transformation agenda Commercial support to service departments None	140				GS1
Page 34	2024-25 FDG2	Service/Section Description Service Implication Staffing Implications Strategic Priorities implications Impact on other departments Equalities Implications	Resources 1fte capital accountant Expansion of the capital accounting team to support the housing and regeneration ambition of the Council 1 additional FTE Supporting the housing and regeneration agenda Supporting the work of the Housing and Sustainable Development department none	30	33			GS1
	2024-25 FDG3	Service/Section Description Service Implication Staffing Implications Strategic Priorities implications Impact on other departments Equalities Implications	Business Systems Team Key business-critical systems re-procurement and new annual support & maintenance contracts costs. Significant market and inflationary factors in the tech sector are putting pressure on the costs of procuring and running systems and despite mitigations, growth is required to deliver new systems or maintain existing ones. Improved, modern systems for service areas N/A Prioritised projects Business engagement required for configuration, training and testing. None	250				GNS1
Total				420	33	0	0	

MEDIUM TERM FINANCIAL STRATEGY 2024-28

HOUSING AND SUSTAINABLE DEVELOPMENT: GROWTH 2024-28

	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Facilities Management - Additional funding required in order to cover the cost of unachievable income targets	301	0	0	0
Total : HOUSING AND SUSTAINABLE DEVELOPMENT Growth 2024-28	301	0	0	0
Cumulative Total	301	301	301	301

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GROWTH PROPOSALS 2024-28

DEPARTMENT: Housing and Sustainable Development

Panel	Ref	Description of growth		2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Type of Growth (see key)
CC	I&T 01	Service/Section Description	Facilities Management Additional funding required in order to cover the cost of unachievable income targets against a number of teams within the current division. FM element of this growth bid covers Chaucer Centre income and running costs £147k and the Facilities Management Trading Account £154k.	301				G11
		Strategic Priorities implications	None					
		Impact on other departments	None					
		Equalities Implications	None					
		Total Housing and Sustainable Development Growth Proposals		301	0	0	0	0

GNS1 Non - Staffing: increase in level of service

GNS2 Non - Staffing: New service

GP1 Addition to Procurement / Third Party arrangements

GPRO1 Increase in Property Related costs

CC

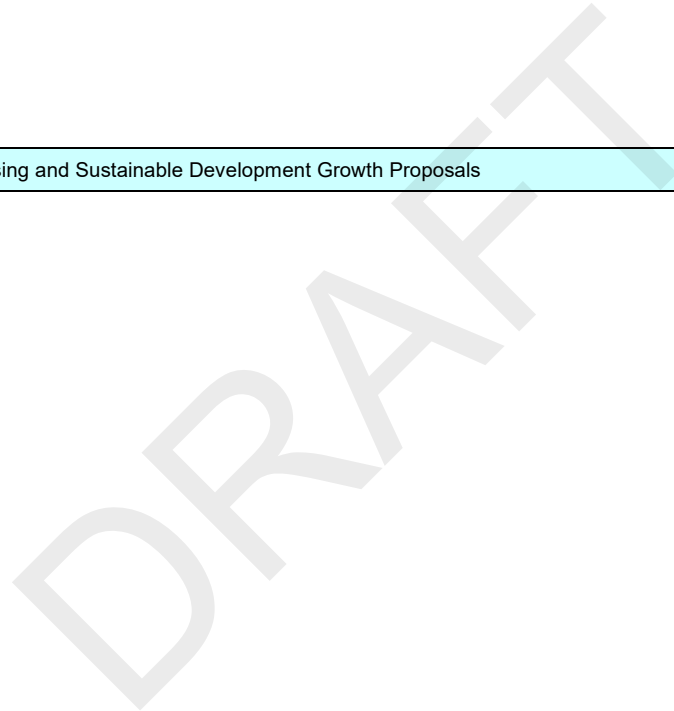
HC&OP

SC

Corporate Capacity

Healthier Communities & Older People

Sustainable Communities



MEDIUM TERM FINANCIAL STRATEGY 2024-28

ENVIRONMENT, CIVIC PRIDE AND CLIMATE: GROWTH 2024-28

	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Public Protection: Emergency Planning and Business continuity	80	0	0	0
Future Merton - Traffic Management and Transport Planning *	262	(34)	(128)	(100)
Future Merton - Highways - Highways Development/Licensing Officer *	51	(26)	(25)	0
Parking Income - to right size budget following sustained fall in parking income	800	0	0	0
Public Space, Contracts & Commissioning: Retendering an Enhanced Refuse Collection Contract	0	575	0	0
Public Space, Contracts & Commissioning: Enhanced In-House Street Cleansing Service	0	1,425	0	0
Total : ENVIRONMENT, CIVIC PRIDE AND CLIMATE Growth 2024-28	1,193	1,940	(153)	(100)
Cumulative Total	1,193	3,133	2,980	2,880

* DENOTES FUNDING FROM RESERVES

Panel	Ref	Description of growth	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Type of Growth (see key)	
Page 38		<p>Service/Section Description Emergency Planning and Business continuity There is the need to grow the current emergency planning service to meet the business-as-usual demands as well as the need to increase resourcing to implement and meet the recommendations set out in the agreed action plan following the Galpin's Road incident.</p> <p>Service Implication The service is seriously under resourced. Due to this, there is no resilience within the team in the event of any major incidents or absence of the officer. Part of the lessons learned from the tragedy at Galpin's Road is the need for an adequately resourced Emergency Planning and Civil Contingencies team to ensure the Council is well equipped to respond to any future incidents both in the short-term and the longer-term recovery phase.</p> <p>Staffing Implications To change the assistant civil contingencies officer to a civil contingencies officer</p> <p>Strategic Priorities implications Nurturing civic pride and through growth, will ensure Merton has Emergency Plans that are current, staff who are trained and clearly understand their roles and responsibilities and in the event of any major incident, business continuity plans that are co-ordinated and cohesive and meet the needs of businesses and voluntary organisations ensuring resilience is everybody's business.</p> <p>Impact on other departments Without an adequately resourced team, the wider council is at risk of not being fully trained in Emergency planning and there is no dedicated function to business continuity which poses risk to how prepared the teams and council is in the event of emergencies and issues.</p> <p>Equalities Implications none.</p>	80	0	0	0	GS1	
	Total			80	0	0	0	
	Cumulative Total			80	80	80	80	

GROWTH PROPOSALS 2024-28

DIRECTORATE: Environment, Civic Pride & Climate

Panel	Ref	Description of growth		2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Type of Growth (see key)
		Service/Section Description Service Implication Staffing Implications Strategic Priorities implications Impact on other departments Equalities Implications	Traffic Management and Transport Planning To deliver increasing workloads across TFL LIP, LBM Capital/CIL and Cabinet priorities for transport. (EV Charging, E-bike, E-Scooter Trials, Walking+Cycling Plan, EV Strategy, Staff Travel Plans, CPZs and CIL Public Realm Improvements) There will be a need to recruit additional temporary resources to deliver the increased workload over the 3 year period (2024/25 - 2027/28) This growth will enable the delivery of the priorities in the Cabinet Transport portfolio. Improved service to Development Control for supporting planning applications. Cross departmental working with the Public Health and Air Quality teams. None	262	(34)	(128)	(100)	GS1 + GS2 FUNDING FROM RESERVES
Page 39		Service/Section Description Service Implication Staffing Implications Strategic Priorities implications Impact on other departments Equalities Implications	Highways Highways Development/Licensing Officer To deliver increasing workloads across the borough regarding small/residential development sites, securing Section 171 license deposits to maintain the highway network. This would be a self funding role as deposits secured will include staff fees to undertaken the necessary inspections/quality control. Fund for 18 months to allow for income to self-fund post. 1 x FTE Highway Development/Licensing Office Civic Pride and Sustainable Futures - ensuring the upkeep of Merton's highway network and receiving best value (not undertaking repairs at public expense) Improved service with planning enforcement and supporting planning applications. None	51	(26)	(25)		GS1 FUNDING FROM RESERVES
Total				313	(60)	(153)	(100)	

GROWTH PROPOSALS 2024-28
DIRECTORATE: Environment, Civic Pride & Climate

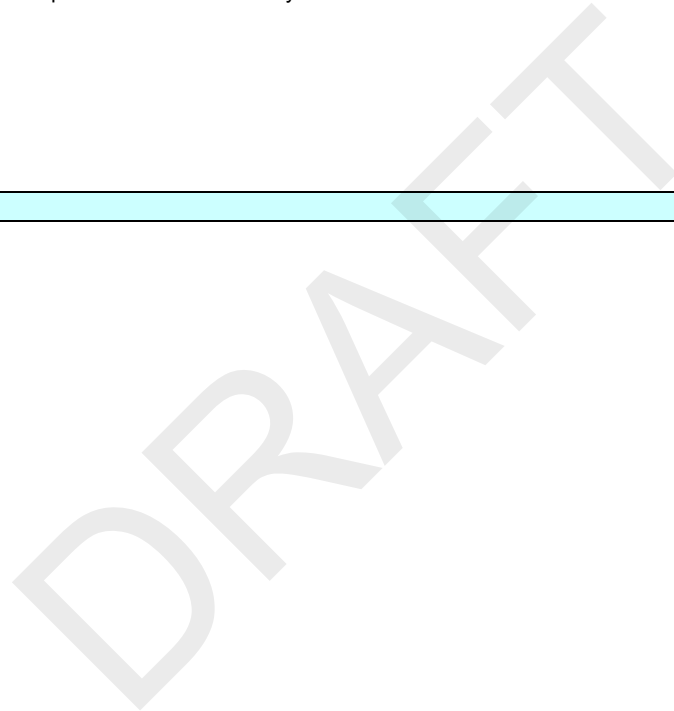
Panel	Ref		Description of growth	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Type of Growth (see key)
		Service/Section Description	Parking Income Whilst efforts have been made to achieve additional income it has become apparent that the budgeted parking income targets are unrealistic and unachievable, even after accounting for the previously agreed inflationary increases to parking charges due to be implemented this financial year.	800				GI1
		Service Implication	None					
		Staffing Implications	None					
		Strategic Priorities implications	None					
		Impact on other departments	None					
		Equalities Implications	None					
		Total		800	0	0	0	

Type of Growth Key

- GI1** Income: Decrease due to fall in demand for service
- GI2** Income: Decrease due to reduction/deletion of service
- GS1** Staffing: increase in level of service
- GS2** Staffing: New service
- GNS1** Non - Staffing: increase in level of service
- GNS2** Non - Staffing: New service
- GP1** Addition to Procurement / Third Party arrangements
- GPROP** Increase in Property Related costs

Panel

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



GROWTH PROPOSALS 2024-28
DEPARTMENT: Environment, Civic Pride & Climate

Panel	Ref	Description of growth		2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Type of Growth (see key)
SC		Service/Section	Public Space, Contracts & Commissioning					
		Description	<p>Retendering an Enhanced Refuse Collection Contract - The Phase C contract will end on 31 March 2025 and in being split the Refuse Collection element of the contract is being re-tendered. Comparison with other authorities demonstrates the current specification provides a basic low cost service - the revised specification has enhanced the 5 areas below:</p> <ol style="list-style-type: none"> 1. Time Banded Evening Collections 2. Enhanced Communal Refuse Collections (Monday to Friday) 3. Enhanced Communal Recycling Collections (Monday to Friday) 4. Enhanced Flats Over Shops Evening Collection Plus Commercial Food Collection (Monday to Friday Evening) <p>The bid is to cover the estimated increase in annual costs, the true cost will be determined by the result of the tendering process.</p>		575			GNS1
		Service Implication	The current tendered service for waste and street cleansing is being split from 1 April 2025 with the street cleansing service being brought back in-house and the waste collection service being re-tendered					
		Staffing Implications	n/a					
		Strategic Priorities implications	As well as being a statutory service this service is key to the delivery of a number of priorities with the "Civic Pride" Corporate Objective					
		Impact on other departments	Staff from other departments are incorporated into the meetings for the planning, delivery and governance of the service being re-tendered					
		Equalities Implications	It is envisaged that staff will TUPE to the new contractor at the cessation of the existing contract. The tender specification requires pay parity with staff directly employed by Merton					

GROWTH PROPOSALS 2024-28
DEPARTMENT: Environment, Civic Pride & Climate

Panel	Ref	Description of growth		2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Type of Growth (see key)
SC		Service/Section	Public Space, Contracts & Commissioning					
		Description	Enhanced In-House Street Cleansing Service - The Phase C contract will end on 31 March 2025 and in being split the Street Cleansing element of the contract is being re-tendered. Comparison with other authorities demonstrates the current specification provides a basic low cost service, feedback from residents has highlighted dissatisfaction with the current service and the need for enhancement - the growth figure includes enhancements in the options matrix.		1,425			GS1 & GNS1
		Service Implication	Service improvement based on: Enhanced frequency based service - supported by reactive teams Proactive flytipping removal teams Proactive graffiti removal teams Enhanced town centre cleaning, including pavement washing					
		Staffing Implications	Increased number of operational staff - approx. 22% increase					
		Strategic Priorities implications	As well as being a statutory service this service is key to the delivery of a number of priorities with the "Civic Pride" Corporate Objective					
		Impact on other departments	Staff from other departments are incorporated into the meetings for the planning, delivery and governance of the service being re-tendered					
		Equalities Implications	It is envisaged that staff will TUPE to Merton at the cessation of the existing contract, appointment to any staff vacancies will be undertaken using Merton's processes and procedures and using Merton's employment terms and conditions					
Total				0	2,000	0	0	

MEDIUM TERM FINANCIAL STRATEGY 2024-28

CHILDREN, LIFELONG LEARNING AND FAMILIES: GROWTH 2024-28

	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Childrens Social Care - New Children's Home in Merton - feasibility & project costs *	105	(40)	(65)	0
Total : CHILDREN, LIFELONG LEARNING AND FAMILIES Growth 2024-28	105	(40)	(65)	0
Cumulative Total	105	65	0	0

* DENOTES FUNDING FROM RESERVES

GROWTH PROPOSALS 2024-28

DIRECTORATE: Children, Lifelong Learning and Families

Panel	Ref	Description of growth		2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Type of Growth (see key)
C&YP	CLLF 2425 02	Service/Section Description	Childrens Social Care New Children's Home in Merton - feasibility & project costs	105	(40)	(65)		GP1 FUNDING FROM RESERVES
		Service Implication	To undertake a feasibility study and business plan development for a new Children's Home in Merton, to keep children in residential care in Merton (where appropriate) and at lower cost. Currently, commissioned care home placements cost between £184K and £724K per year. Other LAs in London have developed their own care homes to provide greater assurance on safety, quality and cost. The feasibility study would consider the potential as an invest to save project, site and management options. NB if an LBM site it may require capital investment but RSL sites may also be available, with the cost of works covered through rental payments. If a scheme proceeds on an LBM site (or involves a capital grant) the costs of this stage may be capitalizable					
		Staffing Implications	None at this stage. The feasibility study would examine options to directly provide or contract					
		Strategic Priorities implications	Civic Pride					
		Impact on other departments	Site and potential demand on capital programme					
		Equalities Implications	The feasibility would include a full EIA, but it is expected that if taken forward it would have a positive impact on children in care with protected characteristics					
		Total		105	(40)	(65)	0	
		Cumulative Total		105	65	0	0	

DEPARTMENT: Innovation and Change

Panel	Ref	Description of growth		2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Type of Growth (see key)
Page 45	2024-25 ICG5	Service/Section Description	All Directorates	260	45	43	38	GS1
		Service Implication	Organisational Pay Review Merton is currently carrying a high number of interim staff at the top of the organisation, which is a major contributing factor to a high overall agency spend. This creates instability in the leadership of the organisation and makes it more difficult to drive through change. The pay review aims to address this.					
		Staffing Implications	The new scales will apply across tier 1 (EDs), tier 2 (ADs) and senior tier 3 (senior service heads). There will be no pay increases at tier one, just a regularisation of the market factor pay currently applied to ED roles.					
		Strategic Priorities implications	Merton struggles to recruit permanently to a number of roles, and one factor in this is that our substantive pay is often lower than that offered by our statistical and geographical neighbours. There is a need for a pay review across the organisation, a major piece of work that will take around 18 months. The first phase of this work has been to review pay at the top three tiers of the organisation to allow us to permanently recruit into those senior roles, to regularise market factor supplements where they exist, and avoid ongoing and unsustainable agency/interim frees.					
		Impact on other departments	This is a review of senior pay across all departments					
		Equalities Implications	None as this will be a Council wide review, with the senior pay review being the first phase					
Total				260	45	43	38	

Type of Growth Key

- GI1** Income: Decrease due to fall in demand for service
- GI2** Income: Decrease due to reduction/deletion of service
- GS1** Staffing: increase in level of service
- GS2** Staffing: New service
- GNS1** Non - Staffing: increase in level of service
- GNS2** Non - Staffing: New service
- GP1** Addition to Procurement / Third Party arrangements
- GPROP** Increase in Property Related costs

Panel

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

MEDIUM TERM FINANCIAL STRATEGY 2024-28

Growth - Priority Proposals that could be funded from Reserves	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
Innovation and Change	385	320	0	0	705
Finance and Digital	0	0	0	0	0
Housing and Sustainable Development	0	0	0	0	0
Environment, Civic Pride and Climate	313	253	100	0	666
Children, Lifelong Learning, and Families	105	65	0	0	170
Adult Social Care, Integrated Care, and Public Health	0	0	0	0	0
Total Growth 2024-28	803	638	100	0	1,541

Funded from Reserves	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Communications: Add Communications Manager post into the permanent establishment	65	0	0	0
Customer, Policy and Improvement: Creation of a transformation team	320	320	0	0
Total : INNOVATION AND CHANGE Growth Funded from Reserves	385	320	0	0

Funded from Reserves	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
	0	0	0	0
Total : FINANCE AND DIGITAL Growth 2024-28	0	0	0	0

Funded from Reserves	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Future Merton - Traffic Management and Transport Planning	262	228	100	
Future Merton - Highways - Highways Development/Licensing Officer	51	25		
Total : ENVIRONMENT, CIVIC PRIDE AND CLIMATE Growth 2024-28	313	253	100	0

Funded from Reserves	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Childrens Social Care - New Children's Home in Merton - feasibility & project costs	105	65	0	0
Total : CHILDREN, LIFELONG LEARNING AND FAMILIES Growth 2024-28	105	65	0	0

**SUMMARY OF DIRECTORATE SAVINGS AND FEES AND CHARGES PROPOSALS
AND EQUALITIES AND IMPACT ASSESSMENTS**

- i) Directorate Summary of Savings proposals
- ii) Directorate Summary of Fees and Charges proposals
- iii) Directorate Summary of Equalities Impact Assessments

Appendix 3a: Innovation and Change

Appendix 3b: Finance and Digital

Appendix 3c: Housing and Sustainable Development

Appendix 3d: Environment, Civic Pride and Climate

Appendix 3e: Children, Lifelong Learning, and Families

Appendix 3f: Adult Social Care, Integrated Care, and Public Health

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MEDIUM TERM FINANCIAL STRATEGY 2024-28

Priority Savings Proposals	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
Innovation and Change	36	565	0	0	601
Finance and Digital	380	0	0	0	380
Housing and Sustainable Development	377	(40)	(60)	0	277
Environment, Civic Pride and Climate	310	30	0	0	340
Children, Lifelong Learning, and Families	60	0	0	0	60
Adult Social Care, Integrated Care, and Public Health	538	257	370	387	1,552
Total Savings 2024-28	1,701	812	310	387	3,210
Cumulative Total	1,701	2,513	2,823	3,210	

MEDIUM TERM FINANCIAL STRATEGY 2024-28

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Fees and Charges Review - Additional Income	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
Innovation and Change	0	0	0	0	0
Finance and Digital	0	0	0	0	0
Housing and Sustainable Development	185	0	0	0	185
Environment, Civic Pride and Climate	223	(23)	0	0	200
Children, Lifelong Learning, and Families	0	0	0	0	0
Adult Social Care, Integrated Care, and Public Health	50	150	0	0	200
Total Savings 2024-28	458	127	0	0	585
Cumulative Total	458	585	585	585	

SUMMARY OF EQUALITIES ASSESSMENTS - SAVINGS TO CABINET 16 November 2023

SAVINGS REFERENCE	CABINET	DIRECTORATE	SAVING	OUTCOME
2024-25 ICS1	16 November 2023	Innovation and Change	Communications and Engagement - Renegotiating and reprocurement of service contracts and income generation	1
2024-25 ICS2	16 November 2023	Innovation and Change	Transformation and Change - Review of admin and business support.	2
2024-25 FDS1	16 November 2023	Finance and Digital	Resources - Insurance Reduce contribution to the insurance provision	1
2024-25 FDS2	16 November 2023	Finance and Digital	Resources - Treasury -Increased interest income from Treasury Management activities	1
2024-25 FDS3	16 November 2023	Finance and Digital	I&T - IT Costs Decommissioning of Citrix	1
HSD2425-S01	16 November 2023	Housing & Sustainable Development	Development management and enforcement – reallocate heritage work amongst the team	1
HSD2425-S02	16 November 2023	Housing & Sustainable Development	Development management and enforcement – more effective allocation of administration tasks	1
HSD2425-S03	16 November 2023	Housing & Sustainable Development	Climate change/strategic planning/ future merton – more effective use of climate change budgets	1
HSD2425-S04	16 November 2023	Housing & Sustainable Development	Facilities Management - Reduction in vacant posts	1
HSD2425-S05	16 November 2023	Housing & Sustainable Development	Facilities Management - Review printing services, move to paperless and remove printers where possible.	1
ECPC2425-S01	16 November 2023	Environment, Civic Pride and Climate	Waste Services - disposal/treatment of food and garden waste	1
ECPC2425-S02	16 November 2023	Environment, Civic Pride and Climate	Greenspace - Reduce Highways Verge Cutting Frequency	1
ECPC2425-S03	16 November 2023	Environment, Civic Pride and Climate	CPZ Programme - Budget reduction without loss of function/service	1
ECPC2425-S04	16 November 2023	Environment, Civic Pride and Climate	SLWP - Management and Admin charges - Reduction of contractual payment to SLWP	1
ECPC2425-S06	16 November 2023	Environment, Civic Pride and Climate	Highways and Transportation - Increase in fees and charges for crossovers and streetworks charges by 15%	N/A
ECPC2425-S07	16 November 2023	Environment, Civic Pride and Climate	Leisure - short term lease to Hilton Pharmacy for full responsibility for Morden Assembly Hall	2
CLLF202425 S01	16 November 2023	Children, Lifelong Learning, and Families	Education and Early Help - Pre-schools	1
ASCICPH 121	16 November 2023	Adult Social Care, Integrated Care, & Public Health	Adult Social Care- Supported Living Placements	1
ASCICPH 122	16 November 2023	Adult Social Care, Integrated Care, & Public Health	Adults - Reablement	1
ASCICPH 123	16 November 2023	Adult Social Care, Integrated Care, & Public Health	Mental Health - S75 agreement	2
ASCICPH 124	16 November 2023	Adult Social Care, Integrated Care, & Public Health	Mental Health Brokerage	1
ASCICPH 125	16 November 2023	Adult Social Care, Integrated Care, & Public Health	Adult Social Care Placements- Homecare	1
ASCICPH 126	16 November 2023	Adult Social Care, Integrated Care, & Public Health	Adult Social Care & Public Health (Integration of Commissioning Functions)	1
ASCICPH 127	16 November 2023	Adult Social Care, Integrated Care, & Public Health	Review of ASC Fees and Charges	2

MEDIUM TERM FINANCIAL STRATEGY 2024-28

Priority Savings Proposals	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
<u>Innovation and Change</u>					
Communications and Engagement - Renegotiating and reprocurement of service contracts and income generation	0	65	0	0	65
Transformation and Change - Review of admin and business support.	36	500	0	0	536
Total Savings 2024-28	36	565	0	0	601
Cumulative Total	36	601	601	601	

PROPOSED SAVINGS 2024-28
DEPARTMENT: Innovation and Change

Panel	Ref	Description of Saving		Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 52	2024-25 ICS1	Service/Section	Communications and Engagement								
		Description	Renegotiating and reprocurement of service contracts and income generation	1,012	65				Medium	Medium	S12/SNS1
		Service Implication	The service currently holds a number of expensive IT system contracts that can be reprocured or cancelled, leading to savings. There is additional scope for income generation through advertising, in-house graphic design services and other commercial activity.								
		Staffing Implications	N/A								
		Strategic Priorities implications	N/A								
		Impact on other departments	N/A								
		Equalities Implications	N/A								

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PROPOSED SAVINGS 2024-28
DEPARTMENT: Innovation and Change

Panel	Ref	Description of Saving		Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 53	2024-25 ICS2	Service/Section	Transformation and Change						Medium	Low	SS1
		Description	Review of admin and business support.	8,000	36	500					
		Service Implication	The review will lead to better and more streamlined business support and administration across the organisation, and will aim to create more apprenticeships in place of agency staff reliance.								
		Staffing Implications	review will require wide ranging staff restructure, extensive staff and TU consultation								
		Strategic Priorities implications	Will support the effective delivery of all								
		Impact on other departments	Will support the effective delivery of all								
		Equalities Implications	There will be full EIAs carried out as the review progresses								
Total Savings Proposals 2024-28					36	565	0	0			

Equality Analysis



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

What are the proposals being assessed?	Communications Team - Renegotiating and reprocurement of service contracts and income generation. (Ref.2024-25 ICS1)
Which Department/ Division has the responsibility for this?	Innovation and Change

Stage 1: Overview

Name and job title of lead officer	Matt Burrows, Interim Head of Communication and Engagement
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The service currently holds a number of expensive IT system contracts that can be reprocured or cancelled, leading to savings. There is additional scope for income generation through advertising, in-house graphic design services and other commercial activity.
2. How does this contribute to the council's corporate priorities?	Improved value for money and increased income.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Impact will be on commercial organisations with which the Council ends its contractual arrangements with.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Finance and Digital hold a number of the contracts within the scope of this proposal. The Communication Team will retain overall responsibility.

Stage 2: Collecting evidence/ data

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

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

Contract Register.

Stage 3: Assessing impact and analysis

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

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

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

N/A

Stage 4: Conclusion of the Equality Analysis

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

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

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

Stage 5: Improvement Action 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 1 Assessment

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

- The assessment has identified no potential for positive or negative impacts on protected characteristics.

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Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Keith Burns, Interim Assistant Director: Customers, Policy and Improvement.	Signature: 	Date: 25 October 2023
Improvement action plan signed off by Director/ Head of Service	Polly Cziok, Executive Director for Innovation and Change	Signature: 	Date: 25 October 2023

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Equality Analysis

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

What are the proposals being assessed?	Council-wide Admin and Business Support functions (Ref.2024-25 ICS2)
Which Department/ Division has the responsibility for this?	Innovation and Change; Customers, Policy and Improvement

Stage 1: Overview	
Name and job title of lead officer	Keith Burns, Interim Assistant Director: Customers, Policy and Improvement
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The review will lead to better and more streamlined business support and administration across the organisation and will aim to create more apprenticeships in place of reliance on agency staff.
2. How does this contribute to the Council's corporate priorities?	Improved internal support to service delivery teams (supporting improved outcomes for residents) and better value for money.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>An initial review of posts in scope has identified approximately 205 posts across 120 roles. The 120 roles encompass a broad spectrum of administrative and business support roles, as well as associated roles such as programme management and support roles.</p> <p>There are a small number of service areas, primarily those delivered via partnership arrangements, which it has been agreed will be excluded from the scope of the review.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The scope of the review encompasses the six Directorates within the Council.

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).

Information on the roles and posts in scope has been provided by Human Resources. The analysis to date has used anonymized data. During the course of the proposed review further work will be undertaken to understand the breakdown of the cohort of the in-scope workforce in order to be able to identify the extent to which there is the potential for disproportionate impact on particular protected characteristics. This more detailed analysis will allow for more nuanced and targeted mitigation strategies to be developed in respect of any disproportionate impacts identified.

Stage 3: Assessing impact and analysis

Page 6
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	✓		✓		Increasing apprenticeship opportunities may positively impact opportunities for younger people to begin a career with the Council. Although further analysis is required, the likely age profile of the existing cohort of employees may mean a disproportionate impact on older employees.
Disability	✓		✓		There may be positive impacts in terms of new systems, processes and technologies making roles more accessible to individuals with particular disabilities (subject to further testing). Again, further analysis is required, but there is the possibility for disproportionate impact depending on the proportion of individuals with disabilities in the overall in-scope cohort.
Gender Reassignment		✓		✓	No positive or negative impacts identified at this stage, but this will be subject to more detailed testing as outlined above.
Marriage and Civil Partnership		✓		✓	No positive or negative impacts identified at this stage, but this will be subject to more detailed testing as outlined above.
Pregnancy and Maternity		✓		✓	No positive or negative impacts identified at this stage, but this will be

					subject to more detailed testing as outlined above.
Race		✓	✓		Again, further analysis is required, but there is the possibility for disproportionate impact depending on the proportion of individuals from black and minority ethnic communities in the overall in-scope cohort.
Religion/ belief		✓		✓	No positive or negative impacts identified at this stage, but this will be subject to more detailed testing as outlined above.
Sex (Gender)	✓		✓		Improved career pathways may provide positive impacts dependent on the gender balance across the overall in-scope cohort. Again, further analysis is required, but there is the possibility for disproportionate impact depending on the gender balance across the overall in-scope cohort.
Sexual orientation		✓		✓	No positive or negative impacts identified at this stage, but this will be subject to more detailed testing as outlined above.
Socio-economic status	✓		✓		Improved career pathways and apprenticeships may provide positive impacts for low-income households and individuals. Negative impacts may arise as a result of the fact that the salaries of a significant proportion of the in-scope roles and posts are at the lower end of the Council's pay scales.

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

This is an initial analysis prior to the review being commenced. The mitigation has several components:

- The review will be undertaken in a manner that is fully consistent with the Councils Policy and Procedures for managing Organisational Change.
- Further analysis of individualised data to provide a richer understanding of the potential for negative impact in regards to specific protected characteristics (and combinations of protected characteristics) as a precursor to developing more targeted mitigation actions.
- Ongoing engagement with the in-scope workforce to understand potential impacts and to co-design mitigations.
- Further full EIAs to be undertaken at relevant points in the review and in particular in relation to proposed new / changed delivery models.

Stage 4: Conclusion of the Equality Analysis

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

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

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- Outcome 1** – 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?
Further detailed analysis of the in-scope workforce is required in order to better understand the scope for positive or negative impacts to be present.	Completion of the more detailed analysis with support from Human Resources.	Analysis completed and outcome report presented to Corporate Management Team	31 January 2024	Existing	Keith Burns	Yes
Potential for negative impacts identified against five Protected Characteristics.	Compliance with Council's Policies and Procedures for managing organisational change.	End of review report completed.	31 May 2024	Existing	Keith Burns	Yes
	Completion of the detailed analysis referred to above.	Analysis completed and outcome report presented to Corporate Management Team	31 January 2024	Existing	Keith Burns	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

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

- The assessment has identified the potential for a number of positive and negative impacts across five of the Protected Characteristics.
- It is recognized that further detailed analysis of the in-scope cohort is required in order to ascertain with a greater degree of confidence the potential for either positive or negative impacts to be present, which in turn will allow for more tailored mitigations to be developed and implemented. This further analysis may also change the impact assessment for the remaining five Protected Characteristics.
- Compliance with the Council's Policies and Procedures for managing organizational change is an important element of the mitigation plan, as is engagement with the in-scope workforce and co-design of mitigating actions.

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Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Keith Burns, Interim Assistant Director: Customers, Policy and Improvement.	Signature: 	Date: 25 October 2023
Improvement action plan signed off by Director/ Head of Service	Polly Cziok, Executive Director for Innovation and Change	Signature: 	Date: 25 October 2023

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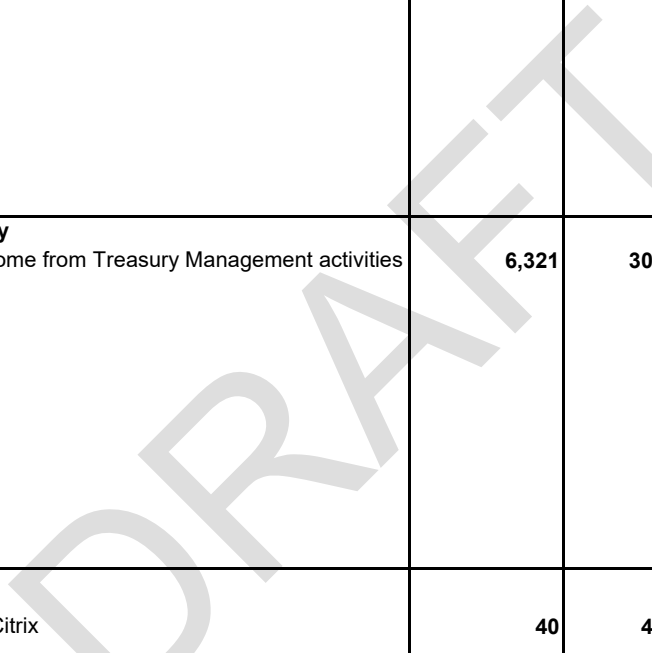
MEDIUM TERM FINANCIAL STRATEGY 2024-28

Priority Savings Proposals	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
<u>Finance and Digital</u>					
Resources - Insurance Reduce contribution to the insurance provision	40	0	0	0	40
Resources - Treasury -Increased interest income from Treasury Management activities	300	0	0	0	300
I&T - IT Costs Decommissioning of Citrix	40	0	0	0	40
Total Savings 2024-28	380	0	0	0	380
Cumulative Total	380	380	380	380	

PROPOSED SAVINGS 2024-28

DEPARTMENT: Finance and Digital

Panel	Ref	Description of Saving		Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2024-25 FDS1	Service/Section	Resources - Insurance								
		Description	Reduced contribution to the insurance provision on the basis of a review of the Council's risk profile	644	40				Low	Low	SNS1
		Service Implication	None								
		Staffing Implications	None								
		Strategic Priorities implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
	2024-25 FDS2	Service/Section	Resources - Treasury								
		Description	Increased interest income from Treasury Management activities	6,321	300				Low	Low	SI1
		Service Implication	None								
		Staffing Implications	None								
		Strategic Priorities implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
	2024-25 FDS3	Service/Section	I&T - IT Costs								
		Description	Decommissioning of Citrix	40	40				Low	Low	SNS1
		Service Implication	Decommission the current Citrix infrastructure and provide laptops to those staff currently using the Pi desktop equipment. This will reduce the operating costs of the IT operating environment.								
		Staffing Implications	Staff will provided with laptops instead of using the current PI desktop equipment								
		Strategic Priorities implications	None								
		Impact on other departments	Impact on the way staff access IT, though the number of staff using PI equipment has reduced given the shift towards SMART								
		Equalities Implications	none								
Total Savings Proposals 2024-28					380	0	0	0			



Equality Analysis



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

What are the proposals being assessed?	A series of Finance and Digital Service savings (Ref. 2024-25 FDS 01 & 02)
Which Department/ Division has the responsibility for this?	Finance and Digital

Stage 1: Overview

Name and job title of lead officer	Roger Kershaw. DoF Finance and Digital
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)	Various savings in back office costs from 24/25:- Insurance contributions £40,000 Treasury Management Activities £300,000
2. How does this contribute to the council's corporate priorities?	Assists with balancing the budget.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	None
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None

Stage 2: Collecting evidence/ data

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

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

- An analysis of recent years spend and income data.

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				✓	Back office savings will not directly affect protected characteristics.
Disability				✓	
Gender Reassignment				✓	
Marriage and Civil Partnership				✓	
Pregnancy and Maternity				✓	
Race				✓	
Religion/ belief				✓	
Sex (Gender)				✓	
Sexual orientation				✓	
Socio-economic status				✓	

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

N/A

Stage 4: Conclusion of the Equality Analysis

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

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

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

Stage 5: Improvement Action 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?
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

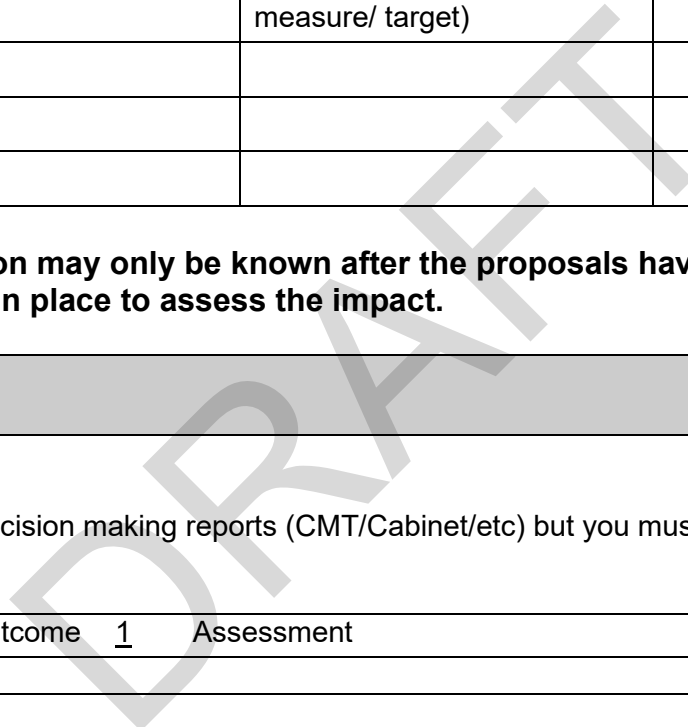
10. Summary of the equality analysis


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 1 Assessment

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Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Roger Kershaw, DoF Finance & Digital	Signature: 	Date:25.10.23
Improvement action plan signed off by Director/ Head of Service	Asad Mushtaq, Executive Director, Finance & Digital	Signature: <i>Asad Mushtaq</i>	Date:1.11.23

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?	Removal of Citrix Infrastructure & Equipment (Ref. 2024-25 FDS3)
Which Department/ Division has the responsibility for this?	Finance and Digital / Infrastructure and Technology

Stage 1: Overview

Name and job title of lead officer	Richard Warren, Head of IT Service Delivery
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>Citrix is an IT solution which provides a virtual desktop to users, there is a complex architecture and the backend which includes physical servers. Citrix technology has not really been developed and now provides quite limited functionality in comparison with some other available solutions which provide the same features but with the additional benefit of being hosted in the Cloud.</p> <p>This change will deliver direct financial savings to the Council of approximately £40k per annum.</p> <p>The proposal is to remove this current service and replace it with a cloud-based solution called Azure Virtual Desktop (AVD) and replace the limited functionality Pi desk top boxes and provide officers with one of a number of different equipment options which include laptops, PC's and mobile devices depending on the nature of the role being undertaken.</p> <p>However, there are a very limited number of service areas which due to the nature of the services provided and the systems they use will still require this virtual desktop environment, and the proposal these will be migrated to the AVD.</p>
2. How does this contribute to the council's corporate priorities?	This proposal supports the Councils wider digital IT strategy of Cloud first.
3. Who will be affected by this proposal? For example who are the external/internal customers,	This proposal will affect all users who currently use the Citrix environment and therefore we will be engaging with individual teams to identify their specific operational requirements so that we can provide the most appropriate type of equipment. This proposal will not impact external customers, the wider community or partner organisations.

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communities, partners, stakeholders, the workforce etc.	
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	As this is a move to using an alternative infrastructure/system there are no other departments involved, but service users in every department will be affected as they will need to move to using different desktop equipment or alternatively use the new AVD.

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Stage 2: Collecting evidence/ data**5. What evidence have you considered as part of this assessment?**

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

This is the replacement of an operational IT system, and we are not removing or reducing any service provision so on that basis we do not foresee any potential issues in respect to equality groups being affected.

This proposal may require some minor adjustments to existing working arrangements for some members of staff who will be issued with new equipment, but this will be covered as part of a local risk assessment process when assessing the most appropriate item of equipment to issue. We have now more laptops deployed and make strategic sense to provide laptops to all users. Where there are common areas and officers cannot change laptops, we will provide a PC.

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Stage 3: Assessing impact and analysis**6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?**

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		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	

DRAFT

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

No issues identified requiring mitigation.

Stage 4: Conclusion of the Equality Analysis

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

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

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

Stage 5: Improvement Action Plan**9. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact**

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

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

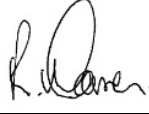

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

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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
This Equality Impact Assessment has indicated that there are no negative or positive impacts. We are swapping systems and providing laptops or PC's to provide better connectivity and the ability for officers to work with a single device.		

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Richard Warren	Signature: 	Date: 20/10/23
Improvement action plan signed off by Director/ Head of Service	Mark A Humphries	Signature: 	Date: 20 th October 2023

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MEDIUM TERM FINANCIAL STRATEGY 2024-28

Priority Savings Proposals	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
<u>Housing and Sustainable Development</u>					
Development management and enforcement – reallocate heritage work amongst the team	41	0	0	0	41
Development management and enforcement – more effective allocation of administration tasks	94	0	0	0	94
Climate change/strategic planning/ future merton – more effective use of climate change budgets	150	(90)	(60)	0	0
Facilities Management - Reduction in vacant posts	92	0	0	0	92
Facilities Management - Review printing services, move to paperless and remove printers where possible.	0	50	0	0	50
Total Savings 2024-28	377	(40)	(60)	0	277
Cumulative Total	377	337	277	277	

Fees and Charges Proposals	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
<u>Housing and Sustainable Development</u>					
Development management - Review planning fee income	185	0	0	0	185
Total Fees and Charges Proposals 2024-28	185	0	0	0	185
Cumulative Total	185	185	185	185	

PROPOSED SAVINGS 2024-28
DEPARTMENT: Housing and Sustainable Development

Panel	Ref	Description of Saving		Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 83	HSD2425-S05	Service/Section	Facilities Management	Budgets sit across numerous departments and the baseline need to be properly assessed as part of the review.		50			Medium	Low	SNS1
		Description	Review printing services, with a look to move to more paperless working, and remove printers where possible and/or provide printing more efficiently. This would bring small savings, but not significant as the lease for the printers has already run out, so we are only paying click charges.								
		Service Implication	Implication for efficiency for those reliant on paper - particularly SLLP, Parking Services (permit printing), MASH, Mascot. Would need to work with staff to move to paperless and support with culture change and ways of working								
		Staffing Implications	Change management required to move towards a more paperless way of working for all staff and members								
		Strategic Priorities implications	Supports our climate emergency priorities								
		Impact on other departments	Impacts all departments - but review will look at how to reduce paper usage and find savings in an efficient way and supporting staff to move paperless and use the technology already available to them through Office 365 etc								
		Equalities Implications	Could have equalities impacts for staff who need to use paper more than screen (potentially those with neuro-diversity issues or other accessibility issues with computers). Would need to be investigated further.								
Total Savings Proposals 2024-28					377	(40)	(60)	0			

PROPOSED SAVINGS 2024-28

DEPARTMENT: Housing and Sustainable Development

Panel	Ref	Description of Saving		Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 84		Service/Section	Development management						Low	Medium	SI1
		Description	Review planning fee income in respect of doubling pre-application charges (extra £35,000), securing increased Planning Performance Agreement payments (up to £150,000), raising the planning application fees (estimated 15%) and bringing in external funding (from a total of £24 million) in line with the Central Government announcements w/c Monday 24th July. It should be noted that planning fees can only be used to pay for the planning department, and have to be ringfenced for this purpose		185						
		Service Implication	Can be used to support staffing budgets in the development management team								
		Staffing Implications	Can be used to support staffing budgets in the development management team - legally can only be used to support development management budgets								
		Strategic Priorities implications	n/a								
	Impact on other departments	n/a									
	Equalities Implications	n/a									
Total Savings Proposals 2024-28					185	0	0	0			

Equality Analysis



Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet
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What are the proposals being assessed?	Proposed budget savings in the development management teams
Which Department/ Division has the responsibility for this?	Development management (Ref. HSD2425-S01 & HSD2425-S02)

Stage 1: Overview	
Name and job title of lead officer	Jonathan Berry
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)	Deleting two vacant posts, currently filled by interim agency staff. 1) the conservation/heritage officer post and 2) the administration team leader role
2. How does this contribute to the Council's corporate priorities?	The proposals support the Council's statutory duty to produce a balanced budget
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>The customers of development management are:</p> <ol style="list-style-type: none"> 1) Residents who want to do building works in the borough. 2) Developers who want to do building works in the borough. 3) All residents, who want to see all building works fairly considered, and agreed or refused planning according to policies and legal requirements. <p>The proposals will benefit the Council through providing savings which will allow a balanced budget to be produced.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The responsibility for delivering this service is not shared.

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).

Given this is the deleting of vacant posts, and it has been assessed that the work can be taken on by other parts of the service, no additional evidence has been considered or looked at, or deemed necessary.

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

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

Stage 5: Improvement Action Pan

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

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

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

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

Stage 6: Reporting outcomes

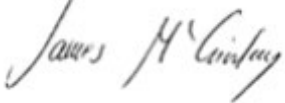

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome 1 Assessment

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

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

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	James McGinley, Head of Regeneration, Environment, Civic Pride & Climate	Signature: 	Date: 20/10/23
Improvement action plan signed off by Director/ Head of Service	Lucy Owen, Executive Director of Housing and Sustainable Development	Signature: 	Date: 20/10/23

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Equality Analysis



Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet
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What are the proposals being assessed?	Reprofile of the climate action budget to make more efficient use of the funding (Ref: HSD202425 03)
Which Department/ Division has the responsibility for this?	Environment, Civic Pride & Climate/ Housing & Sustainable Development /Future Merton

Stage 1: Overview	
Name and job title of lead officer	Tara Butler, deputy Head of FutureMerton
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Amending parts of the climate funding to provide savings to help the Council maintain a balanced budget. These savings are proposed as: <ol style="list-style-type: none"> 1) Amending the business retrofit support scheme by -£130,000 in 24/25 and -£60k in 25/26. The project's scope can be fitted within the proposed reduced budget through more efficient use 2) Amending the climate outreach budget by -£20k. The project's scope can be reprofiled more efficiently.
2. How does this contribute to the council's corporate priorities?	The proposals support the Council's statutory duty to produce a balanced budget
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>The customers of the climate funding are:</p> <ol style="list-style-type: none"> 1) Businesses who want to make their businesses zero carbon 2) Residents and businesses who would be supported by outreach to let them know more about their individual choices to support the zero carbon agenda <p>The proposals will benefit the Council through providing savings which will allow a balanced budget to be produced.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The responsibility for delivering this service is shared between the Environment, Civic Pride & Climate and Housing & Sustainable Development Directorates.

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) The -£20k amendment in climate outreach budget will not affect the ability of the council to continue to prioritise outreach and communication with people that have historically been underrepresented in the climate area (including people of different races, ages, abilities and socio-economic backgrounds) and will continue to support those with protected characteristics.
- 2) The Business Retrofit Support Scheme will be designed to align with the new budget envelope and the project will be designed to ensure equality of outcome.

For both projects the scope of how the support will be modified has not yet been defined in detail, but we will ensure that business owners and residents with protected characteristics are supported and targeted for support as required, and as we would with the existing funding. As such no impacts are foreseen.

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	

DRAFT

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

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

Stage 5: Improvement Action Plan**9. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact**

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

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

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



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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 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**

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Tara Butler, Programme Manager, Environment, Civic Pride & Climate	Signature: 	Date: 20/10/23
Improvement action plan signed off by Director/ Head of Service	Lucy Owen, Executive Director of Housing and Sustainable Development	Signature: 	Date: 20/10/23

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?	Proposal to delete two funded posts (Ref. HSD202425 04)
Which Department/ Division has the responsibility for this?	Housing & Sustainable Communities/ Infrastructure & Technology Division

Stage 1: Overview	
Name and job title of lead officer	Mark Humphries – Assistant Director Infrastructure & Technology
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>Proposal to delete two funded posts within the Facilities Management Major Projects team to reduce operating costs.</p> <p>The post are Major Projects Manager and Major Projects Surveyor which are funded as part of the current Facilities Management establishment with one post currently vacant and one being covered by a long term agency member of staff.</p> <p>The loss of these two posts will mean that any future large building repair or maintenance related project will have to be commissioned using external technical consultants costed at current commercial market fee rates.</p>
2. How does this contribute to the council's corporate priorities?	Not Applicable
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Short term there will not be any immediate impact but medium to long term any specialist technical support or duties that would have been carried out by the team, which includes design and project management of building related capital projects will need to be undertaken by external consultants at a direct cost to the Council.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	These posts currently technical support and deliver projects on behalf a number of teams within other directorates including leisure services and school Improvements

Stage 2: Collecting evidence/ data

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

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

As part of the FM trading account operating model these post have only ever been filled by agency members of staff. As the post deliver capital building projects, the service that is provided can be readily delivered by external consultants and therefore has no impact on any protected characteristics.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		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. If you have identified a negative impact, how do you plan to mitigate it?

Not Applicable

Stage 4: Conclusion of the Equality Analysis

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

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

- Outcome 1** – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**
- Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**
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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?

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

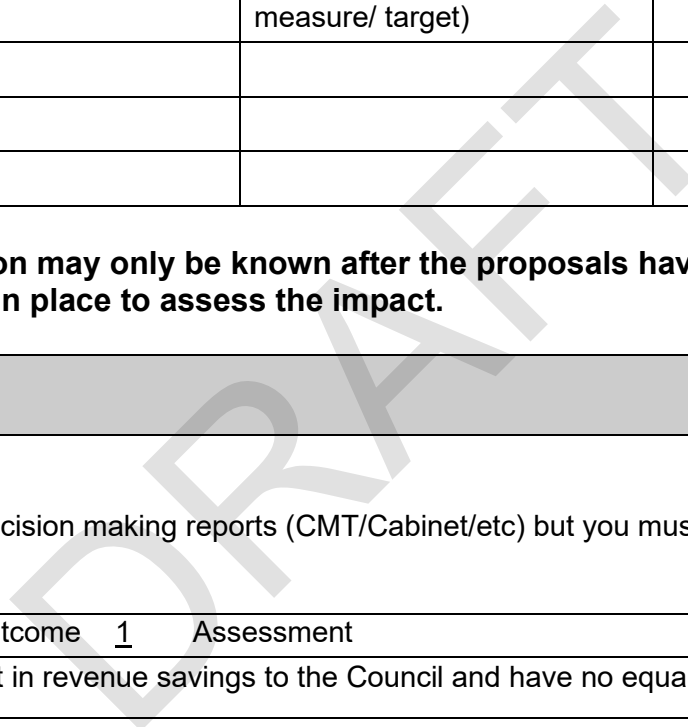
10. Summary of the equality analysis

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This Equality Analysis has resulted in an Outcome 1 Assessment

- The deletion of these posts should result in revenue savings to the Council and have no equalities impact.

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Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Nick Layton – Interim Head of Facilities	Signature: <i>A.N. Layton</i>	Date: 19.10.23
Improvement action plan signed off by Director/ Head of Service	Mark A Humphries – Assistant Director of Infrastructure and Technology	Signature: <i>Mark Humphries</i>	Date: 20 th October 2023

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?	Review printing services, with a look to move to more paperless working, and remove printers where possible and/or provide printing more efficiently. (Ref. HSD202425 05)
Which Department/ Division has the responsibility for this?	Finance & Digital / Infrastructure & Technology Division / Housing and Sustainable Development

Stage 1: Overview	
Name and job title of lead officer	Mark Humphries – Assistant Director Infrastructure & Technology
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)	Proposal to try and deliver some element of financial saving against the Council's current corporate operating costs, through a review of the Council's external operational buildings and a small volume of partner organisations including schools. This could include moving to a more paperless office and reducing the number of printing carried out and the equipment required to support this.
2. How does this contribute to the council's corporate priorities?	Helping to secure a balanced budget
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	This proposal will have an impact on those in the workforce who use day-to-day printing facilities, although it is expected that a transition to a reduction in reliance on printing for efficiency and environmental reasons would mitigate some of this. It could also potentially impact some external customers, partner organisations and the wider community. However, the review will look at any impacts and how this can be delivered and implemented to ensure efficiency is not lost
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Responsibility for providing the current networked printing and scanning facilities currently sits with both the IT Service Delivery, and the Facilities Management teams which now operate across both the Finance & Digital and Housing & Sustainable Communities departments.

Stage 2: Collecting evidence/ data

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

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

A full review of all the evidence and data will be undertaken as part of the review, to assess needs of those who print, how this can be reduced without impacting any groups with protected characteristics.

Stage 3: Assessing impact and analysis

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

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Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		X	X		This saving proposal requires some further detailed analysis to ensure any potential negative impacts from reducing printing are mitigated by using accessibility technology. The review will look at all the options for making savings and operational and equality impacts will be considered prior to any recommendations being made.
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?

Unable to identify any potential remedies or impacts until a more detailed analysis of the proposal has been undertaken and what the potential impact might be if the equipment is removed.

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?
The template has been completed as an initial draft and therefore the actual impact is currently unknown	This proposal requires some further detailed analysis on the potential operational and equality related impacts before the final version of the Equality Assessment can be completed.	Not Applicable	March 2024	Existing	MH	No

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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 2 Assessment

Further work will be undertaken to properly assess both the operational and equality related impacts of withdrawing Multi-Functional Devices (i.e.) removing local networked printing and scanning devices from the Councils operational buildings, before a final equalities assessment is completed.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Mark A Humphries – Assistant Director of Infrastructure and Technology	Signature: <i>Mark Humphries</i>	Date: 20 th October 2023
Improvement action plan signed off by Director/ Head of Service	Asad Mushtaq – Executive Director of Finance & Digital	Signature: <i>Asad Mushtaq</i>	Date: 02/11/2023

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MEDIUM TERM FINANCIAL STRATEGY 2024-28

Priority Savings Proposals	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
<u>Environment, Civic Pride and Climate</u>					
Waste Services - Disposal/treatment of food and garden waste	150	0	0	0	150
Greenspace - Highways Verge Cutting	60	0	0	0	60
CPZ Programme - Budget reduction without loss of function/service	100	0	0	0	100
SLWP - Management and Admin charges - Reduction of contractual payment to SLWP	0	30	0	0	30
Total Savings 2024-28	310	30	0	0	340
Cumulative Total	310	340	340	340	

Fees and Charges Proposals	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
<u>Environment, Civic Pride and Climate</u>					
Highways and Transportation -Increase in fees and charges for a range of licences and services	200	0	0	0	200
Leisure - short term lease	23	(23)	0	0	(0)
Total Fees and Charges Proposals 2024-28	223	(23)	0	0	200
Cumulative Total	223	200	200	200	

PROPOSED SAVINGS 2024-28
DEPARTMENT: E,CP&C

Proposed saving

Panel	Ref	Description of Saving		Proposed saving					Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
				Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000			
	ECPC2425-S01	Service/Section Description Service Implication Staffing Implications Strategic Priorities implications Impact on other departments Equalities Implications	Waste Services SLWP have estimated savings for the disposal/treatment of food and garden waste for 23-24. No direct customer service implications due savings being a reduction in gate fees levied for treating food and green waste. This savings is limited to the duration of the contract and may be offset through higher waste volumes generated through household waste collections. There is also potential risk in the reduction in food waste processed as maturing food waste recycling services often have a reduction in overall tonnage collected as behaviours change. None Continues to support environmental targets for recycling None None	502	150				Medium/High	LOW	SP1
Page 107	ECPC2425-S02	Service/Section Description Service Implication Staffing Implications Strategic Priorities implications Impact on other departments Equalities Implications	Greenspace Highways verge cutting - change from an outcome-based requirement to a cyclical programme Improve the efficiency of Highways verge cutting by shifting from an outcome-based requirement to a cyclical programme, tailored by the parks and grounds maintenance service provider. This strategic approach will lead to resource savings through more efficient service delivery. It is expected to have a benefit of increased biodiversity reflecting our commitment to a greener and more sustainable community. Any excess growth in verge grass, in between cyclical cuts, that may affect sightlines on road junctions will be dealt with as necessary – as is currently. Potential reduction of FTEs from service providers seasonal workforce. Civic Pride / Sustainability None None	963	60				LOW	HIGH	SS2

PROPOSED SAVINGS 2024-28
DEPARTMENT: E,CP&C

Proposed saving

Panel	Ref	Description of Saving	Baseline Budget 23/24 £000	Proposed saving				Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
				2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000			
	ECPC2425-S03	Service/Section Description CPZ Programme Budget reduction without loss of function/service Service Implication Reduced capacity to expand service if more CPZs are required. Staffing Implications None Strategic Priorities implications None Impact on other departments None Equalities Implications No assesment needed, the programme continues.	396	100				Low	Medium	SNS1
	ECPC2425-S04	Service/Section Description SLWP - Management and Admin charges Reduction of contractual payment to SLWP following end of Waste Collection Contract Service Implication Review and reprofile of the SLWP management support provided following the cessation of the Phase C, Lot 1 - street environment contract Staffing Implications No direct LBM staffing implications Strategic Priorities implications Sustainable Future Impact on other departments N/A Equalities Implications None	194		30			LOW	LOW	SP1
Total Savings Proposals 2024-28				310	30	0	0			

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PROPOSED SAVINGS 2024-28
DEPARTMENT: E,CP&C

Proposed saving

Panel	Ref	Description of Saving		Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	ECPC2425-S06	Service/Section Description	Highways and Transportation Increase in fees and charges for a range of licences and services including vehicle crossovers, streetworks permits, skip licencing, scaffold licencing and development site related charges by an average of 12%. Some fees will increase by a lower % and some by a higher %.	1,652	200				LOW	LOW	S11
		Service Implication	No impact, work undertaken as part of business as usual								
		Staffing Implications	No impact, work undertaken as part of business as usual								
		Strategic Priorities implications	No impact, work undertaken as part of business as usual and contributing to the maintenance and management of the highways.								
		Impact on other departments	No impact, work undertaken as part of business as usual. Impact of increased fees will feed through to developers and those requesting roadworks approvals.								
		Equalities Implications	No impact, no change in outcomes.								
Page 109	ECPC2425-S07	Service/Section Description	Leisure Provide a short term lease to local provider to utilise the Morden Assembly Hall. Savings will be on new income associated with a let of the facility.	0	23	(23)			MEDIUM	MEDIUM	S12
		Service Implication	No significant impact identified as no service related customers utilise the facility								
		Staffing Implications	None								
		Strategic Priorities implications	Civic Pride								
		Impact on other departments	Car park security is a potential risk point for attracting environmental crimes, including waste fly-tipping								
		Equalities Implications	None, assessment completed, no customers since 2019								
Total Savings Proposals 2024-28					223	(23)	0	0			

Equality Analysis

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

What are the proposals being assessed?	Estimated savings on the disposal and treatment of food and garden waste for 2023/24 Ref. ECPC 2425=S01
Which Department/ Division has the responsibility for this?	Environment, Civic Pride & Climate / Public Space

Stage 1: Overview

Name and job title of lead officer	John Bosley, Assistant Director – 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)	The SLWP have provided an estimated savings in the costs for the disposal and treatment of food and garden waste in the 2023/24 financial year.
2. How does this contribute to the council's corporate priorities?	This will support savings within the Civic Pride ambitions by reducing costs, and therefore value for money of delivered services.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The proposals will benefit the Council and ultimately residents and customers of the service by providing better value for money.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No other department or authority shares responsibility.

Stage 2: Collecting evidence/ data

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

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

Evaluation and projected budgets delivered by the SLWP for the financial year.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Value for Money of local services.
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Value for Money of local services.
Gender Reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Value for Money of local services.
Marriage and Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Value for Money of local services.
Pregnancy and Maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Value for Money of local services.
Race	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Value for Money of local services.
Religion/ belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Value for Money of local services.
Sex (Gender)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Value for Money of local services.
Sexual orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Value for Money of local services.
Socio-economic status	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Value for Money of local services.

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?

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

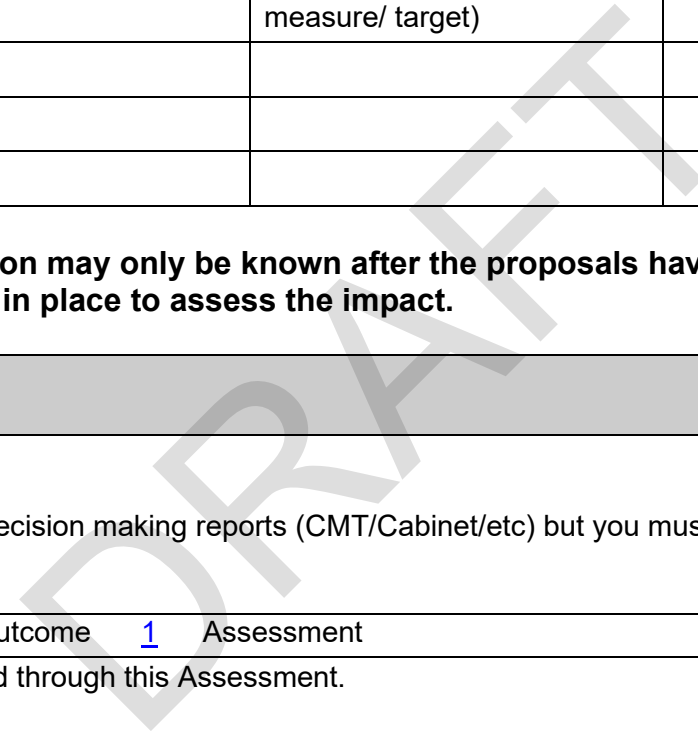
10. Summary of the equality analysis



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

- There are no negative impacts identified through this Assessment.

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Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	John Bosley, Assistant Director – Public Space	Signature: 	Date: 25/10/23
Improvement action plan signed off by Director/ Head of Service	Dan Jones, Executive Director – Environment, Civic Pride and Climate	Signature: 	Date: 2/11/2023

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Equality Analysis

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

What are the proposals being assessed?	Highways verge cutting - change from an outcome-based requirement to a cyclical programme Ref. ECPC2425-S02
Which Department/ Division has the responsibility for this?	Environment, Civic Pride & Climate / Public Space

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)	Improve the efficiency of Highways verge cutting by shifting from an outcome-based requirement to a cyclical programme, tailored by the parks and grounds maintenance service provider. This strategic approach will lead to resource savings through more efficient service delivery.
2. How does this contribute to the council's corporate priorities?	This will support the Civic Pride and Sustainable Future priorities by providing best value for the Council through less intensive management of green infrastructure, resulting in improved biodiversity, less carbon intensive works.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Broadly, all residents and visitors to the borough will be indirectly or directly impacted, especially in local communities where grass verges play a significant part of the local amenity.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Overall responsibility for the service is within the Parks and Greenspaces team with secondary involvement with the Highways Team in FutureMerton, ensuring that roads are safe from a traffic perspective i.e. ensuring sightlines are maintained at road junctions.

Stage 2: Collecting evidence/ data

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

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

The impact of the operational changes to cutting the highways verges – from an outcome to a cyclical based specification – has been reviewed and there is not expected impact on the protected characteristics. It is expected to have a benefit of increased biodiversity reflecting our commitment to a greener and more sustainable community. Any excess growth in verge grass, in between cyclical cuts, that may affect sightlines on road junctions will be dealt with as necessary – as is currently.

Stage 3: Assessing impact and analysis

Page 11 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
	Yes	No	Yes	No	
Age		X		X	Highways verge cutting will continue to be carried out with no impact no positive or negative impacts on protected characteristic.
Disability		X		X	Highways verge cutting will continue to be carried out with no impact no positive or negative impacts on protected characteristic.
Gender Reassignment		X		X	Highways verge cutting will continue to be carried out with no impact no positive or negative impacts on protected characteristic.
Marriage and Civil Partnership		X		X	Highways verge cutting will continue to be carried out with no impact no positive or negative impacts on protected characteristic.
Pregnancy and Maternity		X		X	Highways verge cutting will continue to be carried out with no impact no positive or negative impacts on protected characteristic.
Race		X		X	Highways verge cutting will continue to be carried out with no impact no positive or negative impacts on protected characteristic.
Religion/ belief		X		X	Highways verge cutting will continue to be carried out with no impact no positive or negative impacts on protected characteristic.
Sex (Gender)		X		X	Highways verge cutting will continue to be carried out with no impact no positive or negative impacts on protected characteristic.

Sexual orientation		X		X	Highways verge cutting will continue to be carried out with no impact no positive or negative impacts on protected characteristic.
Socio-economic status		X		X	Highways verge cutting will continue to be carried out with no impact no positive or negative impacts on protected characteristic.

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.**

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Stage 5: Improvement Action Plan**9. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact**

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

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

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

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Stage 6: Reporting outcomes**10. Summary of the equality analysis**


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

This Equality Analysis has resulted in an Outcome add Assessment

- The assessment primarily centered on the decision to shift from an outcome-based requirement to a cyclical programme. This change was evaluated for its environmental, economic, and community effects.
- The assessment has not identified any positive or negative impacts on protected characteristics.

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	John Bosley, Director of Public Spaces	Signature: 	Date: 03/11/2023
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Stage 7: Sign off by Director/ Head of Service			
Improvement action plan signed off by Director/ Head of Service	Dan Jones, ED Environment, Civic Pride and Climate	Signature: 	Date: 03/11/2023

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Equality Analysis



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

What are the proposals being assessed?	Reduction in CPZ budget (Ref. ECPC2425-S03)
Which Department/ Division has the responsibility for this?	ECPC: FutureMerton

Stage 1: Overview	
Name and job title of lead officer	Paul McGarry. Head of FutureMerton
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	£100,000 Budget reduction without loss of function - downsize CPZ delivery programme
2. How does this contribute to the council's corporate priorities?	Saving contributes to the MTFS whilst still delivering the service, albeit at a slower rate of CPZ roll-outs.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The impact of reducing the operating budget will mean that the programme for rolling out new Controlled Parking Zones (or edits to existing CPZ) will still continue, but at a slower rate with reduced staffing capacity.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Saving is contained within FutureMerton, however a slower roll-out of new CPZs could affect income to the parking services team. Income from future CPZs isn't currently forecast in Parking Services.

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 Council will continue to monitor and deliver controlled parking zones, with a greater emphasis on prioritization of new zones in consultation with the Cabinet Member. The service will continue with a smaller, elongated 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		x	Neutral / no impact
Disability		x		x	Neutral / no impact
Gender Reassignment		x		x	Neutral / no impact
Marriage and Civil Partnership		x		x	Neutral / no impact
Pregnancy and Maternity		x		x	Neutral / no impact
Race		x		x	Neutral / no impact
Religion/ belief		x		x	Neutral / no impact
Sex (Gender)		x		x	Neutral / no impact
Sexual orientation		x		x	Neutral / no impact
Socio-economic status		x		x	Neutral / no impact

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?

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

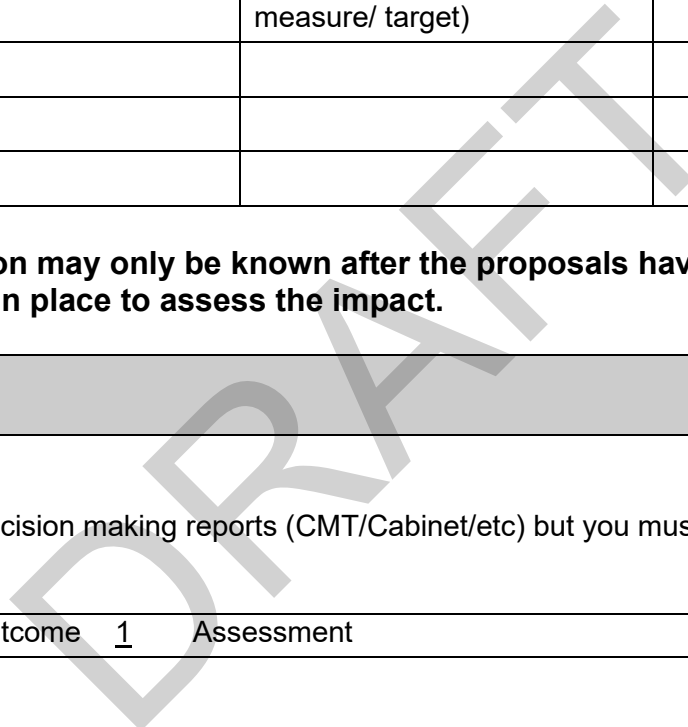
10. Summary of the equality analysis

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

- Savings proposal to contribute to MTFS

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Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Paul McGarry	Signature: PMcG	Date: 25/10/23
Improvement action plan signed off by Director/ Head of Service	James McGinlay	Signature: JMcG	Date:25/10/23

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Equality Analysis



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

What are the proposals being assessed?	South London Waste Partnership – Management and Admin Charges (Ref. ECPC2425-S04)
Which Department/ Division has the responsibility for this?	Environment, Civic Pride & Climate / Public Space

Stage 1: Overview

Name and job title of lead officer	John Bosley, Assistant Director – 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)	The SLWP have provided an estimated savings in the Management and Administration functions from 2025/26 as a result of a reduction in costs.
2. How does this contribute to the council's corporate priorities?	This will support savings within the Civic Pride ambitions by reducing costs, and therefore value for money of delivered services.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The proposals will potentially affect staff within the South London Waste Partnership – a jointly funded organisation by Merton, Sutton, Kingston and Croydon.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	As above – Sutton, Croydon, Merton and Kingston jointly fund this organisation to provide contract management function for Waste Disposal and Collection services.

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).

Evaluation and projected budgets forecast by the SLWP for the financial year 25/26. At this stage it is not known whether the changes will have an impact on any individual with protected characteristics. A formal reorganisation process will be followed by the contracting authority (Croydon) as part of this process and an EQIA considered at the time.

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	None identified at this stage. Future EQIA will be completed as part of any reorganisation by contracting authority.
Disability		x		x	None identified at this stage. Future EQIA will be completed as part of any reorganisation by contracting authority.
Gender Reassignment		x		x	None identified at this stage. Future EQIA will be completed as part of any reorganisation by contracting authority.
Marriage and Civil Partnership		x		x	None identified at this stage. Future EQIA will be completed as part of any reorganisation by contracting authority.
Pregnancy and Maternity		x		x	None identified at this stage. Future EQIA will be completed as part of any reorganisation by contracting authority.
Race		x		x	None identified at this stage. Future EQIA will be completed as part of any reorganisation by contracting authority.
Religion/ belief		x		x	None identified at this stage. Future EQIA will be completed as part of any reorganisation by contracting authority.
Sex (Gender)		x		x	None identified at this stage. Future EQIA will be completed as part of any reorganisation by contracting authority.
Sexual orientation		x		x	None identified at this stage. Future EQIA will be completed as part of any reorganisation by contracting authority.
Socio-economic status		x		x	None identified at this stage. Future EQIA will be completed as part of any reorganisation by contracting authority.

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

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

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

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



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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

- There are no negative impacts identified through this Assessment.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	John Bosley, Assistant Director – Public Space	 Signature:	Date: 25/10/23
Improvement action plan signed off by Director/ Head of Service	Dan Jones, Executive Director – Environment, Civic Pride and Climate	 Signature:	Date: 02/11/2023

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Equality Analysis



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

What are the proposals being assessed?	Safer Merton - Staff reduction of 1 FTE (Ref. ECPC2425-S05)
Which Department/ Division has the responsibility for this?	Environment, Civic Pride and Climate - Public Protection- Safer Merton

Stage 1: Overview

Name and job title of lead officer	Megan Hatton- Head of Community Safety
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)	Delete the Business support Officer post. This role supports the Safer Merton team functions such as coordinating our strategic boards and supporting the work of the ASB team, including triaging and signposting cases as appropriate. The post also acts as first point of contact for residents into Safer Merton which links into the triaging process, ensuring the team meet service timescales and corporate KPIs. The role also supports the broad range of community engagement activities within Safer Merton, including days of visibility, hate crime advice surgeries and Merton Neighbourhood Watch. They also work closely on delivering community safety projects such as the bi-annual community safety consultation. This role is responsible for supporting Merton’s reducing reoffending board, by providing assistance with case management and enabling risk to be managed and linking in with wider council departments where necessary.
2. How does this contribute to the council’s corporate priorities?	Reallocating the responsibilities associated with the post to other team members, and deleting the post, will contribute to the strategic priority to deliver a balanced budget.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>The individual currently occupying the post will be impacted. This impact will be mitigated via the Council’s agreed Policies and Procedures relating to organisational change, redeployment and redundancy. Compliance with those Council’s policies and procedures will include ensuring that due regard is given to any protected characteristics of the individual postholder.</p> <p>The Safer Merton team will be impacted as a result of reduced capacity resulting from the reduction of a post. Further to this, deleting this role would impact on our ability to be proactive in terms of community engagement and visibility across the borough. This role assists in ensuring effective communication with partners but mainly residents and providing important information through a range of avenues, and deleting this post will require a reallocation of these functions to other team members to mitigate what would otherwise be a negative impact. An example of this is the recent work within Mitcham Town Centre, providing a pivotal function in engaging with businesses and taking the community safety survey out for</p>

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	completion. The role also represents Safer Merton at other events such as those focussed on youth engagement within colleges, which is a key area of focus for Safer Merton and ensuring youth voices are included in the work we do.
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).

A review of the job description and work programme for the post has been undertaken in order to better understand the impact and means of mitigating that impact.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		✓	✓		Reduced capacity to engage with communities and populations, including those that are harder to hear and have members with protected characteristics
Disability		✓	✓		Reduced capacity to engage with communities and populations, including those that are harder to hear and have members with protected characteristics
Gender Reassignment		✓	✓		Reduced capacity to engage with communities and populations, including those that are harder to hear and have members with protected characteristics
Marriage and Civil Partnership		✓	✓		Reduced capacity to engage with communities and populations, including those that are harder to hear and have members with protected characteristics
Pregnancy and Maternity		✓	✓		Reduced capacity to engage with communities and populations, including those that are harder to hear and have members with protected characteristics
Race		✓	✓		Reduced capacity to engage with communities and populations, including those that are harder to hear and have members with protected characteristics

Religion/ belief		✓	✓		Reduced capacity to engage with communities and populations, including those that are harder to hear and have members with protected characteristics
Sex (Gender)		✓	✓		Reduced capacity to engage with communities and populations, including those that are harder to hear and have members with protected characteristics
Sexual orientation		✓	✓		Reduced capacity to engage with communities and populations, including those that are harder to hear and have members with protected characteristics
Socio-economic status		✓	✓		Reduced capacity to engage with communities and populations, including those that are harder to hear and have members with protected characteristics

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

The proposed mitigation is a greater focus on work with partners (both within the Council and externally) to improve the service's ability to engage with those communities and populations, thus offsetting the impact of the reduction in capacity.

The service will also explore how existing engagement activities and forums can be used to monitor the impact (of both the reduced capacity and the proposed activity to offset the reduced capacity), and will look at ways of supplementing this monitoring with additional activities where necessary.

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?
Reduced capacity to engage with communities and populations, including those that are harder to hear and have members with protected characteristics	Continue to work closely with our partners to support community engagement, with a focus on communities where we have less engagement	Improved community engagement as measured via feedback to the Council via the Joint Consultative Committee and various community forums.	ongoing	Partnership support	Megan Hatton	Will be added for 2024/25

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
<ul style="list-style-type: none"> The assessment has identified a potential negative impact in terms of Safer Merton's ability to engage with diverse communities and populations with protected characteristics, including those the Council finds it harder to hear. The proposed mitigation is a greater focus on work with partners (both within the Council and externally) to improve the service's ability to engage with those communities and populations, thus offsetting the impact of the reduction in capacity. The service will also explore how existing engagement activities and forums can be used to monitor the impact (of both the reduced capacity

and the proposed activity to offset the reduced capacity), and will look at ways of supplementing this monitoring with additional activities where necessary.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Megan Hatton, Head of Community Safety	Signature: 	Date: 03.11.23
Improvement action plan signed off by Director/ Head of Service	Dan Jones, ED Environment, Civic Pride and Climate	Signature: 	Date: 03.11.23

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Equality Analysis



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

What are the proposals being assessed?	Short – Term Lease of Morden Assembly Hall (MAH) to Hilton Pharmacy Ref. ECPC2425-S07
Which Department/ Division has the responsibility for this?	Environment, Civic Pride & Climate/ Public space

Stage 1: Overview

Name and job title of lead officer	David Gentles – Head of Sport and Leisure
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)	Offering Hilton Pharmacy a short-term lease for 2023/24 rather than reverting back to the closed property status as per ENV2023-24 04 - Rationalisation of Council asset (MAH).
2. How does this contribute to the council's corporate priorities?	This will support the Civic Pride and Sustainable Future priorities by providing best value for the Council, and supporting a local business to deliver health initiatives for a reasonable cost to a larger population than they would in their business premises.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>If the change from letting the property to a lease, there will be no impact for customers or community at present because the venue has not been used as a community / events venue since before Covid.</p> <p>Possible impact such as a reduction in free car parking for the local community depending on detail in the lease.</p> <p>If Morden Assembly Hall is used for Electoral Services, this will need to be considered within the lease arrangements to ensure availability.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the	<p>Public Health – COVID and Flu Jobs – Vaccinations</p> <p>Corporate Services – Elections</p> <p>Overall responsibility is with Sport and Leisure as a property venue.</p>

partners and who has overall responsibility?

Stage 2: Collecting evidence/ data

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

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

The Venue has not been used as a community venue since before the Covid-19 Pandemic. Before the pandemic, the venue was operating with a very small profit margin and following the pandemic the facility was operating at a loss. In 2023/24 a savings was offered (ENV2023-24 04) to rationalise the facility and cease operations.

The Building Support Officer (Caretaker) has been made redundant as part of last year's savings. There is no administrative resource to manage bookings and there is no booking system.

Infrastructure improvements had been identified that would have been required if the venue was to continue to operate as a community events space again, which would have been an additional cost. Next door to the facility is Morden Park Baptist Church that has halls to hire and are used by local community groups.

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Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	X			X	Best Value – expanded use by keeping facility open
Disability	X			X	Best Value – expanded use by keeping facility open
Gender Reassignment	X			X	Best Value – expanded use by keeping facility open

Marriage and Civil Partnership	X			X	Best Value – expanded use by keeping facility open
Pregnancy and Maternity	X			X	Best Value – expanded use by keeping facility open
Race	X			X	Best Value – expanded use by keeping facility open
Religion/ belief	X			X	Best Value – expanded use by keeping facility open
Sex (Gender)	X			X	Best Value – expanded use by keeping facility open
Sexual orientation	X			X	Best Value – expanded use by keeping facility open
Socio-economic status	X			X	Best Value – expanded use by keeping facility open

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). Colleagues in electoral services consulted on regarding requirements for elections prior to any formal lease.

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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?
Availability of facility as an election site	Ensure adequate provision for use within lease OR seek suitable alternative site	Council secures lease provision to accommodate elections OR suitable alternative site.	Jan 2024	Possibly additional costs for obtaining alternative facility	David Gentles	Yes

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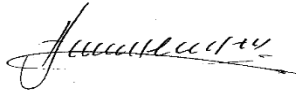

Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.

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	Assessment
Key impacts – minimal impact if it remains its current use.	

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	David Gentles/ Head of Sport & Leisure	Signature: 	Date: 25/10/2023
Improvement action plan signed off by Director/ Head of Service	John Bosley/ Assistant Director Space Contract and Commissioning	Signature: 	Date: 25/10/2023

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MEDIUM TERM FINANCIAL STRATEGY 2024-28

Priority Savings Proposals	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
<u>Children, Lifelong Learning and Families</u> Education and Early Help - Pre-schools	60	0	0	0	60
Total Savings 2024-28	60	0	0	0	60
Cumulative Total	60	60	60	60	

PROPOSED SAVINGS 2024-28

DEPARTMENT: Children, Lifelong Learning and Families

Panel	Ref	Description of Saving		Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CLLF20242 5 S01	<p>Service/Section Description</p> <p>Education and Early Help Pre-schools: The government funds free childcare places for eligible children aged 2, 3 and 4 years. Funding is distributed by the Early Years Dedicated Schools Block (EYDSG)</p> <p>The government set a base rate which LAs apply a local formula for. This is used to distribute funds across the local area.</p> <p>In addition to places provided by Private, Voluntary and Independent nurseries (PVI) and school nursery classes, Merton Council directly supplies approximately 100 places for families that are funded via the EYDSG.</p> <p>The Council mostly provides these early education and childcare places where the market has failed/offers limited supply. This is the case in the early education and childcare offer for families living in low-income households, eligible for part time places of 15 hours a week term time only.</p> <p>From 2024, a new funding rate has been applied for 2-year places, with an increase in budget estimated at around 25%.</p> <p>This proposal aims to secure existing levels of early years provision for vulnerable 2-year-olds whilst maximising income via the EYDSG, to secure a saving for the Council of around £60,000.</p> <p>EY DSG can only be used to fund Ofsted registered places in accordance with statutory guidance.</p> <p>Service Implication No reduction to services: savings are via an approximate anticipated 25% increase in the local hourly rate paid to providers for 2 year old places</p> <p>Staffing Implications N/A</p> <p>Strategic Priorities implications Support for vulnerable families meets the Civic Pride priority</p> <p>Impact on other departments N/A</p> <p>Equalities Implications This provision supports a high proportion of children with more significant SEND, children living in poverty, families with support needs, high levels of EAL, but no service impact as service will continue with additional government funding</p>	<p>Education and Early Help Pre-schools: The government funds free childcare places for eligible children aged 2, 3 and 4 years. Funding is distributed by the Early Years Dedicated Schools Block (EYDSG)</p> <p>The government set a base rate which LAs apply a local formula for. This is used to distribute funds across the local area.</p> <p>In addition to places provided by Private, Voluntary and Independent nurseries (PVI) and school nursery classes, Merton Council directly supplies approximately 100 places for families that are funded via the EYDSG.</p> <p>The Council mostly provides these early education and childcare places where the market has failed/offers limited supply. This is the case in the early education and childcare offer for families living in low-income households, eligible for part time places of 15 hours a week term time only.</p> <p>From 2024, a new funding rate has been applied for 2-year places, with an increase in budget estimated at around 25%.</p> <p>This proposal aims to secure existing levels of early years provision for vulnerable 2-year-olds whilst maximising income via the EYDSG, to secure a saving for the Council of around £60,000.</p> <p>EY DSG can only be used to fund Ofsted registered places in accordance with statutory guidance.</p> <p>No reduction to services: savings are via an approximate anticipated 25% increase in the local hourly rate paid to providers for 2 year old places</p> <p>N/A</p> <p>Support for vulnerable families meets the Civic Pride priority</p> <p>N/A</p> <p>This provision supports a high proportion of children with more significant SEND, children living in poverty, families with support needs, high levels of EAL, but no service impact as service will continue with additional government funding</p>	80	60				Low	Low	SP2
Total Savings Proposals 2024-28					60	0	0	0			

Equality Analysis



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

What are the proposals being assessed?	Increased income to reduce running costs across Merton Childcare Services (Ref. CLLF202425 S01)
Which Department/ Division has the responsibility for this?	CLLF , Education and Early Help Division

Stage 1: Overview

Name and job title of lead officer	Elizabeth Fitzpatrick Assistant Director Education 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 etc)	<p>The government funds free childcare places for eligible children aged 2, 3 and 4 years. Funding is distributed by the Early Years Dedicated Schools Block (EYDSG)</p> <p>The government set a base rate which LAs apply a local formula for. This is used to distribute funds across the local area.</p> <p>In addition to places provided by Private, Voluntary and Independent nurseries (PVI's), Merton Council directly supplies approximately 100 places for families that are funded via the EYDSG.</p> <p>The Council mostly provides these early education and childcare places where the market has failed/offers limited supply. This is the case in the early education and childcare offer for families living in low-income households, eligible for part time places of 15 hours a week term time only.</p> <p>From 2024, a new funding rate has been applied for 2-year places, with an increase in budget estimated at around 25%.</p> <p>This proposal aims to secure existing levels of early years provision for vulnerable 2-year-olds whilst maximising income via the EYDSG, to secure a saving for the Council of around £60,000.</p> <p>EY DSG can only be used to fund Ofsted registered places in accordance with statutory guidance.</p>
2. How does this contribute to the	The council's Community Plan 2020 - 26 has eight thematic priorities and the key priority relating to

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council's corporate priorities?

children and education is “Making Merton a place where children and young people feel they belong and thrive.”
 Supplying quality early education and childcare supports the overarching ambition above.

Building a Better Merton Together
 ‘Building a Better Merton Together’ is the council plan for 2023-26. It sets out the ambition for rebuilding pride in Merton over the next three years and explains how this will be achieved over the coming years.

In Merton, there is an ambition for people to feel proud to live, work and visit Merton – rebuilding a sense of pride from the ground up through cleaner streets, more affordable housing, improved town centres and opportunities to be involved in sport

These three strategic objectives guide the borough wide actions:

- Nurturing civic pride
- Building a sustainable future
- Creating a borough of sport

There is a plan for each strategic objective. There are identified initiatives for each objective and the role of the council and partners in delivering these. The work of all Cabinet Members feed into delivery, spanning all parts of the council and the work with partners.

Image

This proposal contributes to the Councils nurturing civic provide priority, through the delivery of services for children that support education and lifelong learning, working towards employment for families.

3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.

The effect of this proposal does not impact on families, as there are no planned changes to the service offer.

The Council will continue to deliver services in the same way that it does now, with an increased income funded by EYDSG, for the purpose the delivery of places that families can take up free of charge.

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

There is a large provider base what deliver across the borough the funded early education and childcare offer. They too will receive the same increase in rates, so they can deliver provision to families.

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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).

We do not consider there is any impact on families/service users. An increase in funding rates for vulnerable 2-year-old places, via central government for the local distribution of funding to providers, is not considered to impact negatively or positively on service users with protected characteristics.

We have looked at our local take up and number of places delivered in terms of estimating the possible additional income we can receive via the new/anticipated rates from central government

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					No impact, as the funding goes to the setting and not the family. We do not anticipate an impact either way
Gender Reassignment					No impact, as the funding goes to the setting and not the family. We do not anticipate an impact either way
Marriage and Civil Partnership					No impact, as the funding goes to the setting and not the family. We do not anticipate an impact either way
Pregnancy and Maternity					No impact, as the funding goes to the setting and not the family. We do not anticipate an impact either way
Race					No impact, as the funding goes to the setting and not the family. We do not anticipate an impact either way

Religion/ belief					No impact, as the funding goes to the setting and not the family. We do not anticipate an impact either way
Sex (Gender)					No impact, as the funding goes to the setting and not the family. We do not anticipate an impact either way
Sexual orientation					No impact, as the funding goes to the setting and not the family. We do not anticipate an impact either way
Socio-economic status					No impact, as the funding goes to the setting and not the family. We do not anticipate an impact either way

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

As no negative impact has been found, no action is identified as needing to be taken

Stage 4: Conclusion of the Equality Analysis

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

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

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

Stage 5: Improvement Action Plan

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

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

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

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

Stage 6: Reporting outcomes



10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome [1](#) Assessment

This proposal aims to secure existing levels of early years provision for vulnerable 2-year-olds whilst maximising income via the EYDSG, to secure a saving for the Council of around £60,000.

As services for families will be maintained as they are, no negative impacts have been found, and therefore no action is needed to mitigate any negative impact.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Allison Jones Head of Service Early Years, Family Wellbeing and Early Help		October 23rd 2023
Improvement action plan signed off by Director/ Head of Service	Elizabeth Fitzpatrick, Assistant Director, Education and Early Help		October 24th 2023

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MEDIUM TERM FINANCIAL STRATEGY 2024-28

Priority Savings Proposals	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
<u>Adult Social Care, Integrated Care and Public Health</u>					
Adult Social Care- Supported Living Placements	0	0	163	180	343
Adults - Reablement	40	40	40	40	160
Mental Health - S75 agreement	80	167	167	167	581
Mental Health Brokerage	118	0	0	0	118
Adult Social Care Placements- Homecare	250	0	0	0	250
Adult Social Care & Public Health (Integration of Commissioning Functions)	50	50	0	0	100
Total Savings 2024-28	538	257	370	387	1,552
Cumulative Total	538	795	1,165	1,552	

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Fees and Charges Proposals	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
<u>Adult Social Care, Integrated Care and Public Health</u>					
Adult Social Care- Placements - reviewing fees and charges in line with the Care Act 2014	50	150	0	0	200
Total Fees and Charges Proposals 2024-28	50	150	0	0	200
Cumulative Total	50	200	200	200	

Panel	Ref	Description of Saving		Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 156	ASCICPH 123	Service/Section	Mental Health - S75 agreement	2,092	80	167	167	167	M	L	SNS2
		Description	LBM is the only SWL borough with a section 75 agreement (Section 75 of the National Health Services Act 2006 between partners (NHS bodies and local authorities) can include arrangements for pooling resources and delegating certain NHS and local authority health-related functions to the other partner) in place with SWL STG MH Trust (South West London St Georges Mental Health Trust). All other SWL boroughs have ended their section 75 arrangements and returned their social work staff into their council structures, while still undertaking their statutory duties and working closely with the MH Trust. All SWL boroughs (and the MH Trust) report that they are happy with this arrangement and that they have more control over their Care Act Duties and report that they are better able to ensure that they meet statutory responsibilities. We would also be able to ensure that all Care Act activity undertaken by staff are recorded accurately on Mertons client data base and be able to report on our statutory duties and functions								
		Service Implication	We would have to give formal notice to end the section 75 agreement with the mental health trust following internal approval for this proposal. We would need consultation with staff. Statutory duty performance is different to internal LBM teams and the current set up is a risk to Care Quality assurance as operating practices differ across delivery of our Care Act functions and impact on performance reporting. The target implementation would be in October 2024								
		Staffing Implications	23 FTE are on LBM payroll and 15.5 on trust payroll working for LBM within the MH Trust. We would also need a restructure of the social work Locality teams within Merton to incorporate these new staff and rationalise the management structures.								
		Strategic Priorities implications	Sustainable Merton/Civic Pride								
		Impact on other departments	None								
		Equalities Implications	Full EIA needed								

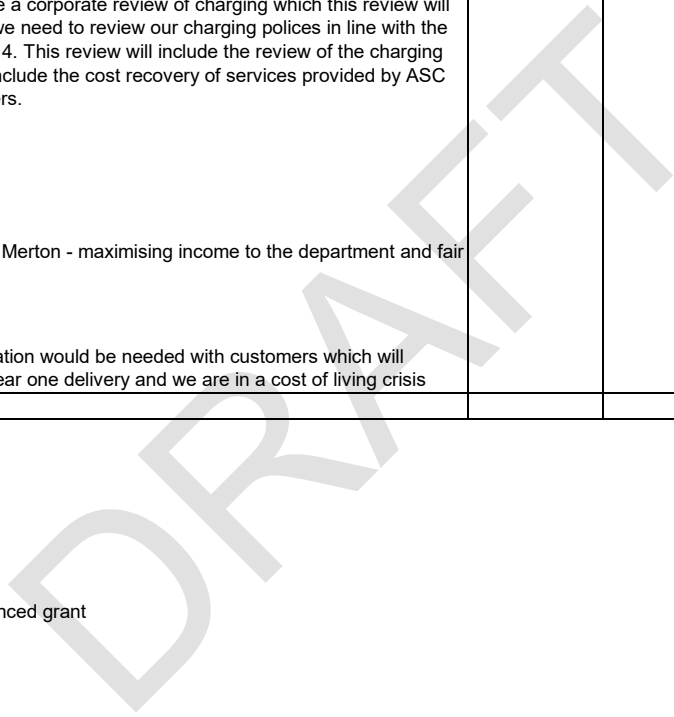
Panel	Ref	Description of Saving		Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 158	ASCICPH 125	Service/Section	Adult Social Care Placements- Homecare	50,636	250	-	-	-	L	Low	SP1
		Description	The new homecare contracts will mobilise from 2nd October 2023. All 4 prime providers and 6 supplementary providers are contractually obliged to use the improved CM2000 electronic call monitoring system. This monitoring system allows for better monitoring of care providers (staff sign in and out electronically on each visit to a resident) and will improve outcomes for residents. The call monitoring system also means that the borough pays actual call cost incurred on all packages with those providers, rather than planned costs (on a 60 min visit of the carer stays for 45 mins we pay for 45 and not 60). This will lead to achieving savings against planned hours of homecare.								
		Service Implication	Improved outcomes for residents along with increased digital monitoring of home care contracts which will result in better delivery of home care.								
		Staffing Implications	None								
		Strategic Priorities implications	Sustainable Merton/Civic Pride - cost efficient services based on accurate monitoring of home care which also ensures that people get the support calls they need								
		Impact on other departments	None								
		Equalities Implications	EIA to be completed but no negative impact								
	ASCICPH 126	Service/Section	Adult Social Care & Public Health (Integration of Commissioning Functions)	2,302	50	50	-	-	L	L	SN2
		Description	Reviewing the commissioning, contract management, business intelligence, performance functions across the department and developing a single unified approach. Currently these functions are undertaken separately within ASC and PH. We will also consider the opportunities that a new SWL ICB Merton Place structure (due to be in place April 2024) has for integrated working but this proposal will focus on our internal functions in the interim.								
		Service Implication	This proposal will involve changes to the model of commissioning across ASC, IC & PH but it is intended that overall outcomes are improved and service delivery functions better supported as a result.								
		Staffing Implications	The Intention is to deliver efficiency by remodelling functions. Any in scope vacancies will be held for deletion in order to avoid possible redeployment or redundancy.								
		Strategic Priorities implications	Sustainable Merton - ensuring best value through consistent and well co-ordinated commissioning								
		Impact on other departments	There may be opportunities to align wider commissioning functions.								
		Equalities Implications	EIA to be completed								
		Total			538	257	370	387			

Panel	Ref	Description of Saving		Baseline Budget 23/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	ASCICPH 127	Service/Section	Adult Social Care- Placements	(10,868)	50	150	-	-	L	L	SI1
		Description	Income Generation through reviewing our fees and charges in line with the Care Act 2014. Currently all South West London Local Authorities have charges in place for Care Act functions completed for self funders, or are currently consulting on charges for self funders. This proposal will bring Merton in line with our SWL neighbours.								
		Service Implication	There will be a corporate review of charging which this review will fit into but we need to review our charging policies in line with the care act 2014. This review will include the review of the charging policy and include the cost recovery of services provided by ASC to self funders.								
		Staffing Implications	None								
		Strategic Priorities implications	Sustainable Merton - maximising income to the department and fair cost of care								
		Impact on other departments	F&D								
		Equalities Implications	Full consultation would be needed with customers which will impact on year one delivery and we are in a cost of living crisis								
		Total			50	150	-	-			

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- SN2 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 ringfenced grant
- SPROP Reduction in Property related costs
- SI1 Income - increase in current level of charges
- SI2 Income - increase arising from expansion of existing service/new service

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



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?	ASCICPH121 – Increasing supported living placement numbers
Which Department/ Division has the responsibility for this?	Adult Social Care

Stage 1: Overview	
Name and job title of lead officer	Phil Howell, Interim Assistant Director for Commissioning & Gillian Moore, Head of Integrated Learning Disability 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)	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 2026/27 linked to redevelopment of JMC site and the provision of 21 units of supported accommodation as part of that project. New commissioning arrangements will also be developed during 2024/25 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	Building proposals being taken forward in conjunction with Housing & Sustainable Development.

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).

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.

Early feasibility and financial viability studies have been undertaken on the site proposals and confirm that the development remains viable and deliverable.

Stage 3: Assessing impact and analysis

Page 10
From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

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

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

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

Stage 5: Improvement Action Plan**9. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact**

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

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


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

Stage 6: Reporting outcomes**10. Summary of the equality analysis**

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

This Equality Analysis has resulted in an Outcome [1](#) Assessment

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	Phil Howell, Interim Assistant Director Commissioning	Signature: Phil Howell	Date: 24/10/23
Improvement action plan signed off by Director/ Head of Service	John Morgan, Executive director of Adult Social Care, Integrated Care and Public Health	Signature: 	Date: 01/11/2023

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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?	ASCICPH 122 - Adult Social Care- Reablement
Which Department/ Division has the responsibility for this?	Adult Social Care, Integrated Care & Public Health

Stage 1: Overview	
Name and job title of lead officer	Phil Howell, Assistant Director of Commissioning/ Graham Terry Assistant Director, ASC operations.
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>Adult Social Care have a very strong, well respected and successful existing reablement service which focuses on hospital discharges (70 % of people regain their independence and need no care following a period of reablement). This service mainly focusses on hospital discharge, so the service misses the chance to reable community clients accessing services through our ASC First Response Team which is the 'front door for ASC'.</p> <p>The proposal is that we have a similar reablement service working with people entering the service from the community (approx. 30 per month).</p> <p>It is important to note the success rate for community reablement will be different for those in the community than for hospital discharge pathways as people are generally deconditioned following a stay in hospital.</p>
2. How does this contribute to the council's corporate priorities?	This proposal supports a sustainable future for ASC and Merton by increasing the availability of the reablement to vulnerable adults to maintain their presence and contribution to their local community.
3. Who will be affected by this proposal? For example, who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>Service Implication This proposal supports the prevention/early intervention model. Increasing independence for residents and reducing dependence and the need for care packages on a long-term basis.</p> <p>It will also help to keep people in their own homes and out of hospital and 24 hr care.</p> <p>Staffing Implications - Some additional reablement capacity will be required in the service. It is likely to be a different model of delivery to the current hospital pathway model, with some internal staffing but the 'reablement in the home' element could be provided through an external provider.</p> <p>This will have a positive impact on people as it will help people to maintain their independence.</p>
4. Is the responsibility shared with another department, authority, or	The existing reablement service is an in-house service operated by Adult Social Care drawing on Better Care Fund monies in recognition of its significant contribution to effective hospital discharges. The proposed

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

service could be a mix of in-house individual assessment and review function to direct a commissioned service that would support people to maintain their independence at home and help to reduce admissions to hospital and the need for long term packages of care from home care providers.

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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 proposal will have a beneficial impact on the protected characteristics (equality groups) through the increased availability of a reablement service to promote peoples independence in their own home and community.

Stage 3: Assessing impact and analysis

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

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Protected characteristic (equality group)	Tick which applies Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
	Age	✓			
Disability	✓			✓	Increased availability of a reablement service to promote independence and maintain people in their own home and community. The service is personalised and responds to the characteristics of each individual recipient of the service.
Gender Reassignment	✓			✓	Increased availability of a reablement service to promote independence and maintain people in their own home and community. The service is personalised and responds to the characteristics of each individual recipient of the service.
Marriage and Civil Partnership	✓			✓	Increased availability of a reablement service to promote independence and maintain people in their own home and community. The service is personalised and responds to the characteristics of each individual recipient of the service.

Pregnancy and Maternity	✓			✓	Increased availability of a reablement service to promote independence and maintain people in their own home and community. The service is personalised and responds to the characteristics of each individual recipient of the service.
Race	✓			✓	Increased availability of a reablement service to promote independence and maintain people in their own home and community. The service is personalised and responds to the characteristics of each individual recipient of the service.
Religion/ belief	✓			✓	Increased availability of a reablement service to promote independence and maintain people in their own home and community. The service is personalised and responds to the characteristics of each individual recipient of the service.
Sex (Gender)	✓			✓	Increased availability of a reablement service to promote independence and maintain people in their own home and community. The service is personalised and responds to the characteristics of each individual recipient of the service.
Sexual orientation	✓			✓	Increased availability of a reablement service to promote independence and maintain people in their own home and community. The service is personalised and responds to the characteristics of each individual recipient of the service.
Socio-economic status	✓			✓	Increased availability of a reablement service to promote independence and maintain people in their own home and community. The service is personalised and responds to the characteristics of each individual recipient of the service.

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

None. A project governance and plan to manage the expansion will be established to oversee this work and manage any risks arising.

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

- page 170
- Outcome 1** – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**
- Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**
- Outcome 3** – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have ‘due regard’ and you are advised to seek Legal Advice.**
- Outcome 4** – The EA shows actual or potential unlawful discrimination. **Stop and rethink your proposals.**

Stage 5: Improvement Action Plan

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

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

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

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

Stage 1
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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

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Graham Terry	Signature: 	Date: 19/10/2023
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Stage 7: Sign off by Director/ Head of Service			
Improvement action plan signed off by Director/ Head of Service	John Morgan	Signature: 	Date: 01/11/2023

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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?	ASCICPH 123 - Adult Social Care- Mental Health S75 agreement
Which Department/ Division has the responsibility for this?	Adult Social Care, Integrated Care & Public Health

Stage 1: Overview

Name and job title of lead officer	Graham Terry, Assistant Director of Commissioning
1. What are the aims, objectives, and desired outcomes of your proposal? (Also explain proposals e.g., reduction/removal of service, deletion of posts, changing criteria etc)	<p>LBM is the only SWL borough with a section 75 agreement (Section 75 of the National Health Services Act 2006 between partners (NHS bodies and local authorities) can include arrangements for pooling resources and delegating certain NHS and local authority health-related functions to the other partner) in place with SWL STG MH Trust (South West London St Georges Mental Health Trust).</p> <p>All other SWL boroughs have ended their section 75 arrangements and returned their social work staff into their council structures, while still undertaking their statutory duties and working closely with the MH Trust. All SWL boroughs (and the MH Trust) report that they are happy with this arrangement and that they have more control over their Care Act Duties and are better able to ensure that they meet statutory responsibilities.</p> <p>We would also be able to ensure that all Care Act activity undertaken by staff is recorded accurately on Merton's client database and be able to report on our statutory duties and functions.</p> <p>We would have to give formal notice to end the section 75 agreement with the mental health trust following internal approval for this proposal.</p>
2. How does this contribute to the council's corporate priorities?	This proposal supports a sustainable future for ASC and Merton by ensuring that the council can meet its statutory functions in respect of people with mental health needs and better able to report on and monitor delivery of these with direct accountability for them.
3. Who will be affected by this proposal? For example, who are the external/internal customers,	We would need to consult with staff and stakeholders. Statutory duty performance is different to internal LBM teams and the current set up is a risk to Care Quality assurance as operating practices differ across delivery of our Care Act functions and impact on performance reporting. The target implementation would be in October 2024.

<p>communities, partners, stakeholders, the workforce etc.</p>	<p>Staffing Implications - 23 FTE staff are on the LBM payroll and 15.5 on trust payroll working for LBM within the MH Trust. We may need to restructure our social work teams within Merton to accommodate all our staff and functions.</p> <p>The improved fulfillment of our statutory care act duties arising from this proposal will benefit residents.</p>
<p>4. Is the responsibility shared with another department, authority, or organisation? If so, who are the partners and who has overall responsibility?</p>	<p>This proposal would end the current Section 75 agreement with the SWL STG MH Trust who provide this on our behalf and return the provision of social care for people with mental health needs into Adult Social Care within the council.</p> <p>A discussion with the MH trust has taken place and they have indicated that they support the proposal and feel that it can have a positive impact on our residents when implemented in partnership with the council.</p>

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Stage 2: Collecting evidence/ data

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

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

The proposal can have a beneficial impact on the protected characteristics (equality groups) by better meeting our statutory responsibilities toward them, ensuring direct control of our mental health social work services, monitoring, and reporting of our performance. The other savings proposal to return the brokerage of mental health social care services could be implemented sooner than this expected October 2024 date for the end of the S75 agreement and hence why they are separate proposals.

The implementation of the proposal would seek to ensure that joint working with individual service users would continue with the MH trust similarly to the other SWL boroughs.

Stage 3: Assessing impact and analysis

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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	✓		✓		We will learn from the other 5 SW LB's who have ended their S75 agreement with the trust to avoid a loss of joined up health and social care working experienced by service users. The proposal can better meet our statutory responsibilities toward them, ensuring direct control of our mental health social work services, monitoring, and reporting of our performance.
Disability	✓		✓		We will learn from the other 5 SW LB's who have ended their S75 agreement with the trust to avoid a loss of joined up health and social care working experienced by service users. The proposal can better meet our statutory responsibilities toward them, ensuring direct control of our mental health social work services, monitoring, and reporting of our performance.
Gender Reassignment	✓		✓		We will learn from the other 5 SW LB's who have ended their S75 agreement with the trust to avoid a loss of joined up health and social care working experienced by service users. The proposal can better meet our

APPENDIX 3(f)

					statutory responsibilities toward them, ensuring direct control of our mental health social work services, monitoring, and reporting of our performance.
Marriage and Civil Partnership	✓		✓		We will learn from the other 5 SW LB's who have ended their S75 agreement with the trust to avoid a loss of joined up health and social care working experienced by service users. The proposal can better meet our statutory responsibilities toward them, ensuring direct control of our mental health social work services, monitoring, and reporting of our performance.
Pregnancy and Maternity	✓		✓		We will learn from the other 5 SW LB's who have ended their S75 agreement with the trust to avoid a loss of joined up health and social care working experienced by service users. The proposal can better meet our statutory responsibilities toward them, ensuring direct control of our mental health social work services, monitoring, and reporting of our performance.
Race	✓		✓		We will learn from the other 5 SW LB's who have ended their S75 agreement with the trust to avoid a loss of joined up health and social care working experienced by service users. The proposal can better meet our statutory responsibilities toward them, ensuring direct control of our mental health social work services, monitoring, and reporting of our performance.
Religion/ belief	✓		✓		We will learn from the other 5 SW LB's who have ended their S75 agreement with the trust to avoid a loss of joined up health and social care working experienced by service users. The proposal can better meet our statutory responsibilities toward them, ensuring direct control of our mental health social work services, monitoring, and reporting of our performance.
Sex (Gender)	✓		✓		We will learn from the other 5 SW LB's who have ended their S75 agreement with the trust to avoid a loss of joined up health and social care working experienced by service users. The proposal can better meet our statutory responsibilities toward them, ensuring direct control of our mental health social work services, monitoring, and reporting of our performance.
Sexual orientation	✓		✓		We will learn from the other 5 SW LB's who have ended their S75 agreement with the trust to avoid a loss of joined up health and social care working experienced by service users. The proposal can better meet our statutory responsibilities toward them, ensuring direct control of our mental health social work services, monitoring, and reporting of our performance.
Socio-economic status	✓		✓		We will learn from the other 5 SW LB's who have ended their S75 agreement with the trust to avoid a loss of joined up health and social care working experienced by service users. The proposal can better meet our statutory responsibilities toward them, ensuring direct control of our mental health social work services, monitoring, and reporting of our performance.

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

Consultation with services users, staff and stakeholders would be undertaken to identify any concerns to address at the outset and continue their engagement during its implementation if the proposal is approved. A key objective would be to ensure that effective integrated working is established in a new partnership with the MH trust.

A project governance and plan to manage the proposal if approved would be established to oversee this work and manage any risks arising. A dedicated staffing resources to facilitate the implementation and meet its key objectives would be required.

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

- page 177
- 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?
Consultation with services users, staff and stakeholders would be undertaken to identify any concerns to address at the outset and continue their engagement during its implementation if the proposal is approved. A key objective would be to ensure that effective integrated working is established in a new partnership with the MH trust.	<p>Project governance and a plan to manage the consultation and engagement, any implementation and detailed objectives will be established to oversee this work and manage any risks arising.</p> <p>The proposal would be implemented in conjunction with the MH trust and draw on the learning from the 5 SW LB and their successful models of service.</p>	<p>The project will be part of the ASC Toward Outstanding Programme (TOP) and monitored via TOP.</p> <p>A full project plan will be devised with clear actions and milestones to enable the monitoring of progress. The project will involve MH trust colleagues, staff, service users, carers, and stakeholders.</p>	1 st April 2023	A project resourcing plan will identify the staffing required to deliver it.	Graham Terry	Yes, following approval.

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.

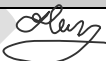

Stage 6: Reporting outcomes

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

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Graham Terry	Signature: 	Date: 19 th October 2023
Improvement action plan signed off by Director/ Head of Service	John Morgan	Signature: 	Date: 01/11/2023



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?	ASCICPH 124 - Adult Social Care- Mental Health Brokerage
Which Department/ Division has the responsibility for this?	Adult Social Care, Integrated Care & Public Health

Stage 1: Overview	
Name and job title of lead officer	Phil Howell, Assistant Director of Commissioning
1. What are the aims, objectives, and desired outcomes of your proposal? (Also explain proposals e.g., reduction/removal of service, deletion of posts, changing criteria etc)	<p>Currently SWL STG MH Trust source and broker (buy) care packages and residential/nursing placements for Merton Residents (open to their teams) who need a care package on behalf of Merton. The proposal is that we return the brokerage function for Mental Health social care placements to the borough's adult brokerage team.</p> <p>This will facilitate better market management and effective social care placements. This proposal will ensure that the negotiation of services with providers is in line with other brokerage pathways within ASC and that ASC commitments are accurately recorded in Mosaic (client database).</p> <p>It also enables better strategic commissioning and market shaping for Mental Health services.</p>
2. How does this contribute to the council's corporate priorities?	This proposal supports a sustainable future for ASC and Merton through better commissioning and the choice of accommodation and support available in Merton. This could enable people with MH to maintain their presence and contribution to their local community.
3. Who will be affected by this proposal? For example, who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>Brokerage will experience an increase in the number of packages, but this will likely be minimal (3 -4 per week). There will be more market development needed with Mental Health providers. All agreed support plans will be brokered using the Mosaic system, enabling accurate reporting of MH placement commitments throughout the year.</p> <p>Staffing Implications - There are currently no staff in the MH service with the title 'Broker', there are 3 administrative workers that have the recording responsibility. The existing Brokerage service will absorb the responsibilities within the existing structure and there may be a need to invest further in Mental Health commissioning in order to develop the market of local providers.</p>

<p>4. Is the responsibility shared with another department, authority, or organisation? If so, who are the partners and who has overall responsibility?</p>	<p>This proposal would remove the brokerage function from the current Section 75 agreement with the SWL STG MH Trust who provide this on our behalf and return it to the Adult Social Care Commissioning and Brokerage service.</p>
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Stage 2: Collecting evidence/ data

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

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

The proposal will have a beneficial impact on the protected characteristics (equality groups) through the improved commissioning and brokering of mental health placements and services.

Stage 3: Assessing impact and analysis

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

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Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	✓			✓	Better market management and effective brokering of Mental Health placements will increase the availability of appropriate, personalised, matching the individuals' characteristics, cost-effective service provision within Merton.
Disability	✓			✓	Better market management and effective brokering of Mental Health placements will increase the availability of appropriate, personalised, matching the individuals' characteristics, cost-effective service provision within Merton.
Gender Reassignment	✓			✓	Better market management and effective brokering of Mental Health placements will increase the availability of appropriate, personalised, matching the individuals' characteristics, cost-effective service provision within Merton.
Marriage and Civil Partnership	✓			✓	Better market management and effective brokering of Mental Health placements will increase the availability of appropriate, personalised, matching the individuals' characteristics, cost-effective service provision within Merton.
Pregnancy and Maternity	✓			✓	Better market management and effective brokering of Mental Health placements will increase the availability of appropriate, personalised, matching the individuals' characteristics, cost-effective service provision within Merton.
Race	✓			✓	Better market management and effective brokering of Mental Health placements will increase the availability of appropriate, personalised, matching the individuals' characteristics, cost-effective service provision within Merton.

Religion/ belief	✓			✓	Better market management and effective brokering of Mental Health placements will increase the availability of appropriate, personalised, matching the individuals' characteristics, cost-effective service provision within Merton.
Sex (Gender)	✓			✓	Better market management and effective brokering of Mental Health placements will increase the availability of appropriate, personalised, matching the individuals' characteristics, cost-effective service provision within Merton.
Sexual orientation	✓			✓	Better market management and effective brokering of Mental Health placements will increase the availability of appropriate, personalised, matching the individuals' characteristics, cost-effective service provision within Merton.
Socio-economic status	✓			✓	Better market management and effective brokering of Mental Health placements will increase the availability of appropriate, personalised, matching the individuals' characteristics, cost-effective service provision within Merton.

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

None. A project approach and governance arrangements will oversee this work and manage any risks arising.

Stage 4: Conclusion of the Equality Analysis

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

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

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

Stage 5: Improvement Action Plan

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

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

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

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome 1 Assessment

Stage 7: Sign off by Director/ Head of Service


Assessment completed by

Graham Terry

Signature:



Date: 19/10/2023

Stage 7: Sign off by Director/ Head of Service			
<p>Improvement action plan signed off by Director/ Head of Service</p>	<p>John Morgan</p>	<p>Signature:</p> 	<p>Date:</p> <p>01/11/2023</p>

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Equality Analysis



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

What are the proposals being assessed?	ASCICPH 125 Increasing the volume of Homecare hours paid on actuals through increased and optimise use of electronic call monitoring.
Which Department/ Division has the responsibility for this?	Adult Social Care

Stage 1: Overview	
Name and job title of lead officer	Phil Howell, Interim Assistant Director of Commissioning
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The inception, in October 2023, of new Homecare contracts for four Prime Providers and six Supplementary Providers, made it a requirement of the providers to log care visits using Electronic Call Monitoring (ECM) software. Previously this was only a requirement of 3 Prime Providers, although some other providers used the software voluntarily. The increased volume of visits logged in this way protects the authority financially in that all calls are paid on actual hours delivered, reconciled against the ECM rather than paying for some care on the basis of what is documented in care and support plans. There are wider benefits to effective use of ECM but the primary role is to ensure care is delivered as per a plan, and where it is not that the authority is able to respond and maintain adequate support for individuals as well as financially protect itself using an accurate record basis for the delivery of care by third party providers.
2. How does this contribute to the council's corporate priorities?	Under the priority of making Merton a sustainable borough, ECM offers financial sustainability benefits by ensuring the authority is appropriately charged for care delivered.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All homecare customers of the prime and supplementary providers will have their care visits logged using ECM, however there is no direct impact on them for the purposes of this EIA. External provider organisations are required under the Homecare contract to use ECM software and they have agreed to this by entering into the contract with Merton.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

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Stage 2: Collecting evidence/ data**5. What evidence have you considered as part of this assessment?**

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

ECM has been in place, effectively, for a number of years for Homecare in Merton. The extent of it's use has increased recently with the recommissioning of contracts for services. All 10 providers under lot 1, 2 & 3 of the Homecare framework are required to use ECM.

ECM is widely used in homecare nationally and as well as financial protection. Offers local authorities an additional way of assuring themselves care is being delivered to vulnerable adults in their own homes. This will have a positive impact on all residents in receipt of Homecare.

Stage 3: Assessing impact and analysis

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

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

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).

Stage 4: Conclusion of the Equality Analysis

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

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

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

Stage 5: Improvement Action Plan**9. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact**

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

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

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


Stage 6: Reporting outcomes**10. Summary of the equality analysis**

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

This Equality Analysis has resulted in an Outcome [1](#) Assessment

- There are very limited impacts from this proposal as it is simply increasing the volume of homecare hours monitored and recorded in this way. This provides additional financial benefit to the authority.

There are no impacts on protected characteristics

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Phil Howell, Interim Assistant Director of Commissioning	Signature: Phil Howell	Date: 24/10/23
Improvement action plan signed off by Director/ Head of Service	John Morgan / Executive Director of Adult Social Care , Integrated Care and Public Health	Signature: 	Date: 01/11/2023

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Equality Analysis



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

What are the proposals being assessed?	ASCICPH 126 – Integration of commissioning functions
Which Department/ Division has the responsibility for this?	Adult Social Care & Public Health

Stage 1: Overview	
Name and job title of lead officer	Phil Howell, Interim Assistant Director of Commissioning
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The proposal is for a reorganisation of staff resources across the ASC and Public Health Commissioning functions, following the formation of the new department. It is intended to create a single commissioning function across the two service areas, increasing the capacity available to the department for commissioning, procuring and contract managing the markets and contracts that we have both a statutory and discretionary responsibility for. Commissioning in ASC also incorporates performance and business intelligence and client facing services such as Direct Payments, Financial Assessments and Brokerage. It is intended the savings will be a result of reorganising and reducing the number of posts but, given both areas currently carry some vacancy and some posts covered by temporary staff, it is not envisaged the savings will be through compulsory redundancies.
2. How does this contribute to the council's corporate priorities?	Supports the priority of a sustainable borough. Effective and efficient commissioning and contract management is important to secure best value for the council and commissioning services that are financially sustainable into the future.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The proposals will affect staff currently working in the commissioning/contracting functions in Adult Social Care and Public Health.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The responsibility is solely with the Adult Social Care, Integrated Care and Public Health department. There will be engagement with partner organisations within the Borough Committee to discuss the proposals and impacts on, for example, integrated commissioning plans for community services and the voluntary sector and our joint work on quality assurance of care and support providers.

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).

HR data associated with the impacted teams will be used to determine any impact on protected characteristics.

Stage 3: Assessing impact and analysis**6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?**

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

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

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

Stage 5: Improvement Action Plan**9. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact**

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

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

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

Page 10
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

- There are no negative impacts identified on protected characteristics. This analysis will be updated as potential new structures are drawn up and individual staff are consulted on the proposals. Any mitigations will be determined during the engagement & consultation with staff.

Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Phil Howell, Interim Assistant Director of Commissioning	Signature: Phil Howell	Date: 24/10/23
Improvement action plan signed off by Director/ Head of Service	John Morgan Executive Director of Adult Social Care, Integrated Care and Public Health	Signature: 	Date: 01/11/2023

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Equality Analysis



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

What are the proposals being assessed?	ASCICPH 127 – Review of ASC fees and charges
Which Department/ Division has the responsibility for this?	Adult Social Care

Stage 1: Overview	
Name and job title of lead officer	Phil Howell, Interim Assistant Director of 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)	A review of the fees and charges made to self funding clients of Adult Social Care is proposed, so that a model of full cost recovery is applied for services provided to these clients. This review would bring the fees and charges for self funding clients in line with other SWL local authorities and remain within the statutory guidance of the Care Act 2014.
2. How does this contribute to the council's corporate priorities?	Contributing to a Sustainable Borough, this would enable the department to recover the full and true cost of providing services and support to individuals where legislation and statutory guidance allows.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	There are currently around 100 self funding clients across the borough, on behalf of whom, the council arranges and administrated their care and support.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Although the charges are applied by Adult Social Care, the billing and collection of these charges sits with the Revenues and Benefits service.

25/09/19

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).

Benchmarking the fees and charges in place in other SWL Boroughs (all of whom charge or are consulting to do so) provides a good comparator for the fees and charges currently in place. This includes cost recovery for the administrative time spent arranging and monitoring the care and support of self-funders, as well as the full cost recovery for the provision of care and support.

All of the individuals impacted will have been subject to a Financial Assessment which determines that they have sufficient capital and income to be able to pay the fees and charges as a self-funding individual.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		N	Y		As the majority of self-funding clients are older people (over 55), the impact is likely to fall within this protected characteristic
Disability		N	Y		Some self-funding clients will identify as having a disability. The proposal therefore is likely to have some impact on this protected characteristic
Gender Reassignment		N		N	
Marriage and Civil Partnership		N		N	
Pregnancy and Maternity		N		N	
Race		N		N	
Religion/ belief		N		N	
Sex (Gender)		N		N	
Sexual orientation		N		N	
Socio-economic status					

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

The review of fees and charges will be subject to an appropriate level of consultation with those impacted. Charges will be fair and reasonably set and in accordance with statutory guidance which states charges can recover costs but not make profit. Individuals may decide to arrange their own care and support in order to avoid fees and charges and all changes to fees and charges will be clearly communicated prior to implementation

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?
Increased financial charges to self funders, many of who will be older people, some may also have disabilities	Fees and charges will be set at an appropriate level so to cover the cost of delivery and not more. Care fees will reflect the fees paid by the authority to the provider.	Using benchmarking against other SWL fees and charges for self-funders. We will monitor the impact on the overall number of self-funding clients we are supporting	April 2025	existing	Phil Howell	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 local authority, under the Care Act 2014 is statutorily able to recover the cost of administering the care and support of those individuals who fund their own care. All other SWL boroughs take this approach. Any updated fees and charges will be subject to consultation and clearly communicated to those affected prior to implementation.

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Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Phil Howell Interim Assistant Director for Commissioning	Signature: Phil Howell	Date: 01/11/2023
Improvement action plan signed off by Director/ Head of Service	John Morgan Executive Director of Adult Social Care, Integrated Care and Public Health	Signature: 	Date: 01/11/2023

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MTFS GAP 2024-28

	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
MTFS Gap 2023-27 (Council 1 March 2023)	0	2,296	3,836	13,534
Updates since March Council:-				
Ongoing impact of 23/24 Pay Award (4% pay award rather than 3% budgeted)	992	992	992	992
Pay inflation provision increased from 2% to 3% in 2024/25	992	992	992	992
Price inflation provision increased from 2% to 3% in 2024/25	1,521	1,521	1,521	1,521
Collection Fund: Council Tax Surplus/Deficit	(278)	0	0	0
Collection Fund: Business Rates Surplus/Deficit	(1,667)	0	0	0
Revised MTFS Gap 2024-28 Cabinet June 2023	1,560	5,801	7,341	17,039
Change in Freedom Pass costs	(197)	(496)	(1,361)	(2,369)
Pay and Price inflation - update following restructure	78	150	222	294
Additional impact of 23/24 Pay Award (HR estimate inc. oncost)	3,376	3,175	3,309	3,602
Change in capital financing costs - Debt Redemption	(2,754)	(2,257)	(2,257)	(2,257)
Change in capital financing costs - Review of Capital Programme	(520)	(15)	(1,114)	(5,038)
Change in investment interest income - CHAS	(250)	(250)	(250)	(250)
Change in investment interest income - General	(750)	(750)	(750)	(750)
Estimated additional yield from Council Tax Base 2024/25	(500)	(500)	(500)	(500)
Revised MTFS Gap 2024-28 November before Savings and Growth	43	4,858	4,640	9,771
Growth Bids less Funded from Reserves	2,036	4,357	4,400	4,438
Revised MTFS Gap 2024-28 November inc. Growth Bids	2,079	9,215	9,040	14,209
Priority Savings	(1,701)	(2,513)	(2,823)	(3,210)
Fees and Charges - Additional Income	(458)	(585)	(585)	(585)
Revised MTFS Gap 2024-28 Cabinet 16 November inc. Priority Growth Bids and Savings	(80)	6,117	5,632	10,414

FINANCIAL PLANNING TIMETABLE – SEPTEMBER 2023 TO MARCH 2024 APPENDIX 5

