

Cabinet

Date: 10 November 2014

Subject: Business Plan 2015-19

Lead officer: Caroline Holland – Director of Corporate Services

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

Contact Officer: Paul Dale

Urgent report:

Reason for urgency: The chairman has approved the submission of this report as a matter of urgency as it provides the latest available information on the Business Plan and Budget 2015/16 and requires consideration of issues relating to the Budget process and Medium Term Financial Strategy 2015-2019. It is important that this consideration is not delayed in order that the Council can work towards a balanced budget at its meeting on 4 March 2015 and set a Council Tax as appropriate for 2015/16.

Recommendations:

1. That Cabinet agree the proposed amendments to savings, including replacement savings, set out in Appendix 1 and incorporate the financial implications into the draft MTFS 2015-19.
 2. That Cabinet agree the addition of a capital scheme for £1.3m to be funded from revenue resources and recommend to Council that the capital scheme be added to the Capital Programme.
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1. Purpose of report and executive summary

- 1.1 This report requests Cabinet to consider and agree some further proposed amendments to savings, including replacement savings, which have been approved previously and are incorporated into the current MTFS considered and approved by Cabinet at its meeting on 20 October 2014.
- 1.2 Equalities assessments are provided for proposed replacement savings in Appendix 2.

Details

2. Medium Term Financial Strategy 2015-19

2.1 Background

At its meeting on 20 October 2014 Cabinet considered a report which updated the Business Plan 2015-19. The report will be considered by the Overview and Scrutiny Panels and Commission in November.

- 2.2 Before identifying savings and income proposals, the budget gap in the MTFS 2015-19 is as follows:-

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
Budget Gap in MTFS	732	10,763	24,041	32,068

3. Proposed Amendments to Previously Agreed Savings

- 3.1 Cabinet, on 20 October 2014, agreed some proposals from Children, Schools and Families department and Environment and Regeneration department to amend previously approved savings. These are summarised in the following table

Children, Schools & Families	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Total £000
Savings removed	301	90	0	0	391
Replacement Savings	(201)	(90)	0	0	(291)
Net CSF changes	100	0	0	0	100
Environment & Regeneration					
Savings deferred	240	(240)	0	0	0
Net E&R Changes	240	(240)	0	0	0
Net Change	340	(240)	0	0	100
NET CUMULATIVE CHANGE	340	100	100	100	

- 3.2 Following continuous review, there are further amendments proposed to savings previously agreed.
- Community and Housing are replacing £0.400m savings previously agreed with alternative savings of an equivalent value:
 - Children School and Families have identified £0.100m of replacement savings to balance the shortfall in replacement savings reported to Cabinet on 20 October 2014. This will count towards the CSF target agreed by Cabinet.
 - Environment and Regeneration – an alternative saving to reprofile previously agreed savings and address budget pressures identified through budget monitoring is proposed as detailed in Appendix 1. It is currently envisaged that this alternative saving will offset the original saving. An equalities assessment for the alternative saving is attached as Appendix 2.

Community and Housing	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Total £000
Savings removed	400	0	0	0	400
Replacement Savings	(400)	0	0	0	(400)
Net C&H changes	0	0	0	0	0
Children, Schools & Families					
Savings removed	0	0	0	0	0
Replacement Savings	0	(100)	0	0	(100)
Net CSF Changes	0	(100)	0	0	(100)
Environment & Regeneration					
Savings reprofiled	1,550	(1,300)	(250)	0	0
Budget pressures	1,664	0	0	0	1,664
Replacement Savings	(3,214)	1,300	250	0	(1,664)
Net E&R Changes	0	0	0	0	0
NET CUMULATIVE CHANGE	0	(100)	(100)	(100)	

3.3 Details of the proposed amendments are set out in Appendix 1.

3.4 The request for capital funding of £1.3 million is for the easing of traffic congestion CCTV cameras and the posts/poles that these cameras are attached to. As part of the tender process, in late January 2015, for the above cameras the specification will include the maintenance of the Traffic Enforcement Efficiency CCTV cameras along with the public realm CCTV cameras.

4. Update on Budget Gap

4.1 If the proposed amendments are agreed the budget gap in the draft MTFS 2015-19 will be as follows:-

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
Budget Gap Cabinet 20 October 2014	732	10,763	24,041	32,068
Proposed amendments	0	(100)	(100)	(100)
Revised Budget Gap	732	10,663	23,941	31,968

5. Consultation Undertaken or Proposed

5.1 There will be extensive consultation as the business plan process develops. This will include the Overview and Scrutiny panels and Commission, the Financial Monitoring Task Group, business ratepayers and all other relevant parties.

6. Timetable

- 6.1 In accordance with current financial reporting timetables. A report to Cabinet on 10 November 2014 giving an update to the Business Plan 2015-19 will be requested to approve the proposed amendments and that the MTFS be updated accordingly.
- 6.2 Cabinet on 20 October 2014 agreed the timetable for the Business Plan 2015-19 including the revenue budget 2015/16, the MTFS 2015-19 and the Capital Programme for 2015-19.

7. Financial, resource and property implications

- 7.1 As contained in the body of the report.

8. Legal and statutory implications

- 8.1 As outlined in the report.

9. Human rights, equalities and community cohesion implications

- 9.1 None for the purposes of this report, these will be dealt with as the budget is developed for 2015 – 2019.

10. Crime and Disorder Implications

- 10.1 Not applicable.

11. Risk Management and health and safety implications

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

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

Appendix 1 – Amendment and replacements of previously agreed Savings

Appendix 2 – Equalities Assessments for replacement savings

13. Background Papers

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

2014/15 Budgetary Control and 2013/14 Final Accounts Working Papers in the Corporate Services Department.
Budget Monitoring working papers
MTFS working papers

16. REPORT AUTHOR

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DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact
C&YP	CSF2014-04	<p>Service Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	<p>Youth Services</p> <p>Reduced investment in commissioned and in-house youth services.</p> <p>reduced budget for central and partnership commissioned youth activities possibly part offset by income/fundraising. Remaining offer will be targeted to young people from areas of highest deprivation. Reduced support for sector capacity building to protect direct provision.</p> <p>Redundancy of both in-house and commissioned services staff.</p> <p>Reduced service offering. Potential impact on youth justice and crime.</p> <p>Potential impact on Housing advice.</p> <p>Will impact on young people from disadvantaged groups within the community but residual offer will continue to be targeted to these groups.</p>	583	100				Medium	Medium
Total Children, Schools and Families Savings						100	0	0	0	

Previously agreed savings and/or current budget pressures**DEPARTMENT: ENVIRONMENT AND REGENERATION**

Budget Process	Ref	Description of Saving		2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Additional Budget Pressure	TOTAL	
2012/15	ER25	Level 1	1)	Commercial Services Commercial Waste and Recycling – This is an area where there is potential to income generate, the financial environment for the in house collection will improve with the withdrawal of the LATS requirement as well as reductions in disposal costs as "Phase B" goes live. At the present time the service is making a small surplus but with increased investment in the service and a marketing plan in place, this could grow by around £500K over the next year or two. It is too early to present substantiated proposals and a monitoring process has been put in place to enable us to determine later on in the year whether increased income can be projected for next year and beyond.		150	250			250	
2015/18	EV08	Service/Section Description		Waste disposal Increased recycling rate by 3% following education and communications activity funded by WCSS. This will be driven by the incentivisation and education programme due to commence in March 2014.				250		-250	
		Service Implication		None							
		Staffing Implications		None							
		Business Plan implications		None							
		Impact on other departments		None							
		Equalities Implications		None							
Budget Pressure Only		Service/Section Description		Traffic & Highways As a result of a clearer understanding of guidelines and actual patterns of expenditure the section charges a lower level of highways maintenance spend to Capital than previously and, as a result, incurs increased revenue costs that are not sustainable.							464
Budget Pressure Only		Service/Section Description		Parking Services Capital costs of c£1.3m are required in 2015/16, which will be funded from anticipated fines from moving traffic contraventions in the first year of operation. An adjustment to the capital programme will be made.				1,300	-1,300		
Budget Pressure Only		Service/Section Description		Parking Services The proposed Deregulation Bill regarding the enforcement of static contraventions using CCTV, will result in the net loss to the authority of around £550K.							550
Total Environment and Regeneration				150	250	1,550	-1,300	-250	1,264	1,664	

Budget Process	Ref	Description of Saving	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Additional Budget Pressure	TOTAL
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Alternative savings proposal and budget pressure mitigation

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Budget Process	Ref	Description of Saving	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Additional Budget Pressure	TOTAL
	EV12	<p>Service/Section Description</p> <p>Service Implication Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities</p>	<p>Parking Services Earlier Introduction of unattended automatic number plate recognition CCTV parking enforcement cameras at fixed locations. This has been agreed in previous budget setting for 16/17 financial year and is proposed to be brought forward following clarification of investment needs and procedures. ANPR will deliver efficient management of moving traffic offences and improve congestion, road safety, bus journey times and traffic flow through the borough</p> <p>None This new system has the ability to free up enforcement staff from the CCTV PCN verifying process, releasing those officers to carry out more enforcement which will improve the free flow of traffic and reduce congestion. Additional staff will be required and the cost has been netted off the income</p> <p>Capital costs of c£1.3m are required which will be funded from anticipated fines from moving traffic contraventions in the first year of operation. An adjustment to the capital programme will be made.</p> <p>None</p> <p>none</p>			3,214	-1,300	-250	
Total Environment and Regeneration			0	0	3,214	-1,300	-250		1,664

DEPARTMENT: COMMUNITY & HOUSING - SAVINGS TO BE REPLACED

Panel	Ref	Description of Saving		Baseline Budget £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact
HC&OP	CH01	<u>Service</u>	Adult Social Care Access and Assessment	37,621	150	0	0	0	H	H
		Description	Below Inflation uplift to third party suppliers (This will be a total of 7 years at 0% or below inflation uplift to 16/17. There has been resistance and challenge from providers who require that clients are removed from their care and support, or refuse to take newly referred clients. To date Merton has been acting consistently with neighbouring authorities but re-negotiations are on-going.)							
HC&OP	CH03	Description	Brokerage Efficiency Savings. Care and support packages will be negotiated and brokered to deliver the best value solution based on assessed need.	37,621	200	0	0	0	H	H
			<u>Commissioning</u>							
HC&OP	ASC18	Description	Supporting People. (Restructure and refocus the use of supporting people services) Funding for services provided under Supporting People arrangements is no longer ring-fenced and there are opportunities therefore to fundamentally restructure and refocus the use of SP services. (The total savings target is £350k . This saving proposal was deferred from 2014/15	2,392	50	0	0	0	M	M
Total Community & Housing Savings						400	0	0	0	

DEPARTMENT: COMMUNITY & HOUSING - REPLACEMENT SAVINGS

Panel	Ref	Description of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact
HC&OP	CH11	<p><u>Service</u> Description</p> <p>Adult Social Care Access and Assessment First Contact service</p> <p>Service Implication Reduce in-house provision of a first contact screening and assessment service, and have this provided within the voluntary sector within the overall costs the sector currently operate within.</p> <p>Staffing Implications Reduction in staffing (4.5 FTE)</p> <p>Business Plan implications No specific Implications</p> <p>Impact on other departments None</p> <p>Equalities Implications See overall EIA</p>	125	125	0	0	0	M	H
HC&OP	CH12	<p><u>Service</u> Description</p> <p>Access and Assessment Review of Care Packages</p> <p>Service Implication Intensify programme of reviews of existing support packages in line with the principles of promoting independence, with an expectation that many of our customers can have a reduction in their support packages once they have got through the initial event such as a hospital admission</p> <p>Staffing Implications None</p> <p>Business Plan implications No specific Implications</p> <p>Impact on other departments None</p> <p>Equalities Implications See overall EIA</p>	37,621	75	0	0	0	H	H
HC&OP	CH13	<p><u>Service</u> Description</p> <p>Direct Provision Day care services</p> <p>Service Implication Change the day services offer for learning and physically disabled customers who currently use in house day services, mainly High Path and All Saints. Support packages will be reviewed to make an overall reduction in the level of support being offered.</p> <p>Staffing Implications Reduction in staffing</p> <p>Business Plan implications No specific Implications</p> <p>Impact on other departments Transport (E&R)</p> <p>Equalities Implications See overall EIA</p>	1,612	200	0	0	0	M	H
Total Community & Housing Savings				400	0	0	0		



Equality Analysis

What are the proposals being assessed?	Savings in CSF Youth Services (CSF2014-04)
Which Department/ Division has the responsibility for this?	Children Schools and Families, Education Division, Education inclusion
Stage 1: Overview	
Name and job title of lead officer	Keith Shipman, Service Manager Education Inclusion
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>Savings in Youth Services of £100,000 in 2015/16</p> <p>Reduced investment in commissioned and in-house youth services.</p> <p>Reduced budget for central and partnership commissioned voluntary sector youth activities The youth offer will be reduced. Remaining offer will be targeted to young people from areas of highest deprivation as the savings are larger in areas of least deprivation. Reduced support for sector capacity building to protect direct provision and support the organizations that are delivering the youth work reducing their capacity to expand the youth offer and the effectiveness of the youth partnership model.</p> <p>Redundancy of both in-house and commissioned services staff.</p> <p>Reduced service offering. Potential impact on youth justice and crime.</p> <p>Decommissioning of housing advice.</p> <p>Will impact on young people from disadvantaged groups within the community but residual offer will continue to be targeted at these groups.</p>
2. How does this contribute to the council's corporate	It doesn't contribute to corporate targets

priorities?	
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>Young people at risk of homelessness- there is a risk of increased housing presentations – however needs analysis shows that most of the housing service users are out of borough residents studying at South Thames College Merton.</p> <p>Young people - there will be less activities for young people to do</p> <p>Voluntary sector youth groups and MVSC who will have reduced capacity</p> <p>Less part time youth workers in the council as we will reduce offer at Pollards Hill or Phipps Bridge youth centres unless we can raise other income.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	<p>Merton Youth Partnership are delivers of the youth offer in the voluntary sector</p> <p>Housing advice is provided at South Thames College.</p>

Stage 2: Collecting evidence/ data

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

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

Usage and take up of commissioned youth services by area of residence in borough and out of borough.

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		✓	✓		Youth services work with 10 – 19 year olds.
Disability		✓	✓		Youth services have a disproportionately high number of children with special needs attending sessions.
Gender Reassignment		✓		✓	
Marriage and Civil Partnership		✓		✓	
Pregnancy and Maternity		✓		✓	
Race		✓		✓	
Religion/ belief		✓		✓	
Sex (Gender)		✓		✓	
Sexual orientation		✓		✓	
Socio-economic status		✓	✓		Resources are targeted at need and volume of young people.

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

Income targets will be set for partnerships to cover savings

Young people from Merton can present at Merton housing or seek advice from the Insight centre in Mitcham.

Savings will be graduated so that the largest savings are for Wimbledon then Morden then Mitcham.

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?
Age	Income targets will be set for partnerships to cover savings	Funding for partnerships will be monitored through commissioning visits. Partnerships will be supported to seek funding, however the Voluntary sector capacity to support is also being reduced.	April 16	Seek sources of additional income.	KS/LW	
Housing need	Young people from Merton can present at Merton housing or seek advice at the Insight Centre in Mitcham. A meeting between the commissioner and South Thames College where the advice services runs will consider alternative signposting.	Meeting at South Thames College to agree	Jan 15		KS/LW	
Deprivation – there will still be an impact this is graduating the impact.	Savings will be graduated so that the largest savings are for Wimbledon then Morden then Mitcham.	Partnerships informed of savings.	Jan 15		KS	

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

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

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

This Equality Analysis has resulted in an Outcome 3 Assessment

There will be a serious impact on the capacity of the youth partnerships to deliver the youth partnership model without MVSC support and with reduced resources. The actions taken above may off set some impact - but effect may still be significant ie less night of youth work.

Stage 7: Sign off by Director/ Assistant Director

Assessment completed by	Keith Shipman, Education Inclusion	Signature:	Date:24/10/2014
Improvement action plan signed off by Director/ Assistant	Jan Martin, AD Education	Signature:	Date: 24/10/2014



Equality Analysis

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

What are the proposals being assessed?	EV12: Earlier introduction of unattended Automatic Number Plate Recognition cameras (ANPR) to ease traffic congestion.
Which Department/ Division have the responsibility for this?	Environment & Regeneration, Public Protection

Stage 1: Overview	
Name and job title of lead officer	Paul Walshe Parking Services Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The introduction of ANPR will greatly improve the Council's ability to manage traffic flows, congestion, and traffic pollution, free flow of buses and emergency vehicles as well as ensuring increased safety for pedestrians, particularly around schools. There is no reduction in the level of service and it is envisaged that there will be no deletion of posts.
2. How does this contribute to the council's corporate priorities?	Resident surveys have listed traffic congestion as one of the top 5 concerns in the borough and it has increased as a concern in the recent past . For the reason outlined above, the introduction of ANPR will significantly help address this concern.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Initially, motorists who do not comply with the parking regulations will be affected by the issue of a Penalty Charge Notice.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	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).

Surveys were carried at different locations within the borough with the aim of identifying how efficient and effective the existing enforcement methods are for capturing parking contraventions. These surveys clearly showed that the current methods of enforcement are not as efficient as they should be. The survey was carried out in June 2014 at 24 locations (bus lanes and Moving Traffic Locations) for a period of 1week at each location. The survey data showed that the installation of ANPR cameras at these locations would significantly improve compliance .

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	With the expected improvement in compliance by the motorists of the parking regulations pedestrian safety will improve for the older and infirmed in general and children particularly outside schools.
Disability	x			x	As above improvement in compliance will positively affect people with disabilities.
Gender Reassignment	x			x	Whilst there will be an effect I am not aware of the level of effect on this group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows
Marriage and Civil Partnership	x			x	Whilst there will be an effect I am not aware of the level of effect on this group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows
Pregnancy and Maternity	x			x	Whilst there will be an effect I am not aware of the level of effect on this group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows
Race	x			x	Whilst there will be an effect I am not aware of the level of effect on this

					group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows
Religion/ belief	x			x	Whilst there will be an effect I am not aware of the level of effect on this group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows
Sex (Gender)	x			x	Whilst there will be an effect I am not aware of the level of effect on this group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows
Sexual orientation	x			x	Whilst there will be an effect I am not aware of the level of effect on this group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows
Socio-economic status	x			x	Whilst there will be an effect I am not aware of the level of effect on this group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows

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

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

Stage 4: Conclusion of the Equality Analysis

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

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

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

Stage 5: Improvement Action 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?
If any identified through changes in charges for services	Action plan to mitigate	Measuring customer feedback through contact and forums	2015	Existing	Paul Walshe	Included as part of service review plan.

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


Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

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

The introduction of ANPR camera enforcement will positively affect all groups listed above by reducing congestion, traffic flows, bus journey times, pollution, and safety for pedestrians and children. Whilst feedback from customers in the form of contact and Council forums will be monitored it is too early to indicate the level and degree of the positive effects.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Paul Walshe Parking Services Manager	Signature: Paul Walshe	Date: 29/10/2014
Improvement action plan signed off by Director/ Head of Service	John Hill , Head of Public Protection	Signature: 	Date:



Equality Analysis

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

What are the proposals being assessed?	Proposed replacement savings within the Adult Social Care Service Plan for 2015-16
Which Department/ Division has the responsibility for this?	Adult Social Care (Access & Assessment, Direct Provision and Commissioning) within the Community & Housing Department

Stage 1: Overview	
Name and job title of lead officer	Douglas Russell, Adult Social Care, Programme Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The aim of the efficiencies is to ensure that the division meets its savings targets over the next 4 years. The objective is to ensure that cashable efficiencies have minimal adverse impact on the customers of Adult Social Care
2. How does this contribute to the council's corporate priorities?	The Adult Social Care Service plan contributes to the Council's Merton 2015 priorities and will ensure that the savings targets are achieved in line with the Corporate Business Plan and the Medium Term Financial Strategy.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Our stakeholders include: customers, carers, faith groups, customer representative groups (e.g. Your Shout, Merton People First, Speak Out Group, Merton centre for Independent Living (MCIL), customer groups within Day Services), Voluntary Sector organisations (e.g. MVSC, and other organisations making up Involve), Merton Clinical Commissioning Group, partnership groups (e.g. LD and Transition Partnership Boards, the Health and Wellbeing Board, Healthwatch, and staff.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Adult Social Care will take overall responsibility for its savings.

Stage 2: Collecting evidence/ data

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

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

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

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

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

Generally the savings proposed are continued changes to the way in which we deliver our services with reduced budgets, whilst ensuring our ability to deliver our statutory responsibilities. These proposals include reduction in services as well as services being delivered differently, so there may be some impact on some of the equality groups. The FACS criteria are not being amended, so there will no change in statutory entitlement to support, however there may be a decrease in the options on offer.

A comprehensive consultation exercise on these proposals will be on-going as part of the ASC Service Redesign process. The outcome of which will inform the way we progress the proposals.

Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	√			√	<p>Commissioning: First Contact Service - reduce in-house provision of a first contact screening and assessment service and have this provided within the voluntary sector with the overall costs the sector currently operate within.</p> <p>Access and Assessment: Review of Care Packages - intensify programme of reviews of existing support packages in line with the principles of promoting independence, with an expectation that many of our customers can have a reduction in their support packages once they have through the initial event such as a hospital admission.</p> <p>Direct Provision: Day Care Services - change the day services offer for learning and physically disabled customers who currently use in house day services, mainly High Path and All Saints. Support packages will be reviewed to ensure that the appropriate level of care and support is provided. Some of this provision might come in a different form, for example sessions provided by volunteers rather than paid staff, or a community trip rather than a day at a centre. All packages will be agreed with customers and carers.</p>
Disability	√			√	<p>Commissioning: First Contact Service - reduce in-house provision of a first contact screening and assessment service and have this provided within the voluntary sector with the overall costs the sector currently operate within.</p> <p>Access and Assessment: Review of Care Packages - intensify programme of reviews of existing support packages in line with the principles of promoting independence, with an expectation that many of our customers can have a reduction in their support packages once they have through the initial event such as a hospital admission.</p> <p>Day Care Services - change the day services offer for learning and physically disabled customers who currently use in house day services, mainly High Path and All Saints. Support packages will be reviewed to</p>

					ensure that the appropriate level of care and support is provided. Some of this provision might come in a different form, for example sessions provided by volunteers rather than paid staff, or a community trip rather than a day at a centre. All packages will be agreed with customers and carers.
Gender Reassignment					N/A
Marriage and Civil Partnership					N/A
Pregnancy and Maternity					N/A
Race					N/A
Religion/ belief					N/A
Sex (Gender)					N/A
Sexual orientation					N/A
Socio-economic status					N/A

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

- **Potential impact of change**

Mitigation Plan

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

- **Potential impact on level of service for customer**

Mitigation Plan

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

Stage 4: Conclusion of the Equality Analysis

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

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

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

Stage 5: Improvement Action Plan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? E.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Potential impact of change	Consultation planned up to end of March 2015.	Meetings held and outcome recorded.	March 2015	Established	RAM/JB/JR/AOS	Yes
Potential impact on level of service for customer	As well as consultation, a through implementation plan to include a comprehensive checklist to ensure that the solutions developed for customers meet their identified needs. As well as the clear identification of communication channels for customers and comprehensive monitoring mechanism to ensure where there is a change in need a revised solution can be developed and put in place swiftly.	Savings target in Service Plan	On-going and up to March 2018	Yes	JB/JR	Yes

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

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

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

This Equality Analysis has resulted in an Outcome **2** Assessment

The key findings of this initial assessment are:

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

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