

## **Committee: Cabinet**

**Date: 16 February 2015**

### **Agenda item:**

**Wards:** All  
**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

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

**Contact officer:** 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.

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### **Recommendations:**

1. That Cabinet considers and agrees the response to the Overview and Scrutiny Commission;
2. That the Cabinet resolves that, having considered all of the information in this report and noted the positive assurance statement given by the Director of Corporate Services based on the proposed strategy, the Council Tax in 2015/16, equating to a Band D Council Tax of £1,102.24 be approved and recommended to Council for approval. This represents a Council Tax freeze.
3. That the Cabinet considers all of the latest information and the comments from the scrutiny process, and makes recommendations to Council as appropriate
4. That Cabinet resolves that the Business Plan 2015-19 including the General Fund Budget and Council Tax Strategy for 2015/16, and the Medium Term Financial Strategy (MTFS) for 2015-2019 as submitted, along with the Equality Assessments (EAs), be approved and

recommended to Council for approval subject to any proposed amendments agreed at this meeting;

5. That the Cabinet resolves that, having considered all of the latest information and the comments from the scrutiny process, the Capital Investment Programme (as detailed in Annex 1 to the Capital Strategy); the Treasury Management Strategy (Section 5), including the detailed recommendations in that Section, incorporating the Prudential Indicators and the Capital Strategy (Appendix \_) as submitted and reported upon be approved and recommended to Council for approval, subject to any proposed amendments agreed at this meeting;
6. That Cabinet notes that the GLA precept will not be agreed by the London Assembly until the 23 February, but the provisional figure has been incorporated into the draft MTFS
7. That Cabinet request officers to review the savings proposals agreed and where possible bring them forward to the earliest possible implementation date
8. That Cabinet note that there may be minor amendments to figures in this report as a result of new information being received after the deadline for dispatch and that this will be amended for the report to Council in March
9. That Cabinet, in respect of the new business rates reliefs announced in the Autumn statement 2014, agree the Merton Council Retail Property Discount 2015/16 and the Merton Council Transitional Relief Discount 2015/16 set out in Appendices 12(a) and 12(b)

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## 1. Purpose of report and Executive Summary

- 1.1 This report summarises the work that has been undertaken since April 2014 towards formulating the Business Plan 2015-19 including the Budget for 2015/16, Medium Term Financial Strategy 2015-19 and Capital Strategy 2015-19. It describes the steps taken to ensure that business planning is integrated with financial planning. It sets out details of how the budget has been structured to ensure that a balanced budget is set for 2015/16 and progress towards a balanced budget over the medium term. A separate section is provided for Schools budgets.
- 1.2 The report sets out the draft Capital Programme 2015-2019. It details the work that has been undertaken to produce a programme that is aligned with business planning requirements and also integrated with the revenue budget.
- 1.3 The Medium Term Financial Strategy (MTFS) is updated to reflect the Council's anticipated financial outlook over the period 2015-2019.
- 1.4 The Cabinet is being invited to consider the various responses from scrutiny bodies to the draft budget proposals as set out in a separate

report on the agenda for this meeting. The Overview and Scrutiny Commission and panels considered the budget savings proposals agreed by Cabinet on 8 December 2014 and the Overview and Scrutiny Commission also considered the additional information provided in the report to Cabinet on 19 January 2015.

## 2. **Introduction**

- 2.1 At this Cabinet meeting, Members are presented with reports that provide a comprehensive presentation of all issues relevant to the formulation of the Council's Business Plan for the period 2015-2019.
- 2.2 The report includes details about the General Fund revenue budget and explains how this information has been used to produce a draft budget and Council Tax levy.
- 2.3 The Council's Business Plan 2015-19 consists of a number of key elements and the report is structured into five sections for ease of reference :-

- Section 1: Business Plan 2015-19 including the Medium Term Financial Strategy, the overarching financial strategy, which brings together individual elements of the budget and reviews the strategic aims and key issues and assumptions.
- Section 2: The General Fund Revenue Budget and Council Tax strategy;
- Section 3: Schools budgets – funded by Dedicated Schools Grant (DSG)
- Section 4: The Capital Programme and the Capital Strategy;
- Section 5: The Treasury Management Strategy

## 2.4 The Scrutiny Function

- 2.4.1 The Overview and Scrutiny Commission and Panels considered the draft capital programme 2015-19 during the November 2014 cycle of meetings and feedback from this scrutiny process was considered by Cabinet on 8 December 2014. Cabinet considered revenue savings proposals at its meeting on 8 December 2014 and referred them, along with draft EAs, the capital programme and service plans, to the Overview and Scrutiny Panels and Commission for consideration during the January 2015 cycle of meetings.

During the January 2015 cycle of meetings the available details relating to the MTFs, revenue and capital budgets and the Business Plan have been considered by the Scrutiny Panels on the following dates:-

Sustainable Communities Overview & Scrutiny Panel	8 January 2015
Children and Young People Overview & Scrutiny Panel	13 January 2015
Healthier Communities & Older People Overview & Scrutiny Panel	14 January 2015
Overview and Scrutiny Commission	29 January 2015

## 2.5 Feedback from Scrutiny Process

A summary of findings and recommendations from the Overview and Scrutiny Commission is provided in a comprehensive report on the scrutiny of the Business Plan 2015-19 as a separate report on the agenda for this meeting.

2.6 This report incorporates the outcome of the final Local Government Finance Settlement. Appendix 1 provides the Council Tax resolutions.

2.7 The meeting of the Council, to set the Council Tax and General Fund budget (revenue and capital) for 2015/16, and agree the Business Plan 2015-19 including the MTFs, will be on 4 March 2015.

2.8 Delivery of the Business Plan, including the budget and service plans, will be monitored throughout the year in line with the corporate Performance Management Framework.

## 3. **Business Planning**

3.1 Further information about the Business Plan 2015-19 is included in Section 1 of this report.

3.2 The financial impact of the Business Plan is reflected in the budget proposals in this report.

## 4. **Financial, resource and property implications**

4.1 All relevant implications are included in the report with further details in the appendices.

## 5. **Legal and statutory implications**

5.1 The Local Government Act 2003 requires the Chief Finance Officer to report to Council as part of the budget process on the robustness of the estimates and the adequacy of the proposed financial reserves. The Council is required by the Local Government Finance Act 1992 to make specific estimates of gross revenue expenditure and anticipated income leading to the setting of the overall budget and council tax. The amount

of council tax must be sufficient to meet the council's legal and financial commitments, ensure the proper discharge of its statutory duties and lead to a balanced budget.

- 5.2 The Localism Act 2011 amended the legislation regarding the calculation of council tax. It also provides for a council tax referendum to be held if an authority increases its relevant basis amount of council tax in excess of principles determined by the Secretary of State. The Secretary of State has ruled that most principal authorities, which includes Merton council, proposing increases which exceed 2% or more will need to hold a referendum.
- 5.3 In considering the budget for 2015/16, members must consider the on-going duties under the Equality Act 2010 to have due regard to the need to eliminate unlawful discrimination, harassment and victimisation; and advance equality of opportunity between people who share a protected characteristic and those who do not; and foster good relations between those who share a protected characteristic and those who do not. Members must consider how the decisions will contribute to meeting these duties in light of other relevant circumstances such as economic and practical considerations.
- 5.4 The Council's processes for the development and adoption of the budget are set out in the Budget and Policy Framework Procedure Rules contained in Part 4C of the Constitution.

## **6. Human Rights, Equalities and Community Cohesion Implications**

- 6.1 In identifying spending reductions, services where at all feasible, have sought to minimise the impact of the reductions on traditionally disadvantaged groups. The proposed budget reflects the Council's spending priorities for the year and the Council's core commitment to equal opportunities in employment and service delivery. The Council has a corporate policy of endeavouring to redeploy staff affected by reorganisation and other staffing changes. Every effort is therefore made to redeploy any staff affected by spending reductions.
- 6.2 A number of meetings with Staff Side have taken place and they have been advised of the Council's savings proposals and consultation is ongoing and they will be further involved in any proposals affecting staff when they are to be implemented.
- 6.3 It is anticipated that the Budget will be set at a level which enables the Council to continue to be Human Rights compliant.
- 6.4 Equality and community issues are also addressed in savings proposals. Equalities assessments of savings proposals have been provided and these were discussed at Scrutiny meetings.

## **7. Risk Management and Health and Safety Implications**

- 7.1 Each saving proposal has been assessed in terms of service impact and reputational impact and these have been included in reports to the Scrutiny Panels.
- 7.2 In setting the budget the level of risk has been an important factor in setting the assumptions on which the overall budget is based. The level of reserves and balances, as well as the level of contingencies available have been taken into account as well as an assessment of pressures identified as part of current year monitoring. Account has also been taken, as far as possible, of the likely impact of expected legislative and technical changes.
- 7.3 Risk management and health and safety implications were considered as part of the Capital Strategy.

## **8. Consultation undertaken or proposed**

- 8.1 Regular reports have been made on progress on the Business Plan to Cabinet on 20 October 2014, 10 November 2014, 8 December 2014, and 19 January 2015.
- 8.2 In addition, Scrutiny Panels and the Overview and Scrutiny Commission have had two rounds of scrutiny on the proposed budget and Business Plan;
- 8.3 There have been further detailed consultations held by Community and Housing and Children, Schools and Families in relation to some of their proposals.
- 8.4 In accordance with statute, consultation is taking place with business ratepayers and a meeting was held on 11 February 2015. A verbal update will be provided at the Cabinet meeting.
- 8.5 Further, regarding the capital programme, meetings of the Capital Programme Board were held, consisting of key officers from each department.

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

**SECTION 1: BUSINESS PLAN 2015-19**

**SECTION 2: GENERAL FUND BUDGET AND COUNCIL TAX STRATEGY**

Appendix 1:	Draft Resolutions to Council
Appendix 2:	Local Government Finance Settlement 2015-2016
Appendix 2a:	Adult Social Care Funding 2015/16
Appendix 3:	Collection Fund, Council Tax Base, NNDR1 and Funding Methodology
Appendix 4:	Other Corporate items in the MTFS
Appendix 5:	Analysis of the transition from Council in March 2014 to a balanced budget
Appendix 6:	Statement of Council Tax requirements and balances
Appendix 7:	Revised MTFS incorporating changes
Appendix 8:	Reserves
Appendix 9:	Summary Analysis and reconciliation of Savings
Appendix 10:	Budget summaries
Appendix 10a:	Standard Subjective Analysis
Appendix 11:	Risk Analysis for the General Fund
Appendix 12(a):	Merton Council Draft Retail Property Discount Policy
Appendix 12(b):	Merton Council Draft Transitional Relief Discount Policy
Appendix 13:	Equality Impact assessments

**SECTION 3: Schools budget**

No appendices

**SECTION 4: Capital budget**

Appendix 14: Draft Capital Strategy 2015-19  
(includes Annexes 1-5)

**SECTION 5: Treasury Management Strategy**

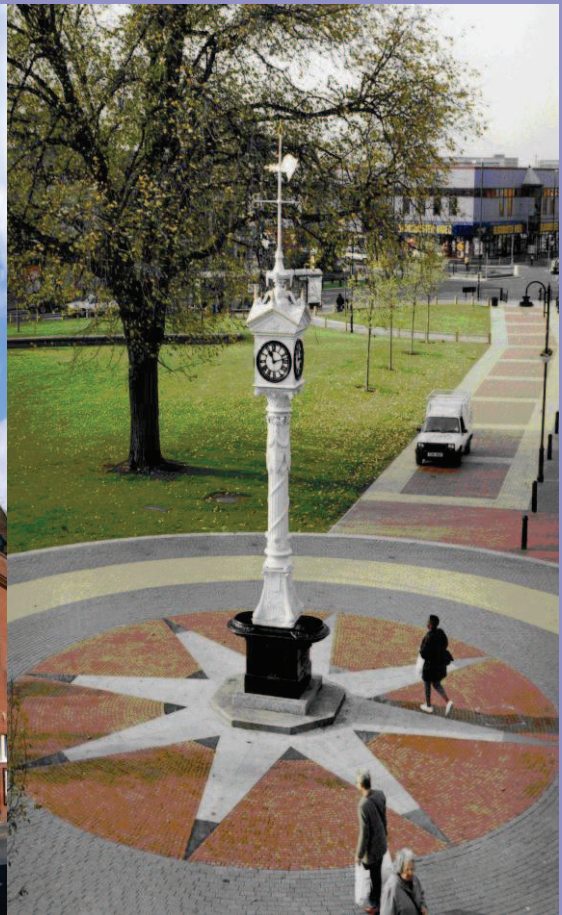
Appendix 14: including Prudential Indicators

**Background Papers – the following documents have been relied on in drawing up this report but do not form part of the report**

Reports to Cabinet  
Budget files in Corporate Services department

# Business Plan

2015 / 2019





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## INTRODUCTION

Welcome to Merton Council's Business Plan for 2015/19, which brings together financial information in the form of the council's budget and the Medium Term Financial Strategy, along with the service planning of all of the council's operational services over the next four years. Although it is a four year plan, it will be refreshed every year to ensure we are on target and to take account of changing needs and priorities.

As the work of the council encompasses such a wide and diverse range of services, we have tried to include all the necessary information needed to understand what we are doing and why we are doing it. This information should give you a detailed picture of how the council will operate over the next four years. To help understand some of the more complex areas of the council's business a Glossary of Terms has been included.

The Background and Context section sets the scene for the Business Plan, with some of the key facts relating to Merton.

The Medium Term Financial Strategy incorporates details of the money the council has coming in (revenue) and the money and assets it has in place (capital) and how it will spend and invest this money over the four year planning period, through the Capital and Treasury Management Strategies.

Other key resources in place to enable the council to manage the Business Plan include how we:

- manage and develop staff, through the Workforce Management Strategy;
- obtain goods and services, through the Procurement Plan;
- design and develop information technology, through the IT Strategy;
- identify and manage the risks the council may face in delivering services, through the Risk Management Strategy; and
- manage and monitor performance against objectives, through the Performance Management Framework.

Each major work area in the council completes a service plan, to give a high level overview of its financial position, what it exists to do, what it hopes to achieve and how it will achieve its major work programmes over the next four years.

We appreciate that there is a huge level of detail in the plan, but hope it helps you to understand what the council is trying to achieve and how we intend to succeed. If you have any comments or questions on the content of this plan, then please contact [zoe.church@merton.gov.uk](mailto:zoe.church@merton.gov.uk)

## TRANSFORMATION STATEMENT

By 2015 Merton Council will be smaller, reducing in size. Our top priority will continue to be to provide safe services of the best possible quality. Providing value for money services to our residents is at the heart of our business and we must be able to demonstrate that all of our services represent best value for money. We will do this by finding innovative solutions to maximise future efficiency.

We will deliver services that customers want and need and, where possible, involve our customers in service specification and design.

Delivering quality and value services in an era of significantly reduced resources will require strong and determined leadership. A single business view is essential to ensure a 'One Council' approach is followed in everything we do. Leaders at all levels will be visible and lead by example.

Change of this magnitude will only be achieved through a unified effort.

- Get Involved! – identify and implement improvements.
- One team – Directors, managers and staff have an equal part to play.
- Learn – from each other, our mistakes and from what our customers say.
- Determination – to try out new ideas.

The financial reality facing local government dominates the choices the council will make for the future of the borough. The development of the Business Plan 2015/19 is therefore based on the set of guiding strategic priorities and principles, as adopted by the council on 13 July 2011:

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

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

The Community Plan has been developed by the Merton Partnership and sets the overall direction and vision for the borough until 2019.

## COMMUNITY PLAN

Merton Partnership brings together a range of key players from the public, private and voluntary sectors in Merton, including the council, Primary Care Trust (PCT) and Police, to co-ordinate the delivery of local services. Originally formed to deliver the stretch targets required to generate additional Local Area Agreement funding, the Partnership developed the Community Plan in 2009 setting out the overall direction and vision for the borough until 2019. The document sits above each partner's own Business Plan. The Partnership consists of three main groups:

**The Merton Partnership** – this is the full partnership body that provides the governance, overall leadership and representation to ensure that the Partnership delivers the community's priorities. It is chaired by the Leader of the Council, the person with the clearest democratic authority in the borough. It receives reports and briefings on the strategic issues for the borough and co-ordinates the work of the Partnership.

**The Executive Board** – this is the decision making body for the Partnership. It is chaired by the Chief Executive of the council. The Executive Board meets every two months and brings together the organisations with the most significant budgets in the borough. It ensures the Partnership is given the leadership and capacity it needs to do its job. The Executive Board is committed to sharing information and resources, and to implementing cross-cutting projects to achieve the aspirations set out in the Community Plan.

**Thematic Partnerships** – these partnerships co-ordinate the activities of relevant members of the Partnership to ensure that the strategy agreed by the Executive Board is carried out through the relevant Boards and Trusts. These thematic groups mirror the themes of the Community Plan:

- **Children's Trust**

Merton's Children's Trust arrangements began development in 2005 and bring together all partners involved in services to children and families in Merton. A wide range of groups and partnerships are accountable for their performance and activities to the Children's Trust Board. The Children's Trust is designed to deliver the outcomes of Every Child Matters through Merton's Children & Young People Plan (CYPP), namely:

- Improving health outcomes
- Maintaining robust safeguarding
- Improving educational outcomes
- Promoting the positive contribution
- Promoting the economic wellbeing

- **Health and Wellbeing Board**

Health and Wellbeing Boards have been created to deliver strategic, local leadership in health and wellbeing. The work of HWBs are central to informing the commissioning of health and social care services in Merton and have a core role in encouraging joined-up services across the NHS, social care, public health and other local partners.

Merton Health and Wellbeing Board's (HWB) full statutory responsibilities have now been in place since April 2013 and a Shadow Health and Wellbeing Board has been working in Merton since 2011.

The HWB brings together the Council, Merton Clinical Commissioning Group, HealthWatch and the voluntary and community sector with a shared focus on improving the health and wellbeing in Merton. Specifically:

- Healthy living
- Safeguarding
- Citizenship and inclusion
- Service delivery group

- ***Safer and Stronger Communities***

The Safer and Stronger Thematic Partnership incorporates the statutory Community Safety Partnership (CSP) and is responsible for setting and overseeing the strategic direction for community safety and the community cohesion agenda in the borough, and to fulfil the statutory requirements of the CSP in Merton.

The Community Safety Partnership has a statutory duty to undertake a strategic assessment to inform priority setting to address crime and disorder issues in the locality. Key themes are:

- Reduce the fear of crime
- Reduce alcohol related violence and support those who are effected by alcohol misuse
- Reduce anti-social behaviour and the effects of serious anti-social behaviour on communities as well as supporting individuals to find positive outcomes for local disputes
- Reduce acquisitive crime by working with our communities to ensure that they keep their valuables safe
- Reduce repeat victimisation of domestic violence victims
- Develop the council's local leadership role and the capacity of the community and voluntary sector
- Empower local people to have a greater choice and influence over local decision-making and a greater role in public service delivery
- Increase community cohesion and integration

- ***Sustainable Communities and Transport***

The Sustainable Communities and Transport thematic partnership has been established to create a more sustainable borough, one which is less reliant on fossil fuel and which reduces its negative impact on the environment and climate change in particular.

The Board promotes investment into the borough to create new jobs as well as looking to improve skills levels and the capacity of residents to benefit from these jobs and those across the region. The Board seeks to improve the condition and supply of housing including affordable housing. The Board works to promote the development of sustainable transport particularly active transport (cycling and walking) as well as public transport in and around Merton. Key themes are:

- Work to support economic growth, by increasing jobs and skills
- Work to increase the supply of housing
- Work towards carbon reduction
- Work to increase investment
- Work to improve sustainable transport provision

In addition to the four thematic partnerships, Merton Council has added the theme of **Corporate Capacity**, which includes:

- Our systems for ensuring sound financial management and high standards of governance
- The effective recruitment, development and management of staff
- Having the right information and communications technology infrastructure in place to support service delivery and efficiency
- Value for money and continual review to improve processes
- Customer access, customer services and customer care
- Equalities, diversity and community cohesion
- Transparent information and service provision

## **NATIONAL POLICIES**

The change of Government in 2010 has had, and will continue to have, a profound impact on the delivery of services at a local level. For example:

- The cuts to reduce the national budget deficit are being felt locally with Merton's funding from central Government to be reduced over the next four years.
- New legislation has the potential to radically transform service delivery and the responsibilities of local government. For example, the Localism and Decentralisation Act will give local people the right to bid to run local services and the Health and Social Care Bill will transfer responsibility for improving public health from health authorities to local councils.
- The Government's drive to deliver the 'Big Society'.
- This Business Plan represents Merton's response to the challenges and opportunities over the next four years.

## CORPORATE STRATEGIES

The council has many corporate and service-specific strategies and plans that support the work not only of the council, but also the Merton Partnership and Thematic Partnerships. These strategies and plans draw heavily on the aims set out in the Merton Community Plan, but also reflect central Government policy changes, sub-regional policies (e.g. set by the Mayor of London), new legislative requirements and short term changes to local priorities. The following list is not exhaustive but shows the diversity of strategies and plans currently in place.

- Adult Treatment Plan
- Air Quality Action Plan
- Anti Social Behaviour Strategy
- Asset Management Plan
- Capital Programme
- Children and Young Persons' Plan
- Civil Contingencies Plan
- Climate Change Strategy
- Commercial and Trading Standards Delivery
- Community Plan
- Core Planning Strategy
- Corporate Equality Scheme
- Corporate Procurement Strategy
- Cultural Strategy
- Customer Services Strategy
- Crime and Disorder (partnership plan)
- East Merton and Mitcham Neighbourhood Renewal Strategy
- Economic Development Strategy
- Ethnic Minority Housing Strategy
- Gypsy and Traveller Strategy
- Homelessness Strategy
- Housing Strategy
- ICT Policy
- Information Governance Policy
- Local Development Framework
- Local Implementation Plan
- Local Transport Plan
- Looked After Children's Strategy
- Medium Term Financial Strategy
- Older People's Housing Strategy
- Open Spaces Strategy
- Performance Management Framework
- Risk Management Strategy
- Road Safety Plan
- Safeguarding Children's Board Annual Plan
- School Expansion Plans
- School Improvement Strategy
- Social Inclusion Strategy
- Special Educational Needs and Inclusion Strategy
- Treasury Management Strategy
- Unitary Development Plan
- Voluntary Sector Strategy
- Waste Management Plan
- Workforce Development Plan

## **ABOUT THE COUNCIL - An overview of the council**

### **KEY FACTS**

- The Council comprises 60 elected councillors, representing 20 wards and four political groups. The current political composition of the Council as at February 2014 is:
  - Labour: 28 councillors
  - Conservative: 21 councillors
  - Merton Coalition Group: four councillors
  - Merton Park Ward Independent Residents: three councillors
  - Liberal Democrats: two councillors
  - Independent members: two councillors
  
- Full Council usually meets five times a year, and is responsible for agreeing the council tax and setting the overall direction of the council.
- A Cabinet of nine Labour councillors makes the majority of decisions throughout the year, with Overview and Scrutiny arrangements to hold Cabinet to account.
- Regulatory committees are appointed by Council and carry out planning and licensing functions.
- The council had a revenue budget of £151m in 2012/13 with around 45% of this being spent on social care.
- 4,159 FTE or 5,513 headcount (as at Dec 13) employees provide a range of public services, from street cleaners and town planners to teachers and social workers, who work in the four departments, including Merton's schools:
  - Children, Schools and Families (CSF)
  - Environment and Regeneration (E&R)
  - Community and Housing (C&H)
  - Corporate Services (CS)

### **ABOUT THE BOROUGH**

**Merton is an outer London borough situated to the south west of central London. The demographics of the borough and some of its defining characteristics are listed below.**

- Population of 199,700 (Census estimate at May 2011) living in 78,757 chargeable dwellings. The population according to the Greater London Authority population projections is set to increase as follows: 206,612 by 2016, 209,666 by 2021, 211,783 by 2026 and to 213,931 by 2031.
- Three main town centres: Wimbledon, Mitcham and Morden.
- Predominantly suburban in character, with high levels of commuter flows in and out of central London.
- Good connections with the London transport network. The District and Northern lines both run through the borough, Tramlink provides connections between Wimbledon and Croydon via Mitcham and Morden, while numerous over ground stations and bus routes provide easy access to central London and neighbouring boroughs.
- Significant amounts of green space – 18% of the borough is open space, compared to a London average of 10%. This comprises over 65 parks and open



spaces (including Wimbledon and Mitcham commons), 28 conservation areas, 11 nature reserves and 17 allotment sites.

- Census 2011 data estimated that 40.1% of the population is from black and minority ethnic (BME) groups, with the range across schools being 32% to 91%.
- 121 languages are spoken in Merton's 43 primary schools, eight secondary schools (including two academies), three special schools, one Pupil Referral Unit and 11 children's centres.
- Increasing numbers of groups with particular needs, for example older people, BME communities and the increased number of young people with special educational needs or disabilities.
- Seven libraries provide internet access, summer reading schemes and homework clubs as well as traditional book, CD, DVD and video lending.
- Three leisure centres provide a wide range of facilities in Mitcham, Morden and Wimbledon.
- Merton plays host to one of the country's most famous sporting events – the Wimbledon fortnight held at the All England Lawn Tennis and Croquet Club.
- The top five areas of concern to residents are crime, the level of council tax, traffic congestion, street cleanliness and lack of jobs.
- Council tax is currently set at £1,409.71 (2012/13) for a band D property (including the Greater London Authority precept), the average level for outer London boroughs.
- Merton is consistently amongst the top four safest boroughs in London which is a tribute to the excellent partnerships between the council, Metropolitan Police Service, Safer Merton Partnership and the community.

According to the 2010 Index of Multiple Deprivation, Merton is the fourth least deprived of the 33 London boroughs. Nationally the borough is ranked 208 out of 326, where 1 is the most deprived. This overall lack of deprivation does, however, hide stark inequalities in the borough between deprived wards in the east of the borough (Mitcham) and the more affluent wards in the west (Wimbledon). This is illustrated by the following facts:

- Median household income is £34,461 per annum. However, it is estimated that 27% of those employed living in the east of the borough earn under £20,000.
- The east of the borough has much higher levels of serious illness and early deaths from illnesses such as cancer and heart disease.
- Life expectancy for men in the most deprived 10% of the borough which is in the east is 77.20 years whilst for the least deprived 10% it is 83 years
- Two of Merton's Super Output Areas (SOAs) both in the east, are amongst the 20% most deprived in the country, and fourteen are in the 30% most deprived nationally, with 13 of these located in the east of the borough.
- Although unemployment in the borough is below the national average, it rises significantly in some of the eastern wards, and 63% of all benefit claimants live in the east of the borough.
- In three wards in the east of the borough, over a third of the population have no qualifications.
- Free school meals eligibility is rising in Merton schools (increase of 21% on 2010 eligibility indicators – school census 2012).

The data / figures from the 2011 national census were released in September 2012 and this information is being used to aid service planning in subsequent years.



## WORKFORCE STRATEGY

### 2014-2018



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# 1. INTRODUCTION

Welcome to Merton's Workforce strategy, which outlines our aims for the period 2014 – 2018 and shows how we will support, engage with and develop our workforce, so they are equipped to meet the challenges of continuing to deliver high quality services to our customers and local communities.

The people, who work for, work with, volunteer with, and wish to work for Merton Council, are vital for us to reach our goals. All of our achievements as a council, and the excellent services we deliver to our public, are reliant on us having a suitably skilled, able and equipped workforce, who demonstrates our values and behaviours. Our MJ Award for the Best Achieving Council in 2013 is testament to the commitment and professionalism of our people. This strategy aims to build on the success and dedication of the current workforce, and ensure that we have the structures and resources to meet the challenges of the future.

Through our Merton 2015 programme we have already begun to transform the way we work and what we do - successfully delivering savings and new approaches to the services we offer our residents, while maintaining customer satisfaction. In order to achieve further changes, council departments have designed Target Operating Models which are focussed on providing the highest quality services to the public, operating with efficiency and accountability.

The workforce strategy will underpin the delivery of these Target Operating Models. Our workforce is at the heart of everything we do, and this strategy ensures that we have the right staff in the right place, with the right skills and tools to enable the transformation of council services to meet future challenges. This means in some areas the council will diminish in size and in other areas it may expand, depending upon the needs of that service to operate efficiently and effectively for our residents.

The strategy has been developed in consultation with staff from across the council, harnessing their knowledge and experience to identify the measures and actions that will enable Merton Council to meet its aspirations and continue to provide our public with high-quality services, environment and facilities.

The strategy shows how departments, managers and human resources will jointly contribute towards achieving our organisational priorities, and addresses four key areas:

- Workforce planning
- Recruitment and retention
- Organisational and workforce development
- Morale, health and wellbeing

Through the action plans and outcome measures that we are proposing, we believe that we will equip Merton Council with the modern and dynamic workforce that is needed to take on the challenges of delivering excellent public services for years to come.

**Ged Curran**

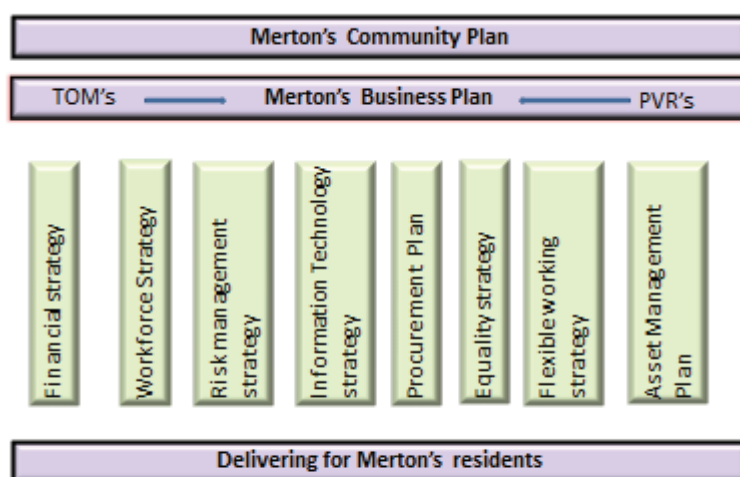
**Chief Executive**

## 2. BACKGROUND

Merton Council is undergoing a period of sustained and conscious transformation in order to best respond to the changing environment (especially financial) and customer expectations. We are working together to shape services and the organisation to ensure a successful future for our residents and staff.

### 2.1 Key Council priorities

The key priorities for the borough are captured within the Community Plan, developed by the Merton Partnership. The Plan sets the overall long-term direction and vision for the borough to



2019.

The Community Plan identified the first four priority areas, with Corporate Capacity having been added by the Council.

- Children and Young People – Better opportunities for youngsters
- Health and Well Being – A healthy and fulfilling life
- Sustainable Communities and Transport – Keeping Merton moving
- Safer and Stronger – Being safe and strong
- Corporate Capacity

The theme of Corporate Capacity encompasses the effective recruitment, development and management of staff. This Workforce Strategy outlines how we will transform the Council's workforce and be fit for purpose in 2018.

## 2.2 How the Council has changed in the last 3 years

We take a proactive approach to planning for our future. Since 2010 our transformation programme Merton 2015 has delivered savings of £70 million, or one third of our budget. It is to our employees' credit that through this time we have maintained high levels of resident satisfaction.

We are particularly proud of winning over 40 industry awards across a range of sectors and having achieved the MJ Award for the Best Achieving Council in 2013 against the backdrop of such a challenging financial environment.

Continued delivery of quality and value for money services for our residents has been achieved through reviewing our service delivery models and developing innovative solutions, including shared services, partnership working and the development of volunteering in the borough. Continuous improvement is at the heart of our approach and we have introduced lean methodology to drive out waste from our processes and now work in a highly focused and lean operation.

Our employees shown themselves equal to the challenges, and as we plan the future shape of our services and organisation, we are laying the foundations to ensure that the workforce continues to enable the Council to best serve our residents.

## 3. HIGH LEVEL SHAPE OF THE WORKFORCE

Merton Council has a workforce of 1962 people in 1738 full-time equivalent posts, with an additional 5161 (3851 FTE) Schools employees, not including casual staff.

We work across five Departments: Environment and Regeneration (30%), Children, Schools and Families (25%), Community and Housing (25%), Corporate Services (20%) and the Chief Executive's Department. We work over a number of sites across the Borough, and we have recently undertaken a project to move more colleagues to the Civic Centre to free up premises space.

Within Schools just over half (53%) of employees work part-time, outside of the Schools we mainly work full time (74%).

While some groups are unevenly represented across pay levels, there are no significant discrepancies in pay by protected characteristics. A detailed breakdown can be found in Appendix A.

The Council has a pay ratio of 1:12 between the lowest and highest paid employees, well within the ratio level of 1:20 that was established for the Hutton Fair Pay Review (March 2011), with the Council positioned in the bottom quartile for senior pay for the 32 London boroughs.

The decision has been taken to implement the London Living Wage, increasing the salary of the lowest paid staff to £8.80 per hour from 1 April 2014. We are working on calculating the full

value of the pay and benefits package to be able to accurately communicate the reward for working at the Council.

Agency workers are a key part of our workforce plan providing resource and business-critical skills as and when it is needed, with agency workers making up 5.6% of our workforce in 2013. Through the workforce planning element of this strategy, agency use will be reviewed and reconfigured to provide best value for money and consistent service delivery, while maintaining the agility of the workforce.

We have a diverse workforce, the majority, 58.5% are female (88% in Schools) and 6.25% are disabled, which compares positively to the London Councils' median of 4.7% but this ratio is only 1.1% in Schools. A quarter of our workforce (24%) are from a Black, Asian and Minority Ethnic (BAME) background, which compares favourably to our 23% target, but is below the London median figure of 29%.

However, only 5.8% of employees are from the Asian or Asian British community. In Schools there are 15% BAME employees, and 6.4% of an Asian or Asian British background, in both groups somewhat lower than the London Councils' median of 7.6%. Of more concern is the fact that within the resident community 35% are of Black, Asian and Minority Ethnic background as 18% of the community is of Asian background (2011 Census).

As is characteristic of local government, we have a mature workforce as 60.6 % of us are over the age of 45, while only 17.6% are 16-34, but only 2.21% are 16-24 of age. In recent years the numbers of younger workers have increased due to the rollout of apprenticeships.

Our turnover rate is traditionally very low with natural turnover (resignations) in 2013 at 5.5% with full staff turnover at 14.37% annually, which compares favourably with other London boroughs. In some areas however it is agreed that some turnover may actually be beneficial to service delivery and could be achieved through transformation.

In 2013 we recruited to 254 posts and the time to hire, from identification of a vacancy to the post being filled, is now at 90 days, having recently been reduced through a recruitment process review and the implementation of an applicant tracking system in April 2013.

Merton has a consistently higher than expected rate of sickness, with an average of 9.29 days per person lost to sickness, which compares unfavourably to the London Councils' average of less than 8, which is also our own target. Particularly high levels of sickness are present in Environment and Regeneration (12 days) and Community and Housing (11 days). Within these Departments, the high areas for sickness absence are Street Scene and Waste, and Access and Assessment and Direct Provision respectively. In these areas sickness is more prevalent due to the nature of the work which includes more physically demanding roles and work with vulnerable residents.

Merton Council performs well overall on analysis of our workforce data against information from London local government organisations as well as recommendations for good practice.

The following areas have been identified as requiring action through the Strategy:

- Communicating the full value of the pay and benefits package
- Spans of control (e.g. who has responsibility for what)
- The review of agency use as part of workforce planning: reducing costs, while maintaining flexibility and sufficient resource

- Representation of the Asian community within the workforce
- Ageing workforce – succession planning and talent management
- Sickness absence – managing a reduction in the number of days lost to sickness

## 4. STRATEGY

### 4.1 The Council's strategic direction

We are rightly proud of our achievements over the past years, including the MJ Award for Best Achieving Council 2013, which is testament to the quality of dedication of our workforce.

We are committed to continue making Merton a great place for people to live, work and learn. The Council provides high quality services and we work with the community to enhance resident satisfaction. In the face of the economic climate, we set out to provide excellent value for money and continue to challenge the way we deliver our services to improve outcomes for our residents. We aim to do this by finding innovative solutions to maximise future efficiency. Our customers must be at the heart of our service planning. We will deliver services that customers want and need and involve our customers in service specification and design.

We are continuously reviewing and updating our delivery models and are at the forefront of new developments, such as partnership working including shared services and flexible working. The financial pressures facing Merton mean we will now take on the role of 'place-shaper' whereby the Council should be an enabler, working with partners to provide services.

By 2015 the core Merton Council workforce will be smaller than it was in 2010. However, some service areas may remain unchanged others have experience growth in this time, for example through becoming the hosts of shared services or expanding our volunteering schemes. We want to employ people who are resilient, ambitious, disciplined in thought and action, people who can take us from 'good to great'. We will reward and celebrate great individuals and team performance, but not tolerate sustained poor performance.

We build on the principles of the disciplined people, disciplined thought and disciplined action to take Merton Council from 'Good to Great' (Collins 2006). We work to a clear direction with high ambition, a strong vision and shared values. The Council has a strong leadership at its helm, setting high expectations and driving continuous performance improvement.

### 4.2 Model for achieving the strategy

Since 2010 we have been working on a major transformation programme **Merton 2015**, which will radically transform our services by 2015 to meet resource constraints, while still delivering quality and value for money services for our residents.

To set the future vision for the Council and its services, we work on developing a Target Operating Model (TOM). TOM documents set a vision for each of the departments and detail the shape of our future business model, covering all aspects of the organisation, including: services, processes, structures, people and technology.



Through this process, the Departments have identified the main developments we will have to make to best deliver our services in the future. These include:

- Strategic modernisation of service delivery, including review of direct service delivery and management e.g. reduction in resources, externalisation / remodelling of services, changes to terms and conditions;
- Workforce that meets the demands of the future working environment, managing flexible working, more agile and responsive workforce, adaptability e.g. appropriate agency usage, review of the skill mix and spans of control;
- Workforce demographics, knowledge transfer and new approaches e.g. partnership working, apprenticeships and the use of volunteers;
- New and improved skills, responding to legislative changes, competency / behaviour based approach for staff management, leadership and management skills to embed a performance approach and quality assurance e.g. technical management skills, such as workforce mapping, and people management skills e.g. performance management conversations and effective staff engagement;
- ‘Good to Great’ principles of disciplined people, thought and action. Effective management of performance, capability and sickness, in policy as well as practice;
- Morale and engagement, further enhancing commitment to the organisation, clarifying what the Council expects of us and what we can expect of the Council. Effectively managing the impact of changes on the workforce;
- Ensuring that supporting resources and the relevant infrastructure are available, e.g. IT systems, and management information;

Detailed mapping of TOM requirements against the Workforce Strategy priorities can be found in Appendix B, including local actions. Corporate actions are included in Appendix C.

Additional programmes that have been designed to identify how we can provide better value for money services e.g. service reviews, including Public Value Reviews, Target Operating Models and lean processes will have an impact on how we work. The reviews look to reduce costs while maintaining the quality of services and we apply the Lean methodology to best utilise our resources.

Through the Customer Contact Programme we are exploring better, cheaper contact with customers maximising the use of innovative technology to make it easier for us to do business, for customers to report service requests and for us to keep them informed of progress. This will require staff to implement and learn new systems and new ways of working to achieve this change.

The Flexible Working Programme will provide us with greater flexibility for staff and save time and money by making better use of technology. The ways in which the Flexible Working Programme impacts on the Workforce Strategy are outlined in Appendix D.

## **5. KEY WORKFORCE PRIORITIES FOR THE FUTURE**

We have identified four priorities for workforce transformation to support the realisation of the Council’s plans for the future:

- Workforce planning
- Recruitment and retention
- Organisational and workforce development
- Morale, health and wellbeing

To understand and define the priorities, key requirements and the corresponding actions, we triangulated statistical and comparative workforce data, departmental information through discussions with DMTs and information in the TOMs, to establish the future position of the Organisational and People Layers and associated requirements, and undertook a series of employee engagement focus groups. The outcomes of the focus group meetings are included in Appendix E.

What we want to achieve, why this is a priority, what actions we will take and who will be responsible to lead each action are outlined in the following sections and in the accompanying action plan in Appendices B and C in more detail.

Merton Council has a diverse workforce, but there is more work to ensure it is done to be fully representative of the resident community. As these changes can take time and are not fully within the Council's control, we will work to develop awareness and skills to enable employees – particularly those delivering services on the front line – to effectively work with diverse communities.

The Council's structure, its terms and conditions and therefore its workforce reflect the traditional local authority model and are fairly rigid. While much development is already underway, we will need to carry out significant further work to modernise the organisation, its service delivery and workforce. A key element of this modernisation will be embedding a flexible approach to work, which is a newly introduced concept to the organisation. Flexible working will require new skills of managers, better performance management practice and a more outcomes based and accountability-driven approach from staff.

Highly responsive workforce planning is a new concept to some areas of the business, therefore skills to be able to do this successfully need to be developed. We will offer managers the support to accurately determine future workforce need, both in terms of employee numbers, volunteers and skills requirements. Appendix F identifies the numbers within the workforce and our volunteers now and an estimate for our future requirements in 2017-18. Once demand is determined, we will need an agile workforce, where employees are multi-skilled, and able to deploy their specialist skills in a range of settings.

In recent years, we have reduced management costs to minimise the number of front line job losses. We need to ensure that we have appropriate management spans of control and flexible and lean organisational structures. In 2009 Merton had 1.46 managers to direct reports. In 2012, our ratio of managers to staff was 1:6. We should aspire to develop Merton to reach the optimum span of control structure of 1:8 according to the Deloitte report to maximise efficiency and continue to reduce headcount, where it is safe and reasonable to do so. It is recognised that in some service areas, notably social care, direct practice with children has appropriate ratios, as governed by our regulators.

These transformation changes are having a significant impact on staff, which we need to proactively manage. We want everyone to feel supported to embrace these changes and will

need to provide effective change management practice, engagement and communication activities, building on recent successes in this arena e.g. shared legal services reorganisation.

In order to maintain commitment to the organisation and positive morale, we will have to communicate a new 'psychological contract' (what we can expect of the Council and what it can expect of us). We can no longer offer a job for life, or, with flatter structures, necessarily a progression through the ranks, but can provide opportunities for on-going development of skills on the job and in formal training, leading to increased professional confidence and competence and better employability for the future.

## 5.1 Workforce planning

The Council has effective mechanisms for successful workforce planning. The shape of the workforce reflects service delivery models and supports the organisation to achieve its business objectives and outcomes.

### What we want to achieve

- Correct alignment of workforce size, skills base, and behavioural competencies to future business models
- An agile workforce, which is responsive to changing needs
- A workforce which is representative of and sensitive to the community which it serves

### Why this is a priority

The workforce is truly our most important asset, and one of the largest resources, as most Council services are delivered directly by our staff. The composition of Merton's current workforce requires some changes to ensure our continued success, meet future requirements and to better reflect our communities. We need to be able to accurately predict the shape of the workforce we will need to deliver our strategic plans and our services.

### Actions

- Based on departmental TOMs, design the future shape of the workforce to best match its service delivery plans and financial context;
- Determine organisational structures, which support future delivery models - determine the desired combination of directly employed staff, shared services, externalised work, agency workers and volunteers, as well as appropriate spans of control for each service area;
- Review and action requirements to reflect legislative and regulatory changes as they emerge (e.g. Care Bill, BSF and Children and Families Act);
- Manage the transition from the current to the future structure;
- Establish on-going monitoring for workforce arrangements through accurate and relevant management information for decision-making e.g. workforce, equality, productivity and financial data;

### Key outcomes

- A new workforce structure is in place supporting future service plans
- Appropriate organisational structures, including spans of control, are designed and implemented for each service area, reflecting best practice and local requirements

- Enhanced service delivery – as reported through the residents’ survey - through improved workforce planning practice, including better training needs analysis
- Review and consideration of modernised terms and conditions

## 5.2 Recruitment and retention

The organisation has a clear and effective recruitment and retention focus and plan of key workforce skills and behaviours. This includes succession planning, and managing turnover.

### What we want to achieve

- Make Merton an employer of choice through creating all innovative and positive brand image;
- Ensure future key talent is successfully recruited retained and developed in appropriate roles within the Council to deliver effective services to residents and that capacity is built across the future workforce to implement new service delivery models;
- Establish inter-organisational collaboration to ensure that Merton's residents are served by the best people, whether within the Council or through our partners;
- Reduce recruitment and turnover costs and agency use;

### Why this is a priority

We want to recruit, develop and retain talented people to enable us to deliver outstanding services to our residents. As our requirements and service delivery models change, our recruitment activity needs to evolve and respond to meet demand as cost effectively as possible. We want to attract the right people with the right skills and behaviours. We want to build leadership and strategic capacity.

Where In specific divisions within the Council we have a high level of turnover, retention needs to be understood and stabilized.

### Actions

- Implement the recommendations of the Recruitment Review 2013/14 ensuring that we optimise technological solutions, employer brand and embed the functionality of our applicant tracking system to meet hiring managers' and candidates' needs;
- Develop our employer brand, value proposition and talent wave to become an employer of choice, building on the success of recent awards;
- Analyse market trends, consider and find solutions for their impact on the current pay model, and communicate the value of the full benefits package;
- Sustain effective recruitment and retention of key staff groups, e.g. qualified social workers and children's specialist functions;
- Work to reflect our communities profile: review potential initiatives to address where the workforce is insufficiently representative of the community. In the interim, provide skills development in the interim to equip staff with knowledge and insight to effectively and sensitively work with diverse communities;
- Collaborate with strategic partners to develop a mobile and agile workforce serving the residents of Merton, develop new models, such as inter-organisational working, partnerships and volunteering;
- Develop career paths to support the optimum organisational design, build on opportunities for in-house professional development to grow leadership and strategic capacity e.g. apprenticeships, training contracts, secondments;

## Key outcomes

- Balanced workforce in terms of skills, age and experience, addressing current concerns in workforce demographics and community representation;
- Merton Council perceived to be an employer of choice, attracting high quality candidates;
- Employees are more satisfied with opportunities to develop themselves and progress their employability;
- The structure and size of the Council meets current requirements and is adaptable to future needs
- Core professional and business critical skills are retained and available within the Council
- Reduction and better targeting in the use of agency staff – reduction in agency rates in social work roles;
- Talented people are delivering our services through direct employment or other service delivery models including partnership working, shared services or volunteering;

## 5.3 Organisational and workforce development

The workforce is equipped with the skills, competencies and infrastructure to achieve cultural change and the desired organisational behaviours when creating and delivering new and improved service delivery models (e.g. flexible working, customer service, IT). To support this the Council will provide new skills, abilities and competencies for the workforce including learning and development of key skills for future service delivery.

### What we want to achieve

- Accurate mapping future workforce function, form, skills and behaviours to alternative business delivery models
- Ensure staff work in a modern, flexible way to improve productivity and efficiency and equip them with key future skills and behaviours to enable them to do so
- Provide first class customer service to meet our residents' needs, through new service channels where appropriate
- Best practice in safeguarding is embedded in all relevant roles and activities

### Why this is a priority

It is crucial for Merton's success that our workforce has the right skills, behaviours and adaptability to meet the demands of the transformation and new service delivery models. Our managers need the skills and resources to effectively lead our teams and we need to be able to respond to organisational as well as legislative changes.

The requirements on organisational and workforce development are changing, with more focused and flexible options becoming the norm.

### Actions

- Engender the 'Good to Great' principles of disciplined thought and action through the organisation;
- Managers' capability development specifically on building strategic capacity through future planning, accurate workforce planning and designing spans of control

- Train managers to strategically plan for service transformation and improvement i.e. TOM's including:
  - Train managers to map future workforce profile to business need
  - Train managers to undertake development needs analysis of the workforce to improve skills and behavioural competencies
- Develop first class customer service behaviours to meet our residents' needs, through new service channels where appropriate;
- Develop a workforce that's self-disciplined, enabled with both tools and skills to deliver excellence and held accountable for outcomes;
- Engender effective change management and communication practice to support the workforce to embrace changes and minimise the impact of changes;
- Embed the management behaviours across the organisation to support performance
  - Service inputs, outputs & outcomes – performance
  - People
  - Communication – stakeholder scanning
  - Resources – money, assets, technology
  - Change
  - Self-awareness and personal responsibility
- Maintain the golden thread of Council objectives – departmental objectives – team objectives – individual objectives to guide everyone's work;
- Provide a flexible and responsive suite of development options;
- Ensure that all statutory CPD requirements are met;
- Establish effective change management practices to support employees through the transformation;
- Prioritise learning and development spending to best support the Council's objectives and transformation;
- Leverage the opportunities for development arising from shared services and partnerships;

### Key outcomes

- Correlate the development of first class workforce to deliver resident satisfaction, reflective of the 'Good to Great' culture, as measured by improvements on the Mori residents' survey;
- Employees feel supported through organisational change and report that communication was effective;
- Learning needs are effectively identified and support the organisations' overall objectives in the most cost effective way;
- Leaderships competencies are clearly demonstrated and performance improved;
- Potential future leaders have been identified, the diversity profile of the group is representative of the workforce and people are engaged on a talent management programme (Bringing on Talent Programme);
- Outcomes of learning and development activity can be clearly linked to the delivery of our priorities and key workforce objectives;
- Learning and development accessible to all staff and partners where appropriate;
- Performance of staff is increased through development of key skills and behaviours supported through honest performance appraisal conversations;

- Staff understand the Council and their own priorities and know what they need to do to achieve these;
- Staff are more satisfied with the opportunities for them to contribute to how the Council works;
- Increased customer satisfaction with effectively delivered services.

## 5.4 Morale, health and wellbeing

We need to ensure that the organisation understands what a healthy workforce looks like and supports staff to achieve this.

### What we want to achieve

- An improved understanding of the issues underpinning workforce wellbeing, and develop actions to optimise wellbeing, productivity, engagement and attendance.
- Improved morale and employee engagement

### Why this is a priority

We want to be a healthy and motivated workforce, able to meet the demands of the Council, its residents and customers. We want to understand and address the root causes of sickness and act to enhance engagement and support the wellbeing of staff and improve attendance rates.

### Actions

- Carry out a research project with Public Health on the root causes of sickness absence and consider its recommendations for implementation, including the option of using the London Workplace Charter
- Improve access to data and information for managers, to help them manage sickness better – embedding an attendance and performance culture
- Provide flexible working arrangements that support employee wellbeing
- Provide policies and practices that reflect the requirement for new ways of working and service delivery
- Effectively manage the impact of changes on the workforce, including appropriate supervision, direction and support from managers
- Review employee engagement initiatives and develop ways to increase engagement and morale
- Release the capacity of staff and managers away from bureaucratic administrative practice using innovative technological solutions such as channel migration and self service.

### Key outcomes

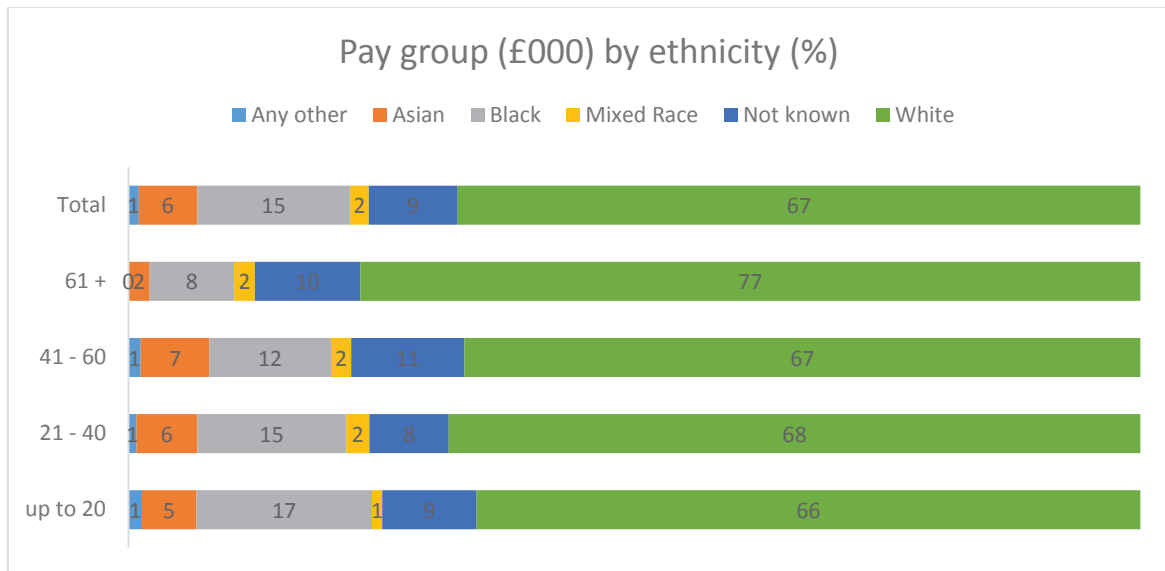
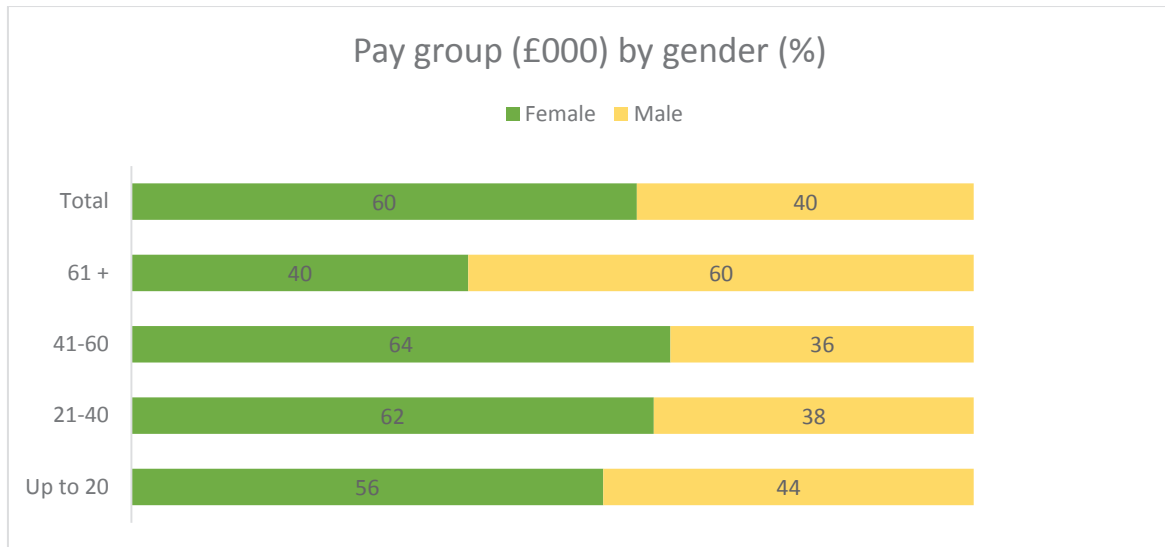
- A healthier workforce with a reduction in number of days lost through sickness – a stretch target of moving to the upper quartile from bottom quartile, with differential targets for frontline and back office
- Employees report that they feel supported in performing their roles in a day-to-day basis and through organisational changes
- Employees are more satisfied with their work / life balance



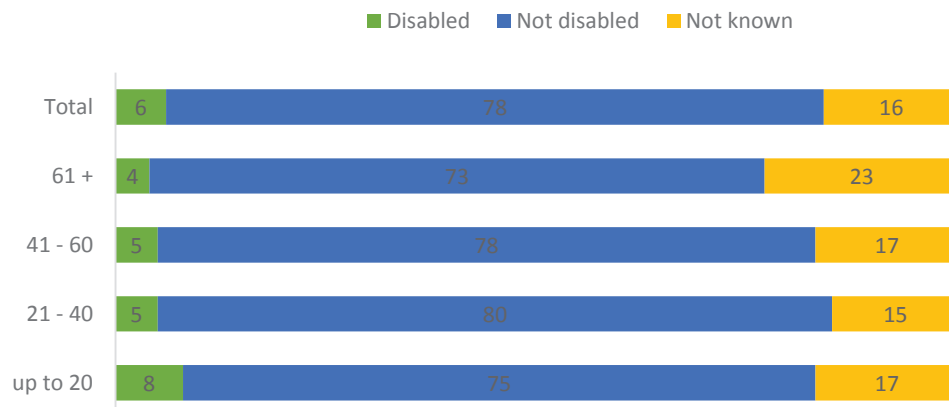
- Flexible working practices are effectively implemented and have a positive impact on morale
- Employees are aware of available support structures and make use of these as required e.g. Employee Assistance Helpline
- We have a culture of employee engagement: Staff Attitude Survey results improving each time with a stretch target of 80% satisfaction reported in 2018
- We have a culture of improved productivity as reflected in the Mori residents' survey

## Appendix A - Pay distribution by protected characteristic

Excluding Schools



### Pay group (£000) by disability status (%)



## Appendix B - Target Operating Model actions by Workforce Strategy priority

\*The involvement of the Human Resources function is designated either as BAU - providing support within the current structure as 'business as usual' or as an HR Project – requiring dedicated effort.

Priority Area	Key Activity	Completion Date	Outcome Measure(s)		
Workforce planning	Based on departmental TOMs, design the future shape of the workforce to best match service delivery plans and financial context	December 2014	A new workforce structure is in place supporting future service plans		
Relevant Department	Key Activity	Completion Date	Project (if applicable)	Responsible*	Resources Allocated
C&H ASC	Review generic competencies and skills for in house workforce including unqualified staff	September 2014	Yes	Line managers, HR BAU	From existing resources
C&H ASC	Review competency framework for social workers and clarify core roles	September 2014	Yes	Line managers, HR BAU	From existing resources
C&H ASC C&H Housing E&R Traffic and Highways E&R Property	Review roles, job descriptions and priorities to ensure they meet to future needs of the service: <ul style="list-style-type: none"> <li>- Occupational Therapists</li> <li>- Housing Register Officer</li> <li>- Surveyor</li> <li>- Graduate Trainee surveyor</li> </ul>	June / September 2014		Line managers, HR BAU	From existing resources
C&H MAE	Ascertain and interpret key policy changes to impact funding for the 2014-2015 Academic Year in relation to staffing resources	June 2014	N/A	DMT, HR BAU	
C&H MAE	Outline commercial sales targets for front line staff	March 2014	N/A	Line managers	
C&H Public	Host Public Health specialty registrars at PH Merton	On-going	N/A	Line managers,	

Health				HR BAU	
C&H Public Health	Develop an on-going programme of staff exchange	On-going	N/A	Line managers, HR BAU	
E&R Parking	Review of CEO shift working patterns	September 2014	Yes	Line managers	Internal and HR & Legal support
E&R Waste	South London Waste Partnership (SLWP)	2017	N/A	DMT	From existing resources
CS	Develop workforce strategy: Based on departmental TOMs, design the future shape of the workforce to best match its service delivery plans and financial context	April 2014	WFS Project	HR with DMTs	Additional resource brought in to support this work
CS	Undertake workforce analysis by service	April 2014	N/A	DMT	
CS	Devise workforce plan for each division identifying staffing requirements		N/A	DMT, HR BAU	

Priority Area	Key Activity	Completion Date	Outcome Measure(s)		
Workforce planning	Based on departmental TOMs, design the future shape of the workforce to best match service delivery plans and financial context	Ongoing	Appropriate organisational structures, including spans of control, are designed and implemented for each service area, reflecting best practice and local requirements		
Relevant Department	Key Activity	Completion Date	Project (if applicable)	Responsible*	Resources Allocated
C&H Libraries C&H Public Health CSF Early Years CSF Education	Restructure or consider a restructure <ul style="list-style-type: none"> <li>- Restructure of management layers / management team</li> <li>- Review of organisational structure</li> </ul>	Various to April 2018	N/A	DMT, line managers, HR BAU	Internal and HR & Legal Support

E&R Greenspaces E&R Parking E&R Safer Merton E&R Traffic and Highways E&R Waste	<ul style="list-style-type: none"> <li>- Consider restructure PH team</li> <li>- Align public health work/staff with LBM directorates</li> <li>- Restructuring for the development of the Locality Model</li> <li>- Review of structures in SI and SENDIS</li> <li>- Review of back office</li> <li>- Restructure Enforcement into waste operations</li> </ul>				
C&H Housing	Follow appropriate HR processes to effect changes to roles and responsibilities for existing staff	September 2014	N/A	Line managers, HR BAU	Existing resources
C&H Housing	Include vacant EHH in EHH service review	2014/15	N/A	Line managers, HR BAU	Existing resources
C&H Public Health	Review of Sexual Health Provision/ Commissioning function	December 2014	N/A	DMT	
C&H Public Health	Host interns, trainees and volunteers	On-going	N/A	Line managers, HR BAU	
CSF overall	Children's Trust workforce Strategy		N/A	DMT, HR BAU	
CSF Youth	TUPE to commissioned services		N/A	HR	
E&R Building & Development Control	Mobile transition support		N/A	Line managers, HR BAU	

Priority Area	Key Activity	Completion Date	Outcome Measure(s)
Workforce planning	Review and modernisation of terms and conditions to meet new service delivery requirements	November 2015	<p>Modernised terms and conditions implemented</p> <p>Enhanced service delivery – as reported through the residents' survey - through improved workforce planning</p>

			and management practice		
Relevant Department	Key Activity	Completion Date	Project (if applicable)	Responsible*	Resources Allocated
C&H ASC	Tracking outcomes. Allow more flexibility of working patterns in return for greater monitoring in detail of what they do and the outcomes achieved	April 2015	Yes	Line managers, HR BAU	From existing resources

Priority Area	Key Activity	Completion Date	Outcome Measure(s)		
Recruitment and retention	Work to reflect our communities		Balanced workforce in terms of skills, age and experience, addressing current concerns in workforce demographics and community representation		
Relevant Department	Key Activity	Completion Date	Project (if applicable)	Responsible*	Resources Allocated
E&R Building and Development Control	Utilise apprentices	On-going	N/A	DMT, Line managers	From existing resources
E&R Traffic and Highways	Develop and introduce graduate trainee and apprentice scheme		N/A	DMT, HR BAU	
E&R Transport	Apprentice vehicle engineer		N/A	Line managers	

Priority Area	Key Activity	Completion Date	Outcome Measure(s)		
Recruitment and retention	Identify a new and reduced critical core - define the key professional and business critical skills to recruit and retain	On-going	Core professional and business critical skills are retained and available within the Council		
Relevant Department	Key Activity	Completion Date	Project (if applicable)	Responsible*	Resources Allocated
CSF CSC & EIP	Recruitment and retention of specialist skills: CP/adoption		N/A	DMT, HR BAU	From existing resources
CSF Early Years	Recruitment and retention of specialist skills for EY		N/A	DMT, HR BAU	From existing resources
CSF Education	Recruitment and retention of specialist skills to deliver LA statutory functions: SI;EPs; VI/HI/SALT/SENDIS		N/A	DMT, HR BAU	From existing resources
E&R Transport	Highlighting vehicle IT systems in job descriptions		N/A	Line managers	From existing resources

Priority Area	Key Activity	Completion Date	Outcome Measure(s)		
Recruitment and retention	Develop our employer brand, value proposition and talent wave to become an employer of choice, building on the success of recent awards		Merton Council perceived to be an employer of choice, attracting high quality candidates		
Relevant Department	Key Activity	Completion Date	Project (if applicable)	Responsible*	Resources Allocated

E&R Traffic and Highways	Review and enhance existing retention packages to attract high calibre staff		N/A	DMT, HR BAU	
C&H ASC	Extend flexible working, including 7 days a week, more working into evening, more flexibility of sites	April 2015	Yes	DMT, HR BAU	From existing resources

Priority Area	Key Activity	Completion Date	Outcome Measure(s)		
Recruitment and retention	Ensure capacity is built across the future workforce to deliver new service delivery models		Talented people are delivering our services through direct employment or other service delivery models including partnership working, shared services or volunteering		
Relevant Department	Key Activity	Completion Date	Project (if applicable)	Responsible*	Resources Allocated
C&H ASC	Build on existing bank system for direct provision	On-going	N/A	DMT, HR BAU	From existing resources
C&H ASC	Grow local workforce capacity across all agencies including apprenticeships and other means to attract younger people. Review attractiveness of working patterns	September 2015	N/A	DMT, HR BAU	From existing resources
C&H Libraries C&H ASC  E&R Greenspaces	Review volunteering roles and seek to build capacity to support on operational processes  As use of volunteers extends, contribute and use the volunteering strategy, review how best to attract and support volunteers.  Increased voluntary inputs in parks management  Capacity building of parks volunteers & friend	Initial activity April 2014   On-going thereafter	N/A	DMTs and line managers, support from HR	From existing resources and the Voluntary Sector  Extending existing good practice across all areas that could benefit – within E&R L&C team



E&R Leisure and Culture	Develop volunteering & strengthen links with Merton Volunteer Centre	April 2017			
C&H MAE	Outline a an associate model for commercial trainers	August 2014	N/A	DMT, HR BAU	
E&R Leisure and Culture	Develop pools of casual staff & specialist consultant listings	April 2015	N/A	Line managers, HR BAU	Developing within team with Corporate HR & procurement advice

Priority Area	Key Activity	Completion Date	Outcome Measure(s)		
Recruitment and retention	Develop managers to select and retain key staff effectively, including consistently implementing safe recruitment practice		The structure and size of the Council meets current requirements and is adaptable to future needs		
Relevant Department	Key Activity	Completion Date	Project (if applicable)	Responsible*	Resources Allocated
C&H Public Health	Complete HR processes – job descriptions, advertise, interview, appoint	April 2014	N/A	DMT, HR BAU	
C&H Public Health	Finalise JDs and arrangements for GP leads with MCCG and appoint to post	April 2014	N/A	DMT, HR BAU	
E&R Future Merton	Develop general project consultant role		N/A	Line managers, HR BAU	
E&R Traffic and Highways	Move agency staff on to fixed contracts for specific project work		N/A	DMT, HR BAU	

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Priority Area	Key Activity	Completion Date	Outcome Measure(s)		
Workforce and organisational development	Develop the culture and behaviours to support excellence in service delivery	Ongoing	Correlate the development of first class workforce to deliver resident satisfaction, reflective of the 'Good to Great' culture, as measured by improvements on the Mori residents' survey		
Relevant Department	Key Activity	Completion Date	Project (if applicable)	Responsible*	Resources Allocated
C&H ASC	Continue to analyse and provide training for front line staff in external agencies	On-going	N/A	Line managers, HR BAU	From existing resources
CS	Deliver specific training to accompany roll out of customer contact programme	In line with CC programme	Customer Contact Programme		From internal resources
E&R Greenspaces	Improved staff customer care competencies	TBC	Training for parks grounds staff	Line managers, HR BAU	Existing revenue training budgets
CS	Implement Management Competencies	April 2014	Mgmt Competencies	HR Project	Existing resources
CS	Review all existing HR policies to ensure they are fit for purpose	March 2015	Policy review	HR project	Existing resources

Priority Area	Key Activity	Completion Date	Outcome Measure(s)		
Workforce and organisational development	Engender effective change management and communication practice to support the workforce to embrace changes and minimise the impact of changes	Ongoing	Employees feel supported through organisational changes and report that communication was effective		
Relevant Department	Key Activity	Completion Date	Project (if applicable)	Responsible*	Resources Allocated
All	Establish effective change management practices to support employees through the transformation	On-going	N/A	HR project, DMTs and line managers	TBC
E&R Leisure and Culture	Early staff buy-in to changes in business model	June 2014	N/A	DMT with HR BAU	Within existing team all allocated and in progress

Priority Area	Key Activity	Completion Date	Outcome Measure(s)		
Workforce and organisational development	Provide a flexible and responsive suite of development options - devise an appropriate learning and development offer, including employees of partner organisations, volunteers and agency staff	April 2015	Learning and development accessible to all staff and partners where appropriate		
Relevant Department	Key Activity	Completion Date	Project (if applicable)	Responsible*	Resources Allocated
CS	Develop L&D approach for non-professional body roles	April 2015	N/A	HR Project	TBC

CSF Youth	L&D for commissioned services		N/A	DMT, HR BAU	
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Priority Area	Key Activity	Completion Date	Outcome Measure(s)		
Workforce and organisational development	Develop effective training needs analyses, including through appraisals	April 2015	Learning needs are effectively identified and support the organisations' overall objectives		
Relevant Department	Key Activity	Completion Date	Project (if applicable)	Responsible*	Resources Allocated
CS E&R Future Merton E&R Leisure and Culture	Undertake skills gap analysis by service  Create skills profiles, skills gap analysis, training needs analysis & plan to fill gaps	April 2015	N/A	Line managers, HR BAU	Departmental bid to support additional L&D

Priority Area	Key Activity	Completion Date	Outcome Measure(s)
Workforce and organisational development	Provide a learning and development offer that supports the Council's objectives and service delivery plans		Outcomes of learning and development activity can be clearly linked to the delivery of our priorities and key workforce objectives

Relevant Department	Key Activity	Completion Date	Project (if applicable)	Responsible*	Resources Allocated
C&H Libraries	Review of Library & Heritage Service learning and development plan	April 2016	N/A	Line managers, HR	From existing resources
C&H MAE	Produce a commercial business plan outlining the required workforce CPD	March 2014	N/A	DMT	
C&H MAE E&R Building and Dev. Control E&R Leisure and Culture	Sales and marketing skills training for commercialisation plans	April 2014  April 2016	Yes but underway.	HR	Departmental bid to support sales & marketing
CS CSF overall  E&R Building and Development Control E&R Parking E&R Traffic and Highways	Develop suite of corporate training programmes providing generic / core and specialist skills <ul style="list-style-type: none"> <li>- Performance management, IT, procurement.</li> <li>- Children's Trust induction</li> <li>- Diversity</li> <li>- Health and safety, specialist H&amp;S (i.e. schools with pools/hoists)</li> <li>- Flexible working</li> <li>- Managing volunteers</li> <li>- Project management</li> <li>- Drafting of Traffic Management Orders</li> <li>- Drafting committee/management reports using report writing package</li> <li>- In depth knowledge of parking legislation</li> <li>- IT courses covering support functions for software</li> </ul>	April 2015	N/A	HR	From internal resources

	and hardware				
CSF CSC & EIP	Specialist L&D/CPD programme and on the job and specific training to up-skill staff		N/A	DMT with HR BAU	
CSF Early Years	<ul style="list-style-type: none"> <li>- SW training undertaken, post qualification training, SW L&amp;D strategy, L&amp;D activity responding to learning from SCRs</li> <li>- MSCB L&amp;D strategy and training delivery</li> <li>- Supervision training</li> <li>- Replacement for ICIS will need extensive training ( and performance management)</li> </ul>				
E&R Greenspaces	Increased staff ICT awareness & competencies	TBC	Training for parks ground staff	HR with line managers	Existing revenue training budgets
E&R Leisure and Culture	Develop staff for large projects and events	April 2016	N/A	Line managers, HR BAU	Departmental bid to support additional L&D
E&R Safer Merton	Staff retraining in order to take on duties (e.g. commissioning)		N/A	HR with line managers	

Priority Area	Key Activity	Completion Date	Outcome Measure(s)		
Workforce and organisational development	Provide internal professional pathways, development programmes and training contracts		Staff are more satisfied with the opportunities for them to contribute to how the Council works		
Relevant Department	Key Activity	Completion Date	Project (if applicable)	Responsible*	Resources Allocated
E&R Leisure and Culture	Individual career aspirations determined	April 2015	N/A	Line managers	Departmental bid to support additional L&D

Priority Area	Key Activity	Completion Date	Outcome Measure(s)		
Workforce and organisational development	Ensure staff work in a modern, flexible way to improve productivity and efficiency	December 2015	Staff understand the Council and their own priorities and know what they need to do to achieve these		
Relevant Department	Key Activity	Completion Date	Project (if applicable)	Responsible*	Resources Allocated
All	Enhancing a flexible mind-set and behaviour set, moving from a highly regimented structure to personal accountability and fewer rules, deployed well	December 2015	N/A	HR, DMTs and line managers	From existing resources



## Appendix C - Workforce Strategy corporate action plan

### Priority area: Workforce Planning

Deliverable	Actions	Completion Date
1. Correct alignment of workforce size, skills base, and behavioural competencies to future business models	<p>1.1 Establish a Task and Finish Group to create an options appraisals for detailed organisational structures, which support future delivery models</p> <p>1.2 Commission and deliver management training in workforce planning (see Workforce Development priority)</p> <p>1.3 Develop the appropriate policy and commissioning frameworks to support the chosen model</p> <p>1.4 Support line managers in running the change management initiatives and introducing new ways of working through training and guidance – establish a change management framework</p> <p>1.5 Review and consideration of modernisation of terms and conditions to meet new service delivery requirements</p>	<p>October 2014</p> <p>Rolled out from September - December 2014</p> <p>January 2015</p> <p>January 2015</p> <p>March 2015</p>
2. An agile workforce, which is responsive to changing needs	<p>2.1 Update HR data reporting and management information to guide local decision making e.g. workforce, equality, development needs, productivity and financial data</p> <p>2.2 Re-design job descriptions to reflect new ways of working, including flexibility of approach and working methods</p> <p>2.3 Establish trigger points to review and action requirements to reflect legislative and regulatory changes as they emerge (e.g. Care Bill, BSF and Children and Families Act)</p> <p>2.4 Keep Workforce Strategy under review and amend as required</p>	<p>September 2014</p> <p>As JDs come up for review</p> <p>November 2014</p> <p>Annually in May</p>
3. A workforce which is	<p>3.1 BME Forum to review diversity data and make recommendations</p>	<p>December 2014</p>

representative of and sensitive to the community which it serves	for action 3.2 Offer consistent and high quality development on equality, diversity and cultural sensitivity (see Workforce Development priority)	On-going
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### Priority area: Recruitment and Retention

Deliverable	Actions	Completion Date
1. Ensure future key talent is successfully recruited and retained in appropriate roles within the Council to deliver effective services to residents and that capacity is built across the future workforce to implement new service delivery models	1.1 Identify a new and reduced critical core - define the key professional and business critical skills to recruit and retain	December 2014
	1.2 Develop managers to select and retain key staff effectively, including consistently implementing safe recruitment practice	March 2015
	1.3 Analyse market trends and apply market supplements where there is a business case	September 2014
	1.4 Introduce electronic analysis of exit data for key roles	September 2014
	1.5 Review the recruitment process in terms of throughput for equality groups and identify any issues	September 2014
	1.6 Review the job evaluation structure (considering the finances available for employee reward) to ensure that it is fit for purpose to support future workforce models and engender flexibility of reward and pay aligned to contribution	March 2015
2. Establish inter-organisational collaboration to ensure that Merton's residents are served by the best people, whether	2.1 Establish a Task and finish Group to devise the terms of working collaboratively with partners and volunteers in a consistent manner	March 2014

within the Council or through our partners		
3. Make Merton an employer of choice through creating a positive brand image	3.1 Develop Merton's brand image to make the borough an attractive place in which to work and live	March 2015
	3.2 Review and reduce recruitment and turnover costs and agency use by developing imaginative resourcing options	March 2015
	3.3 Develop career paths including in-house development to support optimum organisational design	December 2014

#### Priority area: Workforce and Organisational Development

Deliverable	Actions	Completion Date
2. Accurate mapping future workforce function, form, skills and behaviours to alternative business delivery models	2.1 Provide management development specifically on future planning, commercial options appraisals, strategic and leadership capacity planning, accurate workforce planning and designing spans of control	March 2015
3. Ensure staff work in a modern, flexible way to improve productivity and efficiency and equip them with key future skills and behaviours to enable them to do so	3.1 Develop a Learning and Development Plan to address key development requirements	September 2014
	3.2 Embed the management behaviours across the organisation to support performance, through appraisals, assessment centres and leadership development	September 2014
	3.3 Introduce scoring mechanisms to help organisation-wide prioritisation of learning and development spending to best support the Council's objectives and transformation plans	December 2014

	3.4 Develop a change management methodology and package of support to help managers manage changes and their impact	December 2014
4. Provide first class customer service to meet our residents' needs, through new service channels where appropriate	4.1 Develop processes that help staff be self-disciplined, encouraged to deliver excellence and held accountable for outcomes, with reference to 'Good to great' 4.2 Introduce customer service behaviours and development to support alternative delivery models	December 2014  December 2014
5. Best practice in safeguarding is embedded in all relevant roles and activities	5.1 Include safeguarding in all relevant development offerings, including those for staff of partner organisations and volunteers 5.2 Ensure that all statutory CPD requirements are met through appropriate development	Inclusion in L&D Plan – September 2014. Ongoing thereafter.  Inclusion in L&D Plan – September 2014. Ongoing thereafter.

#### Priority area: Morale, Health and Wellbeing

Deliverable	Actions	Completion Date
An improved understanding of the issues underpinning workforce wellbeing, and develop actions to optimise wellbeing, productivity, engagement and attendance.	1.1 Carry out a research project with Public Health on the root causes of sickness absence and consider its recommendations for implementation, including the option of using the London Workplace Charter	September 2014 to develop recommendations
	1.2 Improve access to data and information for managers, using iTrent reporting to help them manage sickness better – embedding an attendance and performance culture	September 2014
	1.3 Provide flexible working arrangements that support employee wellbeing, including providing management guidance and	On-going

	<p>training</p> <p>1.4 Devise, communicate and put in place a support package for employees to help them effectively manage the impact of changes</p>	December 2014
Improved morale and employee engagement	<p>2.1 Update policies and procedures that reflect the requirement for new ways of working and service delivery</p> <p>2.2 Ensure that managers provide appropriate supervision, direction and support through embedding the management behaviours and providing management development</p> <p>2.3 Carry out a Staff Attitude Survey in Autumn 2014 and develop an engagement plan to follow</p>	<p>March 2015</p> <p>December 2014</p> <p>January 2015</p>

## Appendix D - Workforce Strategy priorities and Flexible Working

Prepared by Jonathan Smale

Priority Area	Description	Links to Flexible Working
<b>1. Workforce planning</b>	Managers are equipped with the skills and competencies to successfully workforce plan to support the organisation to achieve its business objectives and outcomes.	<ul style="list-style-type: none"> <li>Managers recognise that the workforce of the future will need to be adaptable in its use of workspace and technology, agile in its approach to work and responsive to the needs of our customers.</li> <li>Managers need to consider how utilising mobile technology to deliver new and more efficient ways of working will impact on resource levels required and where, when and how these resources are deployed.</li> <li>As the concept of 'work' in the 21<sup>st</sup> century moves further away from 'a place you go' towards 'an activity you do', managers will be able to utilise a more geographically diverse supply of labour especially in areas where there are skills shortages or hard-to-fill posts.</li> <li>The current make-up of Merton Council's workforce is heavily skewed towards the upper end of the employment age spectrum with over 35% of existing employees within 15 years of retirement. The programme will support the provision of flexible retirement options for staff approaching, at or beyond retirement age. It will also provide the modern work environment, working practices and access to technology to attract younger workers from the 'networked generation'.</li> </ul>
<b>2. Recruitment and retention</b>	Ensure that the organisation has a clear and effective recruitment and retention system and plan of key workforce skills and behaviours (including talent management and succession planning).	<ul style="list-style-type: none"> <li>Investment in up-to-date mobile technology and creative, versatile workspace will help develop a positive reputation as a modern-forward thinking organisation, supporting the attraction and retention of the most highly talented individuals.</li> <li>Mobile technology provides the ability to access and update e-recruitment systems and online assessment tools in real time from interview rooms/assessment centres.</li> </ul>
<b>3. Organisational and workforce development</b>	Managers are equipped with the skills, competencies and infrastructure (e.g. IT) to be able to create and	<ul style="list-style-type: none"> <li>True flexible working requires a change in mind-set about how employees do (and view) their work and, as such, is not a technology or property-driven programme (these are important enablers), but a</li> </ul>

	<p>deliver new service delivery models that include flexible working, customer service and the desired organisational behaviours. To support this, the council will provide new skills, abilities and competencies for the workforce including learning and development of key skills for future service delivery.</p>	<p>programme of cultural change.</p> <ul style="list-style-type: none"> <li>• Flexible working supports the creation of an agile and ‘adaptive’ organisation which adapts to changes in the external environment as a natural process, not one that has to be forced.</li> <li>• Flexible working better serves the fluid organisational structures and less tightly defined job roles that are replacing the traditional bureaucratic structures and rigid, detailed job descriptions of the past. Maintaining hierarchical, multi-layered structures will act as a barrier to innovative flexible working practices.</li> <li>• Flexible working also supports cross-disciplinary project-based ways of working, fostering a culture of teamwork and collaborative working across departmental boundaries.</li> <li>• Flexible working both depends on and enables: <ul style="list-style-type: none"> <li>- an outcome- focused culture, where performance is based on results achieved rather than hours worked/presence in the office</li> <li>- a management culture of trust and empowerment rather than ‘command and control’</li> <li>- a focus on employees as self-disciplined, self-directed individuals who are personally responsible for their own careers</li> </ul> </li> <li>• Flexible working requires, and will help to drive, an overall improvement in the Council’s IT capabilities in order to optimise the use of mobile and flexible technology.</li> <li>• Flexible working supports the Councils Management Competencies project and other leadership initiatives. The need to manage more flexible/virtual teams effectively makes management competencies such as outcome-focused performance management, coaching, team building, communications, change management and delegation/empowerment more important than ever.</li> </ul>
<p><b>4. Morale, health and wellbeing</b></p>	<p>The organisation understands what a healthy workforce looks like and supports staff to achieve this.</p>	<ul style="list-style-type: none"> <li>• Managed effectively, flexible working practices can support work-life balance although it’s important not to confuse ‘a flexible workforce’ which is responsive to customers and adaptable to business</li> </ul>

		<p>change, with 'flexible work options' that allow staff to adopt work patterns or arrangements that are tailored to their personal requirements.</p> <ul style="list-style-type: none"> <li>• True flexible working requires a shift from the traditional notion that workspace is assigned to individuals and breaks their link between the workstation and the individual. We need to be mindful of situations where staff have furniture, equipment or adjustments tailored to a health need which may not enable them to be as flexible in their approach.</li> <li>• Well managed flexible working can reduce sickness absence, for example by giving staff greater control over where and how they work. This could reduce the temptation for staff to come into the office when they are ill and spreading illness to colleagues. Care must be taken, however, to ensure that accessible technology does not put undue pressure on staff to work when they are feeling unwell and need to be resting, or to allow work time to encroach on personal time.</li> <li>• Flexible working fosters an empowered culture where staff have greater responsibility and control over what they do and how they do it. Research shows that a lack of control is one of the greatest contributors to work-place stress; therefore flexible working has the potential to increase levels of motivation and employee well-being.</li> <li>• Research by the Health and Safety Executive found that organisational change is one of the most significant causes of work-related stress. As a major change programme impacting on working practices, effective communications, engagement and development in support of the change process will be critical at all stages.</li> </ul>
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## Appendix E - Employee engagement focus groups report

### 1. Focus groups and participants

During December 2013 and January 2014 a total of 13 employee engagement sessions were offered, with up to 250 available spaces. Overall 31 bookings were received and 26 staff attended. Most participants responded to the 220 individual invitations sent to a 10% representative sample generated, and 4 attendees volunteered through prompts from Project Board members.

In spite of the small numbers taking part, the make-up of the attendees was broadly representative of the workforce, with the exception of underrepresentation of Black, Asian and Minority Ethnic staff and part-time workers. The details of attendees against the non-Schools workforce is outlined below.

Category		Overall workforce profile (ex Schools)	Focus group profile
<b>Department</b>	Children, Schools & Families	24.9%	19.2%
	Community & Housing	24.9%	19.2%
	Corporate Services	19.9%	23.1%
	Environment & Regeneration	30.4%	38.5%
<b>Contract hours</b>	Full time	74%	96.2%
	Part time	26%	3.9%
<b>Age</b>	Under 34	17.6%	26.9%
	35-44	21.8%	11.5%
	Over 45	60.6%	61.5%
<b>Ethnicity</b>	BAME	24.1%	7.7%
	White	69.6%	84.6%
<b>Gender</b>	Female	58.6%	42.3%
	Male	41.4%	57.7%
<b>Disability</b>	Reported disability	6.25%	15.5%
<b>Length of service</b>	Under 3 years	21.5%	26.9%
	3 to < 10 years	41.5%	42.3%
	Over 10 years	37.0%	30.8%

### 2. Key themes

The following themes were seen as most important by staff. These points were repeatedly mentioned, either as a future requirement or as enabling current good practice:

- **Leadership**, clarity of direction and priorities, consistency of management and skills to manage in new contexts, including flexible working and business skills

- **Recognition** and reward – financial e.g. fair job evaluation and well as non-financial, such as appreciation for discretionary effort
- Consistency of **performance management**, quality and consistency of feedback, addressing underperformance
- Effective **change management** and extensive support for staff throughout the transformation process
- Communication, especially consulting and **listening** to staff views and suggestions when shaping the way forward
- **Resources** to support the workforce in delivering services, e.g. less bureaucratic processes, robust policies and good systems, especially IT

### 3. Detailed employee views

#### 3.1 The current state

##### The characteristics of Merton Council most valued by participants

Awards, external recognition and a **good reputation**, including being seen as outstanding in London was mentioned as the first point in each group.

As specific benefits for the workforce the **flexible working arrangements** stood out, alongside aspects that made staff feel valued, including good corporate communication, health care arrangements and good facilities.

A positive working environment was highlighted, including customer focus and a community spirit, a **good team, a friendly place to work** and colleagues' willingness to be supportive of each other.

The **good transport links** and ease of access were consistently mentioned. While this is outside the organisation's control, it is potentially relevant as part of Merton's positioning as employer of choice under the *recruitment and retention* strand.

##### What is it like getting things done in Merton?

**Bureaucracy and slow processes** was the key response to this question, mentioned in every group, including slow decision making, too many processes and authorisation requirements. Some barriers are experienced, sometimes seen as being linked to an **unwillingness to take risks** and lack of devolved decision making.

The Council is also seen as **insufficiently business-like** with a lack of urgency or lack of clear priorities. Over reliance on external input, including consultants and temporary staff was highlighted.

The **Internal customer** is not always seen as important though some good examples were given. **Limitation of IT** provision was a recurring theme, although there was some praise for new systems. Some lack of IT skills and competence.

**Internal communications**, especially regarding local decisions or feedback was seen as lacking. Workloads are high, leading to considerable stress.

There is a perceived **lack of an overarching vision**. DMTs manage the transformations, and the TOM process is overly introverted, focussed on own service. There are lots of initiatives which are complementary, but no overall vision is given that can be understood by all staff at all levels – it is unclear what the Council stands for.

**Vast majority of staff are excellent** and work very hard. Own teams are reported as being great, supportive - people are motivated, especially once they know about genuine reason or a deadline, seen as very helpful.

Many **line managers** are praised, but there is a perceived inconsistency on management expectations and underperformance is not challenged.

**HR policies** are quite challenging, seen as a lot of stages, too many steps to be taken by managers, policies are not sufficiently up-to-date.

**Information** is in too many different places, on different systems, no comprehensive storage and retrieval information.

Short-term thinking, processes and mechanisms (e.g. accounting) seen as not supportive of innovation.

### 3.2 The future state

#### Expectations for the future of the Council

More focus on **shared and commissioned services**, increased **flexibility and joined up**, cross-team working.

More **business-like**, customer-focussed with increased income generation, seeking appropriate revenue streams.

Fewer, but highly engaged, **multi-skilled staff** able to carry out different areas of work. Better performance management.

Increased investment in infrastructure

Efficient, move away from traditional view of what public services are, but providing value for money for the tax payer. Will need to take some significant decisions about the services the council actually provide statutory vs. those seen as 'nice to have'.

#### What can we change for the better?

**Reduce bureaucracy**, including fewer meetings, shorter decision cycles, less complex authorisation processes, changes to strategic planning processes. Joined-up working from CMT (across directorates).

**Stronger vision** from the top and senior and middle management to be stronger in decision making following set direction.

Careful management of **managers' workloads**: trust managers more to take decision, but awareness of the weight of the delegated tasks.

**Improved communication** to staff on both processes and local decisions (central communication is already seen as good). Especially more openness in terms of reorganisations and redundancies.

**Listening** to staff views and more consultation.

Increased **business mind-set**, better understanding of **stakeholders** and their diverse needs. Customer need combined with revenue generation needs to be in focus.

Better management of communication to the public and their expectations.

Further **flexibility** of working arrangements, including better tools. Improved consultation when planning systems (e.g. IT). Quicker smarter processes need technology and then skills to cut out manual processes. Enhanced flexibility of the workforce multi-skilled staff.

Consistent line management, **better performance management**, introduce a standard way of doing performance management, support to managers to implement.

More adherence to core processes and systems, to ensure these are not circumvented.

Enhanced **development opportunities** and processes: Make some training mandatory (e.g. IT systems), active encouragement to learn new skills and become more multi skilled, better access to informal learning opportunities, such as mentoring and secondments, training and the development budget. **Enhance leadership skills** in managers, more training on performance management, managing flexible working, change management, writing strategy documents, workforce planning. Business skills, system training (finance for non-financial managers, data security) that makes it easier to deliver the end product. Fast track development programmes for existing staff.

Staff sessions on customer service, managing change, stress and career development.

Update **HR Policies**, e.g. tighten sickness and disciplinary processes and communicate changes to managers. Review T&Cs to support TOM (e.g. rota systems, new ways of working, increased flexibility). Clear guidance on flexible working and working from home.

## Appendix F – Current and projected workforce.

### Volunteering

Volunteering has been well developed within our Libraries and Leisure departments. There are also a large number of volunteers supporting parks through our various friends groups across the Borough.

The following charts identify the number of volunteering hours that we have used during 2013-14 and an estimate based on the departmental TOM's of what services anticipate they will require by 2017-18. For Libraries we have exceeded our initial annual target of 180 active volunteers. The key aim is to maintain the level of volunteering within the service. Within Leisure services we have also exceed our target of 20 volunteers per year. The aim of the department is to also maintain existing levels to support current and new development initiatives as projects are completed and new ones embarked upon. Within Parks there is a mixed picture, in some areas volunteering is high e.g. South Park Gardens in Wimbledon and in other areas interest is diminishing. The aim of the department is to increase volunteering within the service by five times greater than the current usage. It is important to note that the estimates in chart 2 below do not include those departments who have identified within their TOM's that we wish to explore how we can utilise volunteering within a new area of the workforce, as it is not possible to quantify our requirements within these departments at this present time. This workforce strategy and action plan will be regularly reviewed and updated, to include further projections regarding the future use of volunteering.

Chart 1

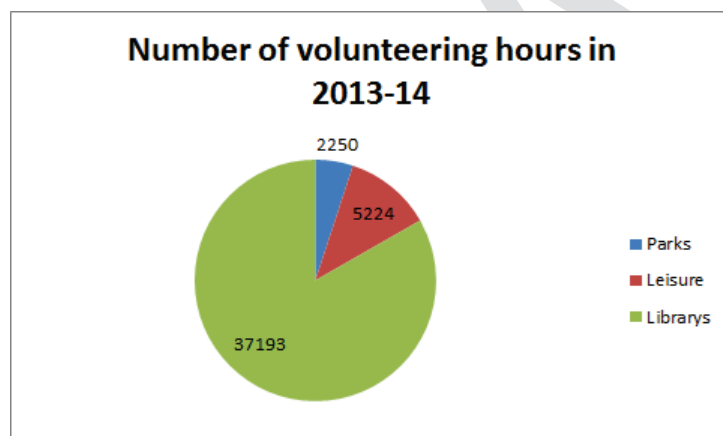
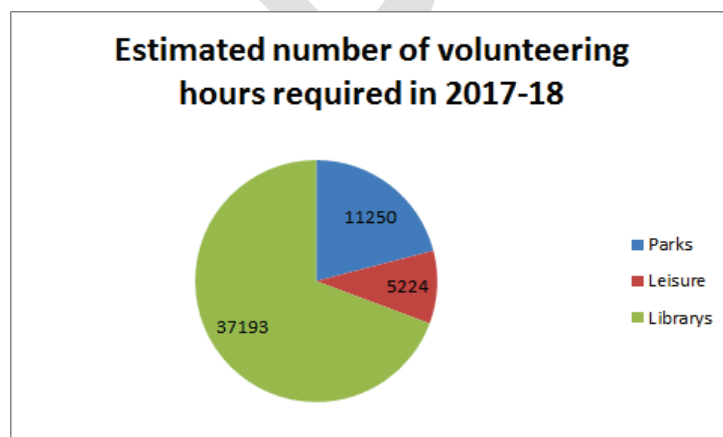


Chart 2



## Section 1 - Introduction

Procurement is defined in the National Procurement Strategy as:

“The process of acquiring goods, works and services, covering both acquisition from third parties and from in-house providers. The process spans the whole cycle from identification of need, through to the end of a service contract or the end of the useful life cycle of an asset. It involves options appraisal and the critical „make or buy“ decision which may result in the provision of services in house in appropriate circumstances.”

Although the definition is primarily about procurement, it also about the need to secure sustainable services, products and outcomes which meet the needs of the community we serve. Strategic procurement also encompasses collaboration, including the need to develop partnerships, consider delivery options and ensure value for money for every pound spent.

This document sets out the Council’s strategic approach to procurement for the next 3 years. It is not intended to be a procurement manual; however, the principles should be applied to all procurement and commissioning, recognising that procurement must work closely with our health and social care colleagues to deliver value for money from all commissioning and procurement.

Consideration of this strategy is not optional and it should be read in conjunction with the Council’s Contract Standing Orders (CSO’s).

The Procurement Strategy emphasises the continuing importance of sustainable procurement being used to support wider social, economic and environmental objectives in ways that offer real long term benefits to the residents of this borough.

Cost reduction and efficiency targets will not be achieved if the Council fails to approach competition positively, taking full account of the opportunities for innovation and genuine partnerships which are available from working with others in the public, private and Voluntary, Community and Faith Sectors (“VCFS”).

This strategy provides a corporate focus for procurement. It embraces the Council’s commitment to strategic procurement and sets out the Council’s aspirations. It is not a „user manual“; more detail on procurement processes and issues will be found in the Contract Standing Orders and on the procurement intranet.

The strategy will contribute to delivering the long term goals of:

- The Business Plan 2013-17
- Community Plan
- Merton 2015 and beyond (Good to Great)

## PROCUREMENT STRATEGY

The principal means of disseminating detailed procurement guidance are the Commercial Services Team (CST), and the intranet.

A full suite of procurement documents can be found in the procurement web pages at: <http://intranet/Councilwide/policyproceduresandguidance/procurement.htm>

## Section 2 – Objectives and Benefits

The overarching objectives of this strategy are:

- To evaluate and improve current procurement practices to achieve better value for money and to ensure customer/client needs are met
- To ensure best practice examples are identified and applied consistently across the organisation.
- To align procurement activities with other strategies adopted and to ensure that corporate objectives are addressed
- To ensure that current and future procurement activities are planned, monitored, and reviewed effectively including identifying opportunities for collaboration with both private and public sector bodies and the VCFS

In taking this strategy forward, the Council expects to realise the following benefits:

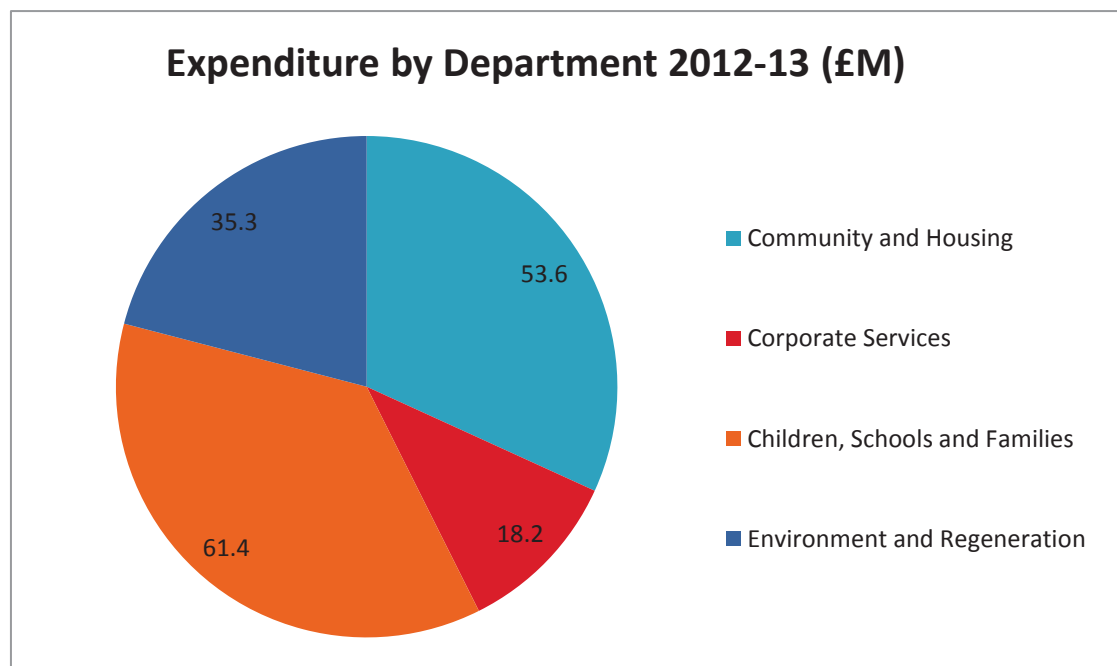
- Demonstrate continuous improvement and achieve value for money through the efficient procurement of goods and services
- Encourage communication and interaction with local and national suppliers to understand their views
- Develop relationships between the Council, the business community and the broader voluntary sector which create mutually advantageous, flexible and long term relations
- More efficient procurement processes
- Better risk management
- Strategic procurement planning
- Effective spend analysis and measurable cash savings
- Proactive contract management
- Greater use of standard processes and templates
- Compliance with appropriate legislation
- Compliance with Contract Standing Orders
- Collaboration, including with other authorities, local businesses and the VCFS
- Greater use of the E-Tendering system

Our vision for procurement is to provide a first class service for our residents whilst we build on best practice to ensure value for money in all our procurement exercises.



## Section 3 - Overview of Procurement

The London Borough of Merton spends approximately £170M each year on goods and services on behalf of Merton's residents. The range of goods and services is varied, but includes services for schools, waste collection, care services for children and adults, maintaining the highways, parks and services, encouraging business growth and major construction works.



Procurement in the Council takes place across all departments and is undertaken in what is called a „devolved“ model. This means that responsible officers in the departments undertake day to day operational procurement.

CST has been set up specifically to provide procurement support, advice and guidance to the departments and responsible officers. The devolved system means that the responsibility and accountability for operational procurement decisions and actions remain firmly with each responsible officer in the departments. CST is part of the Resources division of Corporate Services department.

CST provides the following services:

- Provision of strategic commercial advice as requested
- Specific advice on EU Regulations and associated areas, including latest case law (in conjunction with Legal)
- Benchmarking, identification and promulgation of best practice
- Involvement in high profile tender exercises as agreed
- Spend analysis and the Identification of potential savings opportunities and areas of collaboration
- Participation in key commercial exercises, such as make/buy reviews

## PROCUREMENT STRATEGY

- Maintenance of the contracts register. However, responsibility for entering information onto the contracts register and ensuring that the information is up to date and accurate, rests with the departments
- Undertaking a skills matrix and training of officers and elected members
- Engagement with partners and potential partners with the objective of streamlining the procurement process, i.e. making the Council an easier organisation with which to deal
- Providing up to date support via the intranet, toolkits, procurement guidance and advice.

Procurement is not simply about lowest price; instead it is a strategic tool to ensure that we receive best value whilst putting the needs of Merton's residents first. Effective procurement is about managing the whole life cycle of the goods and services we procure, and also ensuring that specifications are right and fit for purpose with clear outcomes and purposes.

A number of improvements have been made, including a strengthened Procurement Board, an enhanced Contracts Register and the implementation of a new E-Tendering system. May 2013 saw the launch of the Procurement Forum, which is designed to bring together all officers who are involved in procurement and commissioning, to disseminate information from the Procurement Board, to embed best practice and to ensure that officers are kept abreast of all relevant procurement matters including changes in law. This will also be used to discuss opportunities for cross cutting and joint procurement will be investigated.

Furthermore, in January 2012 the Council adopted a new Procurement Governance and Gateway process which comprises four key elements: the Procurement Board, the Procurement Gateways, the Operational Procurement Groups and the Risk Assessment Tool. These four elements work together to enable the Procurement Board to exercise effective oversight, control and to provide direction to procurement activity Council wide.

## Section 4 – Key Themes

### a. Value For Money (VFM)

In the unprecedented economic climate we face, the Council will need to make substantial year on year savings for the foreseeable future. Every pound spent must deliver true value to the community, whether that is by better management of our existing contracts, proactive spend analysis, being more commercially aware, or through reviewing current services and potential delivery models.

Knowing how, where and on what our money is spent will be used to drive a supplier review to maximise savings. Furthermore, we intend to review the supply base and drive additional efficiencies by reducing the overall number of suppliers and to utilise the additional leverage obtained. This exercise will also help us to develop and shape supply markets, define the skills to develop the market and to negotiate better outcomes for the Council and service users.

#### ***Principal Objectives***

- Undertake regular spend analysis of the Council's full non-pay spend with recommendations in how to identify and capture efficiencies
- Supply base review and rationalisation
- Make/buy reviews of services, options analysis
- Challenge specifications and assumptions around strategic contracts

### b. Category Management

By grouping together products and services according to their function (e.g. care, construction, transport, professional services etc.) the Council can better manage the overall spend, whilst maximising buying power and achieving economies of scale.

A „category“ is an area of spend determined by known market boundaries separating different products or services. Category Management recognises that suppliers within a certain market are likely to have similarities which enable a tailored approach to procurement.

We will develop our capacity and capability in Category Management to support the major commercial decisions the Council is facing. We will add value to projects we support, bringing commercial insight and support throughout the commissioning lifecycle. Recognising this challenge we will also develop our staff through a revised professional training programme. It will also enhance their relationship and partnership building skills. This means they will spend less time involved in the administrative task of running tenders and spend more time with customers, commissioners and our major suppliers.

## ***Principal Objectives***

- Develop a suite of category strategies to drive further savings and efficiencies
- Embed a category management approach across the Council
- Category Management specific training

### **c. Contract Management**

We will manage our major contracts more actively to drive continuous improvement in performance and efficiency and further develop contract management across the Council. We will provide greater visibility of the performance of our top contracts to help to improve the management of major suppliers and ensure they are delivering against the agreed performance standards.

By reviewing strategic contracts and adopting a more commercial approach to the management of our key contracts we will ensure that improvements and efficiencies are delivered.

We will also work with operational contract managers in departments to build on best practice and provide training in contract management techniques. The outcome of this change will be measured by the monitoring of contract performance and by the identification of improvements in performance levels and additional efficiencies during the life of a contract. Furthermore, as we develop stronger relationships with our key suppliers, we will be recognised as their „customer of choice“ which may lead to increased market intelligence and therefore improve our opportunities for innovation in the marketplace.

Through a clear commercially led approach to contract management, we will ensure a greater focus is directed towards obtaining the required outcomes. This will include increased monitoring and management of supplier performance through robust SLAs and KPIs (including the delivery of

community benefits) and where performance is not being achieved, an action and improvement plan will be implemented.

## ***Principal Objectives***

- Reduce non-contracted spend
- Embed contract management principles across the Council
- Hold regular performance meetings with major suppliers
- Set clear and proportionate KPI and SLA targets for suppliers
- Link payment to performance (where appropriate)

## **d. Partnering and Collaboration**

Partnering means the creation of sustainable, collaborative relationships with suppliers in the public, private, social enterprise and voluntary sectors to deliver services; carry out major projects; or acquire supplies and equipment.

Partnerships can be beneficial and integrated in service delivery, but it needs to be recognised that this is not an easier contract style; indeed partnering agreements are likely to be more challenging than traditional contracts. A partnership agreement will therefore require careful preparation and procurement. Partnering should be considered when engaging in best value reviews of services as a potential alternative to established methods of service delivery.

When formulating our procurement strategies, we will ensure that we take account of potential opportunities afforded by partnering and collaborating. We will also look at existing framework agreements when considering any future options for procurement and where appropriate the use of any national, regional or pan London procurement arrangements that fit with the Council's strategy.

Collaboration describes the various ways in which councils and other public bodies come together to combine their buying power, to procure or commission goods, works or services jointly or to create shared services. Collaboration is a form of public partnership; its major benefits are economies of scale and accelerated learning.

# PROCUREMENT STRATEGY

We will ensure that contractors and partners have priorities which align with those of the Council and that they understand how they contribute to the Council's performance.

The Council will actively participate with other authorities and organisations where appropriate and feasible, to seek economies through joint procurement, joint commissioning, framework agreements and shared services.

## ***Principal Objectives***

- Work with other public bodies to seek joint partnering and collaboration opportunities
- Investigate the greater use of collaborative contracts
- Look to use existing framework agreements where appropriate

## **e. Market Management**

The Council will continue to work with more diverse providers of services. In some areas there are strong markets but in others they are either small or not yet developed. The Council will make full use of all the different methods of delivery available, including joint ventures, public, private and VCFS options.

Through procurement, we will support the growth of local businesses and other organisations by encouraging the use of local suppliers. While staying within the legal constraints of public sector procurement, the Council will encourage local suppliers to work with us, recognising and exploiting the ability to create a positive climate for firms based in Merton. The Council will endeavour to support a thriving local business sector, providing opportunities for suppliers to develop the capacity to win future contracts from the Council and other public sector partners.

This approach recognises that by encouraging sustainable high quality local employment, the Council is reducing the demand and thus cost of other public services. The Council will seek to encourage innovation, improve skill levels in Merton, create jobs and retain money in the local economy.

## ***Principal Objectives***

- Identify where market capacity may be weak and where new markets may need to be developed
- Encourage suppliers to develop innovative approaches
- Foster a collaborative approach to procurement
- Take steps to promote and encourage local economic growth e.g. reducing the barriers to SME and VCFS participation
- Hold regular supplier engagement events

## **f. Supplier Relationship Management**

The Council will build strong, long term, positive relationships with suppliers across all sectors, not just when actively procuring goods and services but also when considering alternative delivery models e.g. social enterprises. The Council will establish strategic relationships with suppliers to ensure that both parties are delivering against the commitments within the contract and also build upon mutual experience and knowledge to embed continuous improvement practices throughout the contracted period. Effective engagement with suppliers will also inform future specifications. This will ensure that the Council is approaching the market place with requirements which meet clearly defined needs and are commercially attractive to potential bidders.

The Council commits to making all procurement activity fair and transparent and to encourage a diverse range of potential bidders to participate.

A suite of standardised documents and contracts will be developed for use across the Council to ensure consistency and to make the procurement process more accessible to suppliers.

## ***Principal Objectives***

- Engage with key suppliers in all sectors
- Robust contract management
- Explore new models of service delivery and welcome dialogue with communities and suppliers to establish new and innovative procurement practices
- Encourage a diverse range of suppliers to work with the Council

## **g. Developing People and Improving Skills**

Procurement is a key activity in sourcing the skills, services and supplies required by the Council to deliver community outcomes. The officers who undertake procurement and contract management activity are vital to the successful delivery of the Council's strategic procurement objectives.

The required capacity and skills will continue to be developed in departments with support and guidance from CST.

CST will develop other ideas to encourage officer participation. These will include the offering of regular „drop-in“ sessions which will allow any topic of interest to be discussed informally. Also, specific targeted training will be developed and made available to officers/teams and divisions as required.

Regular procurement forums for all Merton responsible officers will continue to be offered. Active participation will be encouraged by the use of focus and working groups on specific topics of interest, such as toolkits, market engagement and benchmarking.

The forums will:

- Bring together all professionals across the Council working on procurement activity into a single forum
- Provide a platform for evidence sharing and best practice (both internal and external)
- Introduce and embed a co-ordinated and consistent Merton approach to procurement
- Identify savings and efficiencies opportunities

The forum is a reference group, accountable to the Procurement Board, with recommendations and updates to be fed bilaterally.

### ***Principal Objectives***

- Provide a career path for practitioners of procurement with clear roles and responsibilities – including CIPS, where appropriate
- Provide skills and training and learning & development opportunities for officers
- Ensure that procurement best practice advice is available via the Procurement Toolkit



## **h. Systems and Processes**

Continued use of the E-Tendering system has improved compliance and at the same time it has streamlined the tendering processes.

The contracts register has received a refresh and is now part of the E-Tendering suite which is in the public domain so that any interested parties may view it. This has led to greater visibility of Council spend which will be fed into procurement and resource planning and should lead to greater opportunities for efficiency savings.

It will also make it easier for members of the public to have their requests under the Freedom of Information Act 2000 (FOIs) answered quickly and efficiently.

Ensure council and departmental rolling 3 year procurement plans are produced each financial year and kept up to date.

### ***Principal Objectives***

- Maintain an up to date contracts register
- Increased use of the E-Tendering system
- Investigating the strategic use of E-Auctions
- Training in the use of the procurement toolkit
- Develop a comprehensive rolling 3 year procurement plans

## Section 5 - Governance Framework

Merton's procurement is governed by EU law, UK Law and lastly by Merton's own rules for procurement which are the Contract Standing Orders. These laws and processes are mandatory for officers of Merton to follow.

### a. The Corporate Management Team

The Corporate Management Team (CMT) will continue to initiate and lead all procurement activity and endorse and support adherence to the procurement Strategy across the Council. CMT will set the strategic direction of the Council, empower officers and hold officers to account in the delivery of the strategy.

### b. Contract Standing Orders

The Council will comply with the wide range of legislation, regulation and guidance which governs procurement. The Council's Contract Standing Orders for procurement have been revised in line with the latest legal and operational requirements and came into effective on 1 April 2012. Adjustments to the existing thresholds and delegations were made and provide the ability to improve the speed and simplicity of procurement activities and authorisations. Adherence to the Contract Standing Orders will be enforced to ensure the highest standards of probity and compliance, one of Merton's principles underpinning procurement activity.

### c. The Procurement Board

The Procurement Board is the primary strategic agent through which procurement activity is governed. The Procurement Board is made up of senior management officers and procurement professionals and is chaired by a Director.

The main functions of the Procurement Board are:

- Oversee the production and management of the procurement strategy
- Assure that procurement is managed competently and legally
- Ensure changes in legislation e.g. The Social Value Act (2013) and best practice are embedded in the Councils procurement practices
- Assessing whether procurement is achieving best value for the Council
- Ensuring that staff engaged in procurement have the required skills
- To be responsible for the Operational Procurement Groups (OPG)

## **d. Departmental Management Teams**

Departmental Management Teams will receive regular reports from their procurement champions and ensure that the Procurement Strategy is being delivered effectively within their respective departments.

## **e. Operational Procurement Group**

The OPGs are the operational arm of the Procurement Board, and are the means through which departmental procurement activity is planned and co-ordinated. One OPG exists for each department and the groups co-ordinate, risk assess and manage the flow of all procurement activity. Each group is championed by a departmental procurement lead who also attends the Procurement Board.

## **f. Procurement Gateway process**

It is a risk based approach which uses a series of minimum criteria and risk triggers to determine which procurement activities will come to the Procurement Board.

Projects will automatically come to the Procurement Board for review where:

- the total value is over £3m (or annual value over £750k), or
- the decision to award the contract is to be made by Cabinet, or
- three or more risk triggers are assessed at amber level or greater. These include political or reputational risk, impact of failure on service user and maturity or volatility of the market.

## **g. Financial Regulations and Procedures**

The Financial Regulations and Procedures are the internal rules applicable to Merton's financial processes and these have also been reviewed to take account of current and recent changes in procurement practice e.g. use of Framework Agreements. Within the options appraisal carried out for each procurement project there will be included due consideration to the methods of financing the project available i.e. capital borrowing, leasing, and other alternatives.

## **h. Procurement Plans**

These plans identify the required strategic procurement activities for a period extending 1-3 years into the future. The departmental procurement plans inform the Corporate Procurement Plan, which will encompass all major procurements due in the following 1-3 years. This will allow for enhanced planning and scheduling, improved visibility and improved risk management for the Council's major procurement activities. The Corporate Procurement Plan is overseen by the Procurement Board.

## **i. Procurement Templates and Toolkits**

The „Procurement Toolkit“ is available to officers via the Procurement Intranet pages and it provides specific procedural guidance and templates for procurement activity.

The Council will review and keep these up to date. It is against this procedural guidance that individual compliance will be measured to ensure best practice, legal compliance and whether there is any off contract spend.

The CST will be working with departments to improve the current toolkit and templates.

## **j. The Contracts Register**

The Contracts Register is a Council-wide record of all contracts that the Council has entered into above the value of £10,000.

The Contracts Register is now hosted via the London Tenders Portal as part of the Council's E-Tendering system. Responsible Officers must ensure that all contracts are entered onto it and that they are kept up to date.

The Contracts Register will continue to be a key component to co-ordinate and risk manage procurement activity at the corporate level and will assist with FOIs.

## **k. E-Procurement**

In January 2011 the Council invested in an E-Tendering system called Pro-Contract. The system provides officers and suppliers with an effective and efficient way to electronically manage tender and quote processes. The system is designed to allow staff to conduct requests for quotations and tenders online, much more quickly and also to allow potential suppliers to respond without the need to complete numerous paper forms.

We will ensure that the benefits of E-Tendering continue by the promotion and monitoring of the system. The use of the E-Tendering system was made mandatory in the new CSOs which came into effective on 1 April 2012.

Improved use of the E-Tendering system will provide corporate visibility on spend and prevent duplication of processes. Improved corporate visibility will in turn allow greater scrutiny of the management of spend across the Council.

## **l. Looking to the Future**

We are investigating the use of E-Auctions as a way of saving additional monies.

## Section 6 – Key Actions

A procurement action plan will cover the principal objectives detailed in this strategy document.

To help us achieve our vision, there are five key actions we are taking:

1. Implement our people development plan, putting in place a new programme of training, coaching and mentoring
2. Roll out stronger contract and supplier management across the Council for key contracts, identifying clear roles and responsibilities and providing professional support for service teams
3. Develop a rolling three year corporate procurement plan, incorporating robust departmental plans
4. Provide an updated procurement toolkit and templates for responsible officers
5. Increased use of partnerships and collaboration with other organisations to drive greater efficiencies

By 2016, we will have:

Delivered substantial cost savings through strategic contracting, to help meet the Council's budget targets

Developed a best-in-class service which is highly responsive to the needs of customers, and is valued by them as a strategic partner in developing their own plans

Encouraged greater levels of spend with local suppliers and have thriving relationships with local businesses and VCFS communities, within the parameters of European Procurement Regulations and CSOs

Established strong partnerships with other public sector bodies to leverage best value for money

## Contacting Us

Please contact us if you have any questions, comments or feedback about the Procurement Strategy:

E-mail: [procurement@merton.gov.uk](mailto:procurement@merton.gov.uk)

Phone: 020 8545 3736

Other useful websites

Audit Commission <http://www.audit-commission.gov.uk>

Comprehensive Performance Assessment

<http://www.audit-commission.gov.uk/cpa>

Department for Communities and Local Government

<http://www.communities.gov.uk>

Improvement and Development Agency, (I&DeA)

<http://www.idea.gov.uk>

Local Government Association

<http://www.lga.gov.uk>

Regional Centre of Excellence

<http://www.rcoe.gov.uk>



# ICT STRATEGY 2014-8

June 2014

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## EXECUTIVE SUMMARY

This document sets out the Council's vision – articulated as a series of strategic objectives – for its information, communication and technology infrastructure and architecture.

The development of the document is a result of a comprehensive planning and consultation exercise involving all services across the organisation. This was guided by a number of design principles that provide a broad framework within which the strategic priorities have been developed. The aim of these principles is to ensure that the management and development of IT and systems complies with necessary standards and protocols and aligns with the wider strategic direction of the council by:

- organising information and systems around customers;
- automating processes wherever possible;
- supporting joint working and shared services; and
- reducing, as far as possible, reliance on highly technical support.

Importantly, the strategy introduces a Technical Design Authority to ensure a controlled, disciplined approach to changes to the technical architecture and infrastructure. This is designed to accommodate the demands and requirements that will inevitably arise during the lifetime of this strategy but are not currently known. The role of this body will be to manage and agree any alterations that are proposed to the agreed implementation plan that supports this strategy. The terms of reference for the group are appended to this strategy (Appendix 2), and these are designed to ensure it operates in a collaborative, agile way to mitigate against the risk of unnecessary bureaucracy and business interruption,

The strategic priorities that this strategy seeks to deliver are:

- Customer focused systems
- Integrated and joined-up systems and infrastructure
- IT that is fit for purpose now and into the future
- The ability to operate from multiple locations and devices (flexible and mobile working)
- Increased self-service
- Automation where it's efficient and effective to do so
- Systems and infrastructure that are resilient, compliant and experience minimal downtime

All of these outcomes need to be delivered within an overarching strategic aim of **becoming a more efficient organisation and reducing operating costs**.

These high level outcomes shape and prioritise the activity set out in the supporting implementation plan for the strategy.

## **ABOUT THIS STRATEGY**

This document sets out Merton's vision and strategy for its Information, Communication and Technology infrastructure and systems architecture. In developing the strategy, officers have drawn on the target operating models (TOM) and associated delivery plans developed by the Council's businesses throughout 2013/4. This ensures that Merton continues to take a business-led (and therefore customer-led) approach to the development, improvement and maintenance of its IT assets.

The strategy also reflects the more technical guiding principles and constraints that frame our IT ambitions, either because of legislative requirements or as part of our commitment to adhere to industry standards and best practice.

In striking the balance between responding to business need and managing IT assets effectively and efficiently this strategy is designed to provide a broad strategic framework for the maintenance and improvement of the Council's IT and business systems. It is supported by a more detailed implementation plan that sets out the operational tasks associated with achieving the strategy. The implementation plan will be reviewed annually; the content of the plan and progress against it will be assured and managed through Corporate Services DMT and the Merton 2015 Board. The Assistant Directors of Infrastructure & Transactions and Business Improvement will be jointly accountable for its delivery.

## **BUSINESS CONTEXT**

As a high achieving authority, Merton is single minded in its commitment to continuous improvement. The organisation recognises that this will require IT infrastructure and systems that support excellent services and – in the context of a decreasing financial envelope – greater automation and self-service.

The financial context in which we operate requires that the organisation finds ever more efficient ways to manage and improve its IT assets. Where judicious investment is required in order to transition the organisation towards more efficient ways of working on an 'invest to save' basis, the Council allocates funding from reserves earmarked specifically for this purpose. The Merton 2015 and Capital Programme Boards manage this process, awarding funding on the basis of sound business cases and overseeing their implementation to ensure benefits are realised.

Through the development of TOMs each business has set out its future state and the role that IT will play in enabling this. It is this information that, drawn together, forms the basis of this strategy and supporting implementation plans. The activities reflect the development, improvement and maintenance of IT and business systems needed by services in order to achieve their stated ambitions.

In addition, the strategy incorporates the activity that will be required to deliver cross-cutting transformational projects and programmes of change and improvement. The most notable of these are:

- Flexible Working – a programme of coordinated activity designed to introduce modern working practices that make the most effective and efficient use of office space and officer time.
- Customer Contact – a three-year programme that will enable and drive channel shift, the transition of customer interaction to cheaper (usually online) channels and self-service wherever possible.

- Mobile working – the integration of systems and introduction of mobile devices and mobile-enabled systems so that officers can work from any location.
- SCIS – the re-procurement of the Council’s social care information system.
- Financial systems – the re-procurement of the Council’s financial information management systems.

## **STRATEGIC DESIGN PRINCIPLES**

As this strategy has already acknowledged, Merton must be judicious in its management and development of IT and systems – changes to our infrastructure and architecture have cost implications beyond the initial investment as they will require support and maintenance. In addition, there are a suite of technical standards and protocols with which the Council needs to comply.

To ensure that all of these factors are taken into account, the organisation has adopted an holistic approach to developing this strategy. Businesses have worked with target operating models to clarify and articulate their current and future IT needs; but to help frame their thinking and ensure development proposals are realistic a series of design principles have been applied to the process. These will continue to inform our IT development:

- IT systems must be customer centric and support the Council’s customer contact strategy.
- IT systems should consolidate information around the citizen, reduce reliance on paper and provide automated workflows wherever possible.
- IT systems must support social inclusion and be user friendly.
- IT systems must improve information use and sharing with Merton partners, where appropriate, and comply with the Information Strategy.
- IT systems will maximise use of configuration to ensure they are readily upgradable and supported by the vendor.
- IT systems and Service delivery will be designed with shared function/service in mind.
- All IT developments, improvements and technology purchases will be controlled and well managed (through the Technical Design Authority) to ensure technology compliance and maximum value is achieved.

## **STRATEGIC PRIORITIES**

Drawing on the TOMs and transformation delivery plans of the organisation, as well as developments in the world of IT, legislative requirements and industry good practice, we have developed a set of strategic priorities that clarify where scarce resources will be focused over the life of the strategy.

These are the high level outcomes this strategy aims to deliver:

- Customer focused systems
- Integrated and joined-up systems and infrastructure
- IT that is fit for purpose now and into the future
- The ability to operate from multiple locations and devices (flexible and mobile working)
- Increased self-service
- Automation where it's efficient and effective to do so
- Systems and infrastructure that are resilient, compliant and experience minimal downtime

All of these outcomes need to be delivered within an overarching strategic aim of **becoming a more efficient organisation and reducing operating costs**.

These high level outcomes shape and prioritise the activity set out in the supporting implementation plan for the strategy. The following objectives set out in more detail how each will be achieved.

### **Customer focused systems**

- Council systems that support the Customer Contact Strategy and programme, enabling a customer centric approach, with information consolidated around the service users.
- Support social inclusion by maximising access to IT resources by members of the community and community groups, and by providing user-friendly systems, systems that cater for a wide range of needs in support of the Digital Inclusion Strategy.
- Support the customer contact strategy by providing a consistent customer experience through a variety of channels.
- Customer data stored consistently across various systems.
- System and IT infrastructure enhancements and implementation informed by business need (which in turn articulates customer need).
- Where feasible and beneficial, maximise the benefits of mobile working by gathering multi-agency data at each interaction thereby reducing multiple contacts with customers.

### **Integrated and joined-up systems and infrastructure**

- System integration wherever possible and beneficial.
- Actively consider the potential for joint working with partnering boroughs and agencies in all IT decisions.
- Improved – through IT systems/infrastructure – information use and sharing with Merton partners.
- IT infrastructure and systems that support, enable and promote shared services.
- Support business transformation through end- to-end integration of processes, consolidated customer data bases and exploiting e-enabling services and improved service delivery within the council.
- Create and maintain a 'single version of the truth' with appropriate arrangements in place to improve and maintain primary data sources that feed secondary sets with minimal manual intervention.
- Maximise existing investments.

### **Fit for purpose now and into the future**

- Create a clear vision and target operating model for the IT infrastructure and systems architecture that is based on businesses' plans for the future.
- Create and maintain IT infrastructure and systems that support business agility.
- Lead and promote business change through innovation and technology.
- Actively maintain good market intelligence and scan for new opportunities.

### **Operating from multiple locations and devices**

- Provide business solutions and IT infrastructure that support the flexible working programme and accommodation strategy through mobile and home working.
- Documents available electronically at point of use; reduced reliance on paper.
- Telephone systems and printing follow the worker.

### **Increased self service**

- Introduce and improve the functionality of web-enabled services and systems.
- Better use and quality of geospatial data.
- Support stronger clienting of the IT service by businesses by raising IT skills.

### **Systems and infrastructure that are resilient, compliant and experience minimal downtime**

- Establish and maintain a programme for effective disaster recovery.
- Develop and regularly test business continuity plans.
- Achieve and maintain compliancy with PSN, N3 and CJSM regulations.
- Manage and monitor 'downtime' that is as close to zero as possible.
- Introduce, develop and maintain change control mechanisms.

## **CHANGE MANAGEMENT**

A key factor in delivering this strategy will be the introduction and maintenance of effective change management mechanisms. As the Council increases its reliance on technology through programmes such as Customer Contact and Flexible Working but also seeks, in parallel, to reduce the cost of maintaining and supporting systems and IT infrastructure, establishing effective governance and control of IT assets will become even more important. The uncontrolled and ungoverned development of systems and IT infrastructure risks not only confusing and disrupting the system and IT architectures, but also carries a cost implication: improvements will be inefficient where technical support and maintenance resource implications have not been correctly understood. This could, in the longer term, counteract business benefit/efficiencies if not properly planned for.

It is therefore important that explicit arrangements are put in place that guarantee that appropriate discipline will be consistently applied to the development of the organisation's system architecture and IT infrastructure. Whilst this strategy and implementation plan provides a route map for investment over the coming four years, it cannot be expected that the requirements of the organisation will remain static over its lifetime. New business demands are likely to emerge that are not currently understood, or are driven by changes in policy or statutory frameworks. For this reason, this strategy incorporates the introduction of a **Technical Design Authority**. The role of this body will be to manage and agree any alterations that are proposed to the agreed implementation plan that supports this strategy.

It will govern and manage development of the Council's systems and IT and ensure changes and improvements are compliant with not only necessary technical and security standards, but also Council strategy, i.e. rationalisation and integration of systems, reduction in support overheads etc. This will ensure that there is full collaboration and consultation on any significant proposal to amend the Council's technology architecture (outside those improvements and activities already agreed as part of this strategy and implementation plan).

The terms of reference for the group are appended to this strategy (Appendix 2). The first task of this group will be to develop – in conjunction with departments – a 'scheme of delegation' that clarifies the practical scope of the board and define the level of change that needs to be referred to the board and that which can be dealt with locally. This will mitigate against the risk of unnecessary bureaucracy and business interruption.

### **OPERATIONAL DELIVERY**

The core delivery plans for the Infrastructure and Transactions and Business Improvement divisions will incorporate activity required for the routine maintenance of the Council's IT infrastructure and systems. This strategy and supporting implementation plan captures the activity over and above this core offer, relating to improvements outside those that are routinely expected. For each of these, a business case has been prepared to secure investment from earmarked reserves. This will enable the necessary resources to ensure timely and effective delivery to be made available.

Prioritisation and sequencing of the programme will be managed through Merton 2015 Board to ensure that it takes account of pan-organisation imperatives and priorities. Regular reports on progress and resource management will be submitted to the Merton 2015 Board, in addition to Corporate Services DMT.

A series of Service Level Agreements will sit alongside the strategy and set out agreed metrics and service standards to enable departments to assure and monitor delivery.

### **BUSINESS CONTINUITY**

Business continuity will be assured through the deployment of four planned maintenance windows per year. These will allow crucial system and infrastructure updates and improvements to be made with minimum impact on service provision.

It will also be enhanced through the provision of suitable Wide Area Network (WAN) links to the designated Business Continuity centre; and we will ensure that connectivity to Business Critical systems is maintained in the event that we were no longer able to occupy the Civic Centre.

We will continue to ensure that the remote access infrastructure is available with diverse internet routes.

Business continuity plans will be routinely reviewed and tested.

## **DISASTER RECOVERY**

The Council's IT infrastructure and business systems underpin many of the Council's critical activities. In the event that an incident occurred that interrupted the availability of IT and systems – for example a fire, or borough emergency that affected the Civic Centre – it would be essential that systems were restored as quickly as possible. This is particularly true given the potential for some systems to support civic recovery.

In order to ensure this is the case, we will complete Phase 1 Disaster Recovery arrangements, which include the identification of the Council's core business critical IT systems and the relocation of hardware to the new Disaster Recovery facility located at London Borough of Wandsworth. We will also review departmental IT Disaster Recovery plans and provide some critical challenge to ensure that they are robust and fit for purpose.

Utilising agreed planned maintenance periods we will undertake regular testing of Disaster Recovery arrangements including operational infrastructure, hardware and emergency backup systems to ensure that they are fully operational.

We will develop phase 2 Disaster Recovery arrangements including the procurement of new Active/Active Storage Area Network equipment (SAN) and install the new infrastructure and equipment at the Civic centre and Wandsworth sites.

Finally, we will properly map and document the new Disaster Recovery processes and produce an operational maintenance manual.

All of these activities – along with timescales – are included in the Implementation Plan that supports this strategy.

**APPENDICES:**

1. Implementation plan
2. Technical Design Authority terms of reference

**RELATED DOCUMENTS**

[Information Technology \(IT\) Policy \(November 2013\)](#)

[Social Media Protocol](#)

[Information Strategy](#)



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#### Revision History

<b>Version</b>	<b>Detail</b>	<b>Date</b>
v1	Original draft	23 April 2013
V1.1	First draft incorporating TOM feedback	5 Nov 2013
V1.2	Second draft incorporating second wave of TOM analysis	04 Feb 2014
V1.3	Draft incorporating MH additions on DR and BC	06.02.14
V2.0	Incorporating revisions raised by CS DMT	20.02.14
V2.1	Incorporating revisions raised by M2015	13.03.14
V2.2	Incorporating revisions from consultation	04.06.14
V3.0	Final signed off by M2015 at June meeting	

Appendix 1: IT Strategy Implementation Plan

See separate spreadsheet

## **Appendix 2: LB Merton Technical Design Authority (TDA)**

### **Terms of Reference**

#### **Establishment**

When: July 2014

By authority of: Corporate Management Team, London Borough of Merton

For period: Review effectiveness and terms of reference in July 2015

#### **Purpose**

- To govern and manage the IT systems architecture and IT infrastructure for the London Borough of Merton and supporting policies and standards.
- To agree and manage changes to the IT Strategy implementation plan (incorporating changes and development of the systems architecture and IT infrastructure) for the Council such that it complies with the Council's strategic objectives, relevant legislation, appropriate quality standards and good practice.
- To oversee changes to, and development of, the systems architecture and IT infrastructure for the Council set out within the IT Strategy and implementation plan in order to ensure that these are well managed and meet agreed business objectives.
- Implement and maintain a scheme of delegation that allows for effective and timely decisions on changes to the IT Strategy and implementation plan at a level proportionate to their significance and impact.

#### **Outline of functions**

The overarching objective of the TDA is to ensure that the appropriate level of discipline and control is applied to changes or improvements to the Council's IT infrastructure and systems. The ultimate aim is to enhance IT performance and flexibility and ensure the Council's technology is fit for purpose and that the likelihood and predictability of success is increased, whilst the likelihood and cost of non-conformance is decreased.

This is to be achieved by ensuring that all proposed significant changes are approved by the TDA prior to funding being allocated or implementation agreed.

This extends to technical aspects of wider transformation and improvement projects and programmes commissioned across the Council. Significant is defined as

- Any new system, module or service
- Any major upgrade to current infrastructure
- Any major system upgrades, enhancements or configuration

Its scope would not extend to routine maintenance and upgrades, nor any activity already agreed as part of the IT Strategy and implementation plan.

The TDA will need to operate in a way that the assurance does not introduce unnecessary and unwelcome bureaucracy to businesses, nor be perceived as a 'blockage' in achieving change and improvement. It will do this by working closely with the Programme Offices and businesses to ensure that it is engaged at appropriate gateways in the project/programme cycle and provides advice, guidance and support to projects, programmes and services to enable business benefits to be secured through well managed and disciplined technical improvements.

In considering proposed amendments and alterations to the systems architecture and infrastructure, the TDA will consider:

- Selection and design of technology for systems development/maintenance and production operations
- The alignment of proposals with the Council's strategic direction – incorporating the IT and Information Strategies – and corresponding enterprise architecture principles, architectures and roadmaps.
- Guidance and advice on leading practices, industry standards and conventions and frameworks and methods.
- Technical risks and mitigation strategies.
- Integration with existing systems and infrastructure so that the overall solution meets a combined set of user requirements.
- Impacts on existing infrastructure capacity and systems.
- Software licensing impacts (where relevant).
- Data integrity and quality and, specifically, alignment with agreed master datasets.
- Future support requirements and the capacity of the Council to respond to these.
- Feasibility – in relation to costs, resources, impacts and business benefits.
- Design – that it meets technical goals in relation to compatibility, usability, security, reliability, maintainability, reusability, supportability and recoverability in operations.
- Implementation – that appropriate plans are in place to increase the likelihood of success, e.g. project/programme management that complies with MAP, user testing etc.
- Ability to meet business continuity and disaster recovery arrangements of the Council.

The TDA will also regularly review the appropriate Council's policies and standards to ensure they are fit for purpose.

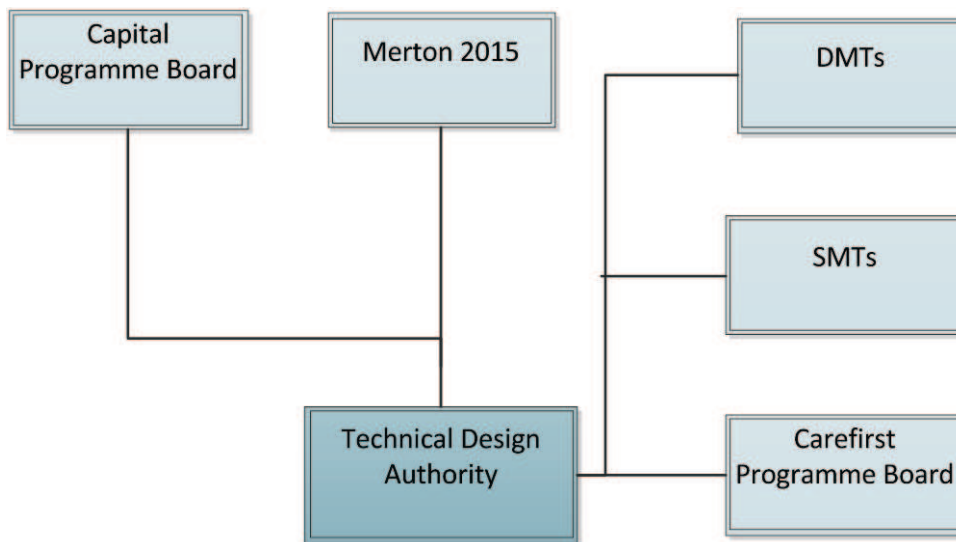
## Accountability

The TDA will report to the Merton 2015 Board quarterly on all decisions. In addition, the TDA may escalate issues and risks to the Merton 2015 Board as required.

The TDA will work in conjunction with the other established change control mechanisms within the organisation as follows:

Governance body	Role	Relationship to TDA
Departmental Management Teams (DMT)	Business leadership and management; agree, prioritise and resource transformational activity.	Refer requests/proposals for significant system/IT changes to the TDA for advice prior to approval.
Senior Management Teams (SMT)	Manage discrete business functions, propose, prioritise and manage transformational activity	Consult the TDA on proposals for significant system/IT changes for advice prior to approval.
Merton 2015	Oversees cross cutting transformation and secures assurance on quality and progress against delivery.	Refer requests/proposals for significant system/IT changes to the TDA for advice prior to approval.
Capital Programme Board	Oversees, determines and directs all major projects	Refer requests/proposals for significant system/IT

<b>Governance body</b>	<b>Role</b>	<b>Relationship to TDA</b>
	and programmes) undertaken as part of the Council's Capital programme.	changes to the TDA for advice prior to approval.
Carefirst Programme Board	Oversees and directs significant change to the Carefirst System, ensuring this is driven by and takes full account of business need.	Significant improvements to be referred to the TDA for consultation.
Adults and Children's Departmental Information Groups	Manages and controls change to the Carefirst system at the operational level, ensuring this is driven by and takes full account of business need.	N/A



## Membership

Standing Members (the administrative core):

Post/postholder	Role
Director of Corporate Services	Chair.
Assistant Director of Infrastructure and Transactions	Ensure proposals align with strategic direction of the organisation in relation to IT Infrastructure.
Assistant Director of Business Improvement	Ensure proposals align with strategic direction of the organisation in relation to transformation and change and IT systems.
Head of IT Service Delivery	Ensure proposals align with IT strategy in relation to operational management of IT Infrastructure
Head of IT Systems	Ensure proposals align with IT strategy in relation to operational management of IT Systems Architecture
Head of Programme Office	Ensure proposals align with transformational portfolio and Merton's Approach to Projects (MAP)
Business partners	Ensure business interests are represented in all technical decisions and that organisation-wide prioritisation of proposals takes place.

In addition, the TDA will include additional members as required on the basis of areas of expertise and responsibility in relation to the proposals being considered:

- Managers from within Infrastructure and Transactions and Business Improvement divisions with detailed expertise
- Head of Information Governance
- Business leads with detailed expertise
- Web Information Manager

## Frequency

Scheduled quarterly meetings for routine agenda items and non-urgent requests, along with reactive meetings to be held as required in order to respond in a timely manner to 'urgent' change and improvement requests that require a swifter response and cannot wait until the next scheduled meeting. In the case of such 'urgent' requests a meeting of the Board will be convened and a decision reached (subject to sufficient information being made available to the Board) **within seven (7) working days**.

Requests are to be submitted via eMail to the Programme Office ([programmeoffice@merton.gov.uk](mailto:programmeoffice@merton.gov.uk)). It is anticipated that requests will be referred via the Merton 2015 Board, the Programme Office (on behalf of individual programmes, projects and initiatives) and DMTs. DMTs will be requested to approve any proposals/requests arising from their department prior to submission to the TDA.

### **Working methods**

The Programme Office will organise and service all TDA meetings. This will include scheduling meetings and circulation of documentation; maintaining an online document library; keeping a decision log and contextual minutes of all meetings; and monitoring actions arising from the meeting, including escalating issues/out of date actions to Merton 2015 Board as required.

Each meeting will adopt the following broad format:

- A representative from the relevant business area – preferably the owner of the proposed initiative/project – will present their proposal, including any options appraisal undertaken, the anticipated business benefits, and the overarching plan.
- Board members will ask questions and clarify the proposal as required.
- The Board will reach a decision on the proposal which may be to approve it to continue as currently set out; to approve it to continue subject to certain amendments or additions; to refer it for further development on the basis of guidance provided by the board; to reject the proposal altogether (clear reasons to be provided).
- The decision will be reached by consensus.

The TDA will always seek to reach a decision on any proposal through consensus and collaboration, looking to reach a conclusion that is in the best interests of the organisation as a whole as well as the service seeking to introduce change. In the event that such a decision cannot be reached then the TDA will escalate the decision to the Merton 2015 Board or CMT as appropriate, providing all necessary information to ensure a swift resolution can be achieved.

# **DRAFT RISK MANAGEMENT STRATEGY**

## **Introduction**

Risk management should take place at every level within the council and across our partnerships. Risk management should be a central part of any organisation's strategic management and should be seen as the means by which business opportunities are maximised and potential losses associated with unwanted events are reduced.

Local authorities are under increasing external pressure to improve outcomes for the public and at the same time reduce costs. As such the council is required to rethink how it operates in order to achieve its desired outcomes. Risks have to be understood, managed and controlled if we are to meet our objectives and therefore we need to ensure that we have a robust system of risk management in place. This will ensure that decisions are made on the best available information and the likelihood of success is increased.

## **Risk Management Strategy**

The process of identifying and evaluating risks is known as risk assessment. By understanding the risks we face we are able to be actively aware of where uncertainty surrounding events or outcomes exists and therefore identify steps that can be taken to protect the council, its staff, residents, customers and assets from these risks.

This strategy sets out to provide a structured approach to identifying emerging risks as well as assessing and managing current risk. It builds in a process for regularly reviewing and updating identified risks.

This strategy will be reviewed on annual basis and updated where required.

## **What is risk?**

Risk is the threat that an event or action may adversely affect an organisation's ability to achieve its objectives and to successfully execute its strategies'. A risk can be a threat, obstacle, barrier, concern, problem or event that may prevent us fulfilling our objectives.

Risks should not be confused with issues. Issues are current problems, questions, outstanding items, tasks or a request that is here today. There is a strong element of fact surrounding it. An issue becomes a risk when the issue cannot be addressed and could continue or get worse.

## **Definitions of Risk Management**

Risk Management is the process by which organisations methodically address risks with the goal of achieving sustained benefit within each activity and across the portfolio of all activities.

Organisations exist to achieve their ambitions, aims and objectives. Risk management is the process of how we identify the risks that may prevent us from achieving this, enabling us to anticipate, identify, manage, and where possible mitigate these risks. Ultimately, risk management is about creating a better understanding of the most important problems facing our organisation.

As risk is very much concerned with our objectives, the management of it will be closely linked to the creation of our strategic, service, project and partnership objectives and plans. The established processes for the creation of these plans will act as an "anchor" for the risk management process.



Risk is also implicit in the decisions we make; how we make those decisions will affect how successful we are in achieving our objectives. Decision making is, in turn, an integral part of the day to day existence and is particularly prominent in times of change. Risk management therefore is a key component in the management of change and to decision making.

Our risk management process will be continuous and will support internal and external change. The risk management process will be fully integrated with the normal business management processes across the authority.

By being aware of and managing the risks we face, it is more likely that we will achieve our objectives and that, should a risk occur, we will be better placed to deal with it.

We endeavour to identify all risks facing the council and to monitor, manage and mitigate (where possible) all those risks which are deemed to be high (scored Amber or Red). Risks are monitored via Departmental Risk Registers, and key crosscutting risks to the council are placed on the Key Strategic Risk Register (KSRR).

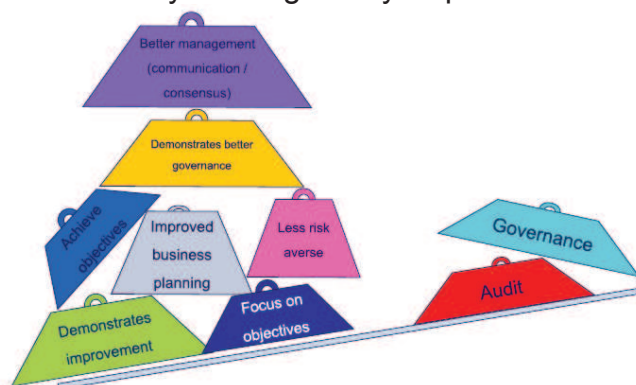
Merton's aims and objectives in relation to risk management are to:

- Establish and maintain a robust framework and procedures for the identification, analysis, assessment and management of risk, including reporting and recording.
- To not expose the council to unacceptable levels of risk, minimise injury, damage, loss and inconvenience to staff, residents and service users.
- Integrate risk management into the day to day activities of staff and the culture of the organisation, raising awareness of the importance and need for risk management.
- Ensure consistent application of our methodology across all of our activities, including partnerships and projects.
- Effectively manage the total cost of risk.

### **The benefits and National drivers behind risk management**

We are required to undertake risk management as it forms part of the Annual Governance Statement, we must demonstrate a systematic strategy, framework and process for managing risk. The council recognises that the benefits of risk management far outweigh the requirement to undertake the activity and such benefits include;

- Achieving our ambitions, aims and objectives as key risks are managed.
- Better decision making as we are more aware of risk.
- Ability to take advantage of opportunities because we understand the risks attached to them.
- Better governance and the ability to demonstrate it to our stakeholders.
- Reduction in failure, loss, damage and injury caused by risk
- Improvement in ability to adapt to change
- Improvement in corporate governance
- Compliance with statutory and regulatory requirements



## Risk management awareness

Ensuring awareness of risk management will be undertaken on an on-going basis through training sessions, reviews, departmental meetings, briefings and staff bulletins. Each department has a risk champion who will be able to offer guidance to staff where required. The [risk management intranet page](#) will be regularly reviewed and staff will be signposted to the information they need to pro-actively identify and manage risk e.g. the risk management toolkit and guidance.

## Risk Appetite

The council recognises that its risk appetite to achieve its corporate priorities identified within its business plan could be described in general as an informed and cautious approach. Where significant risk arises, we will take effective control action to reduce these risks to an acceptable level.

It is also recognised that a higher level of risk may need to be taken, for example to support innovation in service delivery. To offset this there are areas where the council will maintain a very cautious approach for example in matters of compliance with the law, and public confidence in the council, supporting the overall informed and cautious position on risk.

## How does risk management fit in?

Risk management links closely with Health and Safety, Business Continuity, Emergency Planning and Insurance, by ensuring close links we can enhance the resilience of the organisation . Generally, a single issue or risk will fall into only one of these categories; however some may fall into two or more. As Business Continuity is a way of mitigating risk, the link with risk management is key to ensuring the continuous delivery of services that are important to the community.



## Risk management in projects

Risk management is a key part of the ongoing management of projects and partnerships and is clearly defined in [Merton's Approach to Projects \(MAP\)](#).

## Risk management in partnerships

The council is involved in a wide range of partnerships to achieve our ambitions, aims and objectives. It is vital we assess the risks to achievement within our key partnerships, and ensure that they are monitored regularly.

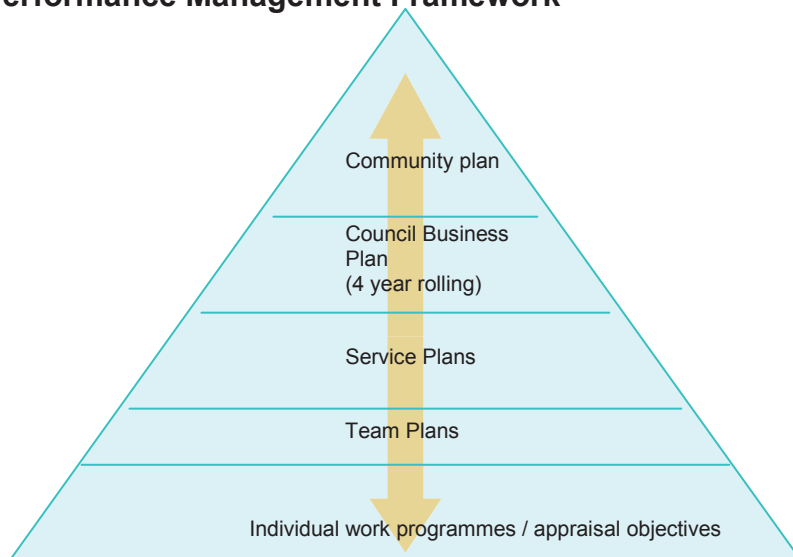
## Risk management and financial planning

Risk management is an important part of financial planning. As part of the budget setting process a robust risk assessment is completed and reviewed on a regular basis.

## Corporate approach to risk management

In order to formalise and structure risk management, it is recognised there is an obvious and clear link with the business planning process and therefore risk management sits within the Business Planning team. The overall council Business Plan and service plans set out what a team, division, department, or the council as a whole, want to achieve in a set time frame, as shown below.

## Merton Performance Management Framework



- CMT is ultimately accountable for delivering the council's Business Plan therefore they are responsible for the corporate KSRR.
- DMTs are responsible for their own service risk registers.
- Divisions or teams are responsible for their own risk registers, if applicable.

It is important that risks identified and assessed at an operational level can be escalated to a departmental or corporate level. However, because a risk may have a great impact on a team it does not necessarily follow that it may have the same impact on the department, or the organisation as a whole. Ultimately, it is the respective management team who decide if a risk is worthy of inclusion on their risk register.

### Scoring Risk

In conjunction with this strategy, more detailed guidance will be issued to assist officers in identifying risks and issues, and the scoring, managing and reporting of those risks identified.

When determining a score for service level risks, definitions of likelihood and impact of risk (Service Level) together with the matrix as detailed below, should be used. Therefore, if the likelihood of a risk is 4, significant, (occurs or likely to occur more than 25%, and up to 50% of the time) and the impact is 3, critical, (service provision - service suspended short term) – then the risk rating will be 12 (4x3) which is amber.

### Risk Matrix

Likelihood							Impact	
6	= Very High	6	6	12	18	24	4	= Catastrophic
5	= High	5	5	10	15	20	3	= Critical
4	= Significant	4	4	8	12	16	2	= Significant
3	= Possible	3	3	6	9	12	1	= Marginal
2	= Low	2	2	4	6	8		
1	= Almost Impossible	1	1	2	3	4		
			1	2	3	4		

## Defining the Likelihood of Risk

Classification	Definition
6 - Very High	Occurs or likely to occur more than 90% of the time
5 - High	Occurs or likely to occur more than 50%, and up to 90% of the time
4 - Significant	Occurs or likely to occur more than 25%, and up to 50% of the time
3 - Possible	Occurs or likely to occur more than 5% and up to 25% of the time
2 - Low	Occurs or likely to occur more than 1% and up to 5% of the time
1 - Almost Impossible	Occurs or likely to occur up to 1% of the time

## Defining the Impact of Risk (Service Level)

Categories	1 Marginal	2 Significant	3 Critical	4 Catastrophic
<b>Financial Impact - FI</b>	Up to 15% gross budget or turnover	Over 15% and up to 50% of gross budget or turnover	Over 50% and up to 75% of gross budget or turnover	Over 75% of gross budget or turnover
<b>Service Provision - SP</b>	Reduced service	Significant reduction	Service suspended short term	Service suspended long term / statutory duties not delivered
<b>Health and Safety - HS</b>	Broken bones / illness	Major illness / threat not life threatening	Loss of life / major illness	Major loss of life / large scale illness (pandemic)
<b>Objectives - O</b>	Objectives of one service area not met	Departmental objectives not met	Corporate objectives not met	Statutory objectives not met
<b>Reputation - R</b>	Adverse local media lead story short term	Adverse local media story long term. Adverse national publicity short term.	Adverse national publicity longer term	Remembered for years

## Reporting and escalating risks

Risks on service area risk registers which are red and therefore score 15 and above should be reviewed at Departmental Managers Team (DMT) meetings to determine if any of these (red) risks are to be escalated to the Departmental Risk Register (DRR).

If DMT determine a risk to be significant enough to be escalated to the DRR for monitoring and management, then the risk needs to be checked for any cross cutting implications. If the risk could have an impact across the organisation, then it must be rescored using the Defining the Impact of risk (corporate level) criteria below, prior to escalation to the Key Strategic Risk Register.

### Defining the Impact of Risk (Corporate Level)

Categories	1 Marginal	2 Significant	3 Critical	4 Catastrophic
<b>Financial Impact - FI</b>	Up to £2.5m per annum or up to £10m one off	£2.5m up to £5m per annum or up to £20m one off	£5m up to £7.5m per annum or up to £30m one off	£7.5m up to £10m per annum or above £30m one off
<b>Service Provision - SP</b>	Reduced service	Significant reduction	Service suspended short term	Service suspended long term / statutory duties not delivered
<b>Health and Safety - HS</b>	Broken bones / illness	Major illness / threat not life threatening	Loss of life / major illness	Major loss of life / large scale illness (pandemic)
<b>Objectives - O</b>	Objectives of one service area not met	Departmental objectives not met	Corporate objectives not met	Statutory objectives not met
<b>Reputation - R</b>	Adverse local media lead story short term	Adverse local media story long term. Adverse national publicity short term.	Adverse national publicity longer term	Remembered for years

Having been reviewed / rescored against the definition of likelihood and risk (corporate level), risks with a score of between 10 to 24 (inclusive) and which will impact across the whole organisation are to be escalated to the KSRR. The matrix below shows the re-evaluated risk scores which require escalation.

<b>Likelihood</b>						<b>Impact</b>
6 = Very High	6	9	12	15	18	4 = Catastrophic
5 = High	5	7	10	13	16	3 = Critical
4 = Significant	4	6	8	11	14	2 = Significant
3 = Possible	3	5	7	10	13	1 = Marginal
2 = Low	2	4	6	8	11	
1 = Almost Impossible	1	3	5	7	10	
		1	2	3	4	

During the financial year 2015/16 officers will be exploring whether the impact matrices should be amended to accommodate project working.

## Monitoring and Managing

During the year, new risks will arise that have not previously been considered and there may be changes to existing risks. Therefore the risk registers need to be regularly managed. The reviews of risk registers should be managed by exception. The reporting cycle as detailed below, takes place during April, July, October and January.

1 <sup>st</sup> week	2 <sup>nd</sup> week	4 <sup>th</sup> week
DMT – review operational service risks and propose KSRs as per the definitions of likelihood and impact for crosscutting risks	Corporate Risk Management Group (CRMG) – review service risks and proposed KSRs	CMT – identify and review KSRs

However, risks with a score of 15 and above (red risks) should be reviewed on a more frequent basis (at least monthly) with the responsible officer ensuring the risk has an action plan in place which is monitored and updated until the risk has been managed down to a score of 12 or below, where this is possible.

## Roles, Responsibilities and Governance

Across the organisation we all have a responsibility to identify and manage risk.

### Councillors

Elected councillors are responsible for governing the delivery of services to the local community. Councillors have a responsibility to understand the key risks the council faces and will be made aware of how these risks are being managed through the annual business planning process. All Councillors will have the responsibility to consider the risks associated with the decisions they undertake and will be informed of these risks in the plans and reports submitted to them.

### Chief Executive and CMT

The Chief Executive and CMT are ultimately accountable in ensuring that risk management is fully embedded in the council's business planning and monitoring processes as well as having overall accountability and responsibility for leading the delivery of the council's Risk Management Strategy and Framework. CMT are to take a leading role in the risk management process ensuring that risk management is communicated, understood and implemented by Councillors, managers and staff, and establish a supportive culture.

CMT will submit an annual report on risk to the General Purposes Committee and Cabinet.

### Directors

Each Director is accountable for proper monitoring of their departmental risk register, action plans and the embedding of risk management into the business planning process of their directorate. They will need to be actively involved in the risk management process within their department and CMT, including nominating an appropriate Risk Champion for their department. Directors are also accountable and responsible for leading the delivery of the council's Risk Management Framework in their respective Directorate.

### Section 151 Officer / Internal Audit

The Section 151 officer and internal audit will be responsible for carrying out independent reviews of the risk management strategy and processes, providing assurance and giving an independent and objective opinion, to the council on the adequacy of risk management, control procedures and governance.

An annual Audit Plan, based on a reasonable evaluation of risk, will be carried out and an annual assurance statement will be provided to the council based on work undertaken in the previous year. The section 151 officer will chair the CRMG group.

### **Risk Champions**

Risk champions will work with their Director, Heads of Service, Managers and Team Leaders to ensure the RM Strategy and Framework is embedded in the Directorate and departmental planning, performance, project and partnership management, offering support and challenge. They will also represent their directorate at CRMG meetings.

They will assist management teams to identify and record all key risks to service, project and partnership objectives, monitoring and reviewing risks against performance.

### **Service Managers**

Managers have a responsibility not only for the risks for which they are the risk owner, but are also accountable for those risks, within their service, which are owned / managed by others.

They are to maintain an awareness of risk and feed those identified into the risk management process, understanding and acting upon the key risks that could significantly impact on the achievement of their service/team objectives. Managers should encourage staff to be open about risk so that treatment actions can be agreed.

### **Risk Owners**

Risk owners are responsible for Identifying and implementing risk treatment that will bring the risk/s they own to a tolerable level. Regularly reviewing the progress of the risk treatment actions and report on the risk treatment progress to the responsible body.

### **Individual Employees**

Individual employees need to have an understanding of risks and consider risk management as part of their everyday activities, identifying risks surrounding their everyday work, processes and environment. Risks that could impact on service delivery the achievement of objectives or their own or other wellbeing must be identified and actively managed with risk actions in place, where appropriate.

### **Business Planning team**

The business planning team are responsible for ensuring that risk management is embedded throughout the council, as well facilitating and supporting the risk management process and supporting risk owners.

The team will ensure risk management documentation and intranet pages up to date and relevant, as well as updating the KSRR with emerging risks, new risks and updating existing risks.

In addition the Business Planning team will ensure risk is part of the annual service planning process, facilitate the CRMG meetings and submit strategic updates and reports on risk management to CMT, Cabinet, Audit and Assurance Committee etc.

### **Corporate Risk Management Group**

The Corporate Risk Management Group will provide strategic direction and leadership to ensure a risk strategy is maintained and updated and that risks are appropriately identified and managed within the organisation. It will provide a forum that brings together risk specialists for the benefit of the council, it's staff and the wider community.

CRMG will strive to ensure that the risk management framework is embedded within the council's overall strategic and operational policies, practices and processes in a consistent and standardised manner.

In addition it will provide assurance that all risk based systems and processes are operating effectively to minimize the overall risk exposure to the Council. On a quarterly basis the headline departmental risks and planned mitigation activity from each department, project and partnership, will be discussed by CRMG and will then forward for discussion at CMT.

### **Cabinet**

Cabinet will receive reports on the risk management strategy to determine whether corporate risks are being actively managed. They are responsible for agreeing the strategy on an annual basis, or when significant changes are made, and to report to full Council on the risk management framework.

### **General Purposes Committee**

To provide an independent oversight of the adequacy of the risk management framework and the associated control environment. The committee will receive an annual review of internal controls and be satisfied it properly reflects the risk environment and any actions required to improve it. Reports will also be provided regarding the KSRR in order that the committee can determine whether strategic risks are being actively managed.

On an annual basis, the committee will review and recommend the adoption of the risk management strategy to cabinet, or if significant changes are identified, to request a revision.

### **Risk management in committee reports**

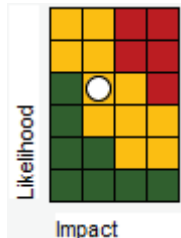




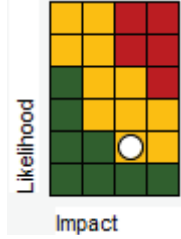




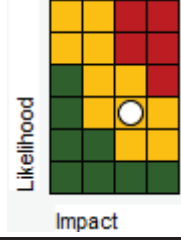




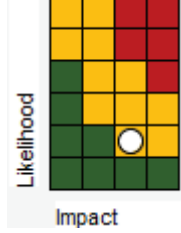




When a report is submitted to a committee the author is required to complete a section on Risk Management and Health and Safety Implications. The committee should be informed of any significant risks involved in taking a recommended course of action or if it decides not to follow the recommend course of action. The risk assessment should follow the corporate procedure and scored using the risk matrix. The report should also give details of any controls proposed, or in place, to manage the significant risks identified. Where appropriate, reference should be made to any existing risk.

Report authors are advised to consult with the Business Planning team or their departmental risk champion, for further advice and to propose any risks to be considered for inclusion in the departmental or KSRR.

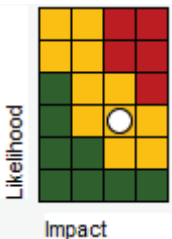




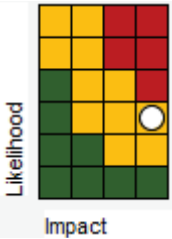




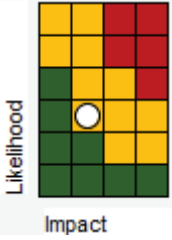




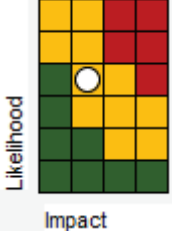




Attached as Appendix 1 is the Key Strategic Risk Register for the Authority as at December 2014



Risks & Issues Register ~ Key Strategic Risks & Issues – December 2014 – Appendix IV

Risk Owner	Code & Name	Risk or Issue	Cause	Consequences	Matrix	Current Score & Review History	Impact code	Comments
Chris Lee	KSR08 / ER28 Loss of income	Risk	2014-15 income target overall for E&R is £35m and £36m for 2015-16. The causes could be 1. reduction in demand for council services. 2. Pricing. 3. Ability to compete in marketplace.	1. Shortfall in income, 2. reduction in funding for services, 3. pressure on budgets, 4. tougher choices having to be made, 5. reduction in staff, 6. staff morale.		8  05-Jan-2015	FI/O	Sustainable Communities: Development and Building Control income is above target reflecting the increase in planning applications. Cemeteries, Leisure Development and parks are on target. Street Scene and Waste: Commercial Waste and Pest control income are both below target. Commercial waste strategy has been initiated and pest Control is currently being market tested. Public Protection: Both Parking and EHTSL are on target.
						8  24-Oct-2014		
						10  08-Jul-2014		
						10  31-Mar-2014		
Mark Humphries; Adam Viccari	KSR09 Safety of Staff	Risk	Failure to protect staff	Member of staff could be injured or killed; impact on morale of other staff; open to claims of negligence; potential financial loss. Failure to share information on people known to be violent.		6  05-Jan-2015	TBC	The system has been up and running for a year with staff referring via the accident reporting system thus mitigating risk. It is recommended that this item is removed from the KERR onto the Corporate Services (I&T) Risk Register.
						6  31-Mar-2014		
						12  31-Dec-2013		
						12  30-Sep-2013		
Simon Williams	KSR21 / RE03 Failure to adhere to EU procurement regulations 2006 and Contract Standing Orders	Risk	Lack of awareness in some areas that procurement is a tightly regulated area of Council activity.	Impact on strategy and time for procurement exercises. Adverse budget and service implications if not carried out correctly in accordance with regulations and standing orders such as legal challenges and slower identification, capture and delivery of savings.		9  05-Jan-2015	R	Comprehensive departmental procurement plans now in place and reviewed regularly by Procurement Board. Training for departmental procurement officers (some in conjunction with Legal) also under way
						9  24-Oct-2014		
						9  08-Jul-2014		
						4  31-Mar-2014		
Cormac Stokes	KSR31 / ER09P SWL waste partnership	Risk	PHASE A: 1) Beddington AD Plan. Contact risk owner for more information 2) Indexation method. Contact risk owner for more information PHASE B: 1) Contact risk owner for more information	Contact risk owner for more information		6  05-Jan-2015	O/R	Appellant submitted claim to Court of Appeal 27/11, estimated claim will take 4-6 weeks to be considered. The Partnership hope to conclude this area of review early January 2015.
						6  24-Oct-2014		
						6  08-Jul-2014		
						6  31-Mar-2014		

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Risk Owner	Code & Name	Risk or Issue	Cause	Consequences	Matrix	Current Score & Review History	Impact code	Comments
Paul Ballatt; Yvette Stanley	KSR34 / CSF05 School places	Issue	Increase in birth-rate and numbers of children reaching primary age locally, with subsequent impact on demand for secondary and special school places.	Primary school expansion programme may be insufficient to increase capacity to meet demand. Need to consider additional provision. Also future risk that increase in numbers will flow through to secondary system such that demand for places will exceed supply.		9  05-Jan-2015	R	Action Plan - CSP Service Plan
						9  24-Oct-2014		
						9  31-Mar-2014		
						9  31-Dec-2013		
Yvette Stanley	KSR35 / CSF01 Safeguarding children	Risk	Potential less effective inter-agency working. Changing expectations & updated regulatory framework. Ongoing budget pressures could undermine Merton Model.	Child protection and safeguarding issues including possible child death or serious harm. Possible increase for high cost interventions.		12  05-Jan-2015	R	Action Plan - LSCB Business Plan & CYPP
						12  24-Oct-2014		
						12  31-Mar-2014		
						12  31-Dec-2013		
Dean Shoesmith	KSR42 / HR09 Single status	Risk	Post single status challenge	Cost of settlement; cost of litigation & resources to contest; impact on staff morale; reputational & political impact		6  14-Jan-2015	H	Discussions are currently being undertaken with the unions to finalise any outstanding allowances and mitigate any further risk.
						6  24-Oct-2014		
						12  09-Jul-2014		
						4  31-Mar-2014		
Dean Shoesmith	KSR44 / HR13 Changes to staff terms & conditions	Issue	Impact of review of T&Cs & ongoing staffing reductions	Impact on staff morale, recruitment & cost implications		8  06-Jan-2015	SP	To be reviewed as part of the new workforce strategy and options considered. Paper to CMT when late November / early December. It is envisaged that any change to T&Cs will take 9 to 12 months - 3 months preparatory work, 3 months staff consultation and 3 months union consultation
						8  24-Oct-2014		
						8  08-Jul-2014		
						8  31-Mar-2014		

Risk Owner	Code & Name	Risk or Issue	Cause	Consequences	Matrix	Current Score & Review History	Impact code	Comments
Adam Viccari	KSR45 / CG03 Non compliance with asbestos legislation	Issue	Asbestos compliance officer post vacant as having difficulty in recruiting to 0.5 FTE post.	Failure to comply with statutory duty on managing Asbestos		6  09-Jan-2015	HS	After a further review of asbestos management we have secured an initial provision for the asbestos reviews under the corporate contract with Lucion Environmental Limited. It is further proposed to integrate this with corporate FM and the safety service portfolio in future years. This brings together the provision of asbestos management surveys and the reviews into a corporate asset management framework this will provide consistency in compliance across the property portfolio.
						12  05-Jan-2015		
						12  24-Oct-2014		
						12  08-Jul-2014		
Mark Humphries	KSR48 / IT03 IT systems	Risk	Major disruption in the civic centre causing 6th floor data centre to become unusable	IT failure leading to unavailability of IT services impacting on organisational service delivery		8  24-Oct-2014	SP	A report detailing the Council's new Business Continuity and Disaster Recovery arrangements was approved by CMT on 12/03/14. Phase 1 works to improve our IT Disaster Recovery arrangements by relocating some of our services at Wandsworth has now been completed and phase 2 of the project which includes the replacement of our SAN equipment and further automation of the recovery process is being progressed, and is due to be completed by the end of January 2015.
						8  08-Jul-2014		
						8  31-Mar-2014		
						8  31-Dec-2013		
Paul Dale; Caroline Holland	KSR49 / RE02 Developing corporate Business Plan & setting a balanced budget for 15/18 & beyond	Risk	Reduced budgets may impact negatively on service delivery levels	Impact on service provision, reputation, staff morale & internal & external customers satisfaction		9  05-Jan-2015	FI	Departments are required to develop action plans to rein in projected overspends so that they do not impact on future year buadget
						9  23-Dec-2014		
						6  08-Jul-2014		
						6  31-Mar-2014		

Risk Owner	Code & Name	Risk or Issue	Cause	Consequences	Matrix	Current Score & Review History	Impact code	Comments
Kate Herbert; Yvette Stanley	KSR53 / RE11 Inconsistent evidence of compliance with public sector equalities duties	Issue	Failure to evidence how equalities implications have been considered in developing new policy, designing services & decision making	Reputational impact for council, risk of judicial review & litigation, negative impact on service users and loss of savings.		6  06-Jan-2015	O/R/FI/SP	The use of Equality Analysis to consider equality considerations has improved and is embedded into the Business Planning Process
						9  24-Oct-2014		
						9  08-Jul-2014		
						9  31-Mar-2014		
Yvette Stanley	KSR55 / CSF04 Changing Borough Demographics	Issue	Increases in both the total population in the borough, including in particular families with young children, and also in the mix of the population with respect to ethnicity, disability and deprivation.	Additional demand for school places, and services for children with special educational needs and disabilities, as well as pressure for growth in children's social care and child protection interventions.		12  05-Jan-2015	O	Action Plans - CSF Service Plans
						12  24-Oct-2014		
						12  31-Mar-2014		
						12  31-Dec-2013		

Risk Owner	Code & Name	Risk or Issue	Cause	Consequences	Matrix	Current Score & Review History	Impact code	Comments
Children, Schools & Families; Resources	KSR56 / CSF6 CS&F funding changes, budget savings & resource management	Issue	Uncertainty regarding changes to funding regimes & external grants, & concurrent additional statutory duties & demographic pressures. Changes to the national funding formula for DSG expected from 2016-17 onwards and the impact of any maintained schools becoming academies. Funding associated with C&F Act, & detailed requirements for CYP with SEND remain uncertain, as do youth justice changes. Demand on 'no recourse to public funds' cases is increasing. Requirement to make significant savings over the next 3-4 years. Need to balance competing and increasing demands at a time of contracting resources & extensive change. Demographic and new burdens pressure is likely to increase spend to CSF	Impact on ability to provide statutory services, possibility of undermining the Merton Model, causing additional spend pressures in targeted services. Low staff morale, difficulties in managing the impact of the Workforce Management Strategy. Time and effort required to manage change & meet expectations of members & central government may lead to failures in the management of ongoing operational work.		15  05-Jan-2015	FI	Monitor Government proposals, consultation response & implications fed into budget & MTFs. Budget savings identified & analysed for impact including equality assessments, TOM & Service Planning work. Action Plans: All CSF Divisional Service Plans, School Improvement Strategy, NRTPF Working Group Strategy Plan and Children & Family Act Implementation Plan..
						15  23-Oct-2014		
						15  31-Mar-2014		
						15  31-Dec-2013		
Richard Williams	KSR60 / RE14 Potential failure to carry out statutory plant inspections	Issue	Statutory inspections not being carried out on engineering plant and other lifting equipment on council premises	Failure to comply with statutory duty to formally inspect lifting equipment; Criminal offence and harm to service users.		6  05-Jan-2015	HS	Work has been underway for some time to produce a list detailing where all of the plant is within Merton sites. I&T facilities have purchased a system called Frontline Data, which will log all buildings and plant which the council owns / is responsible for, including details of when last maintained etc. Once data is loaded the system will automatically remind when plant checks are due to be done and also what checks and maintenance are needed. This approach is being taken forward.
6  24-Oct-2014								
6  08-Jul-2014								
6  31-Mar-2014								

Risk Owner	Code & Name	Risk or Issue	Cause	Consequences	Matrix	Current Score & Review History	Impact code	Comments
Caroline Holland	KSR61 / RE16 Delivery of Savings Programme 2014-19	Risk	Savings of £19 million have been agreed for 2014/15 to 2018/19 the period of budget decisions required by this Council. There is a budget gap of £21 m after this.	Non achievement of any saving would adversely impact on the Authority's ability to balance it's budget in the medium to long term if larger than the contingency.		8  05-Jan-2015	FI	Delivery of savings is monitored monthly and alternative savings packages are being identified to deliver savings shortfalls
						8  24-Oct-2014		
						3		
						3  31-Mar-2014		
Paul Ballatt	KSR62 / CSF9 Recommissioning Early Intervention & Prevention (Partnership Risk)	Issue	Likely reduction in contracting with local third sector leads to reputational & political risk.	Destabilisation of the Local Strategic Partnership & Children's Trust Board partnership arrangements.		10  05-Jan-2015	R	Action Plan - CSP Service Plan
						10  24-Oct-2014		
						10  31-Mar-2014		
						10  31-Dec-2013		
Kate Milsted	KSR65 / PH2 GUM Overspend	Risk	This service is open access anywhere in the country therefore difficult to manage demand.	Potential significant overspend on sexual health services.		12  05-Jan-2015	FI	Efforts to mitigate overspend in 2013-14 include review of Merton services with potential for integrated GUM/contraception services to improve quality and VFM. Also now working across SWL sexual health commissioners and looking to join an-London sexual health commissioning work
						12  24-Oct-2014		
						12  08-Jul-2014		
						12  31-Mar-2014		
Kay Eilbert	KSR66 / PH5 PiD	Risk	Problem with N3 connection / working with LA systems.	Difficulty in monitoring some of the sexual health contracts and issues with mental health needs assessments.		12  05-Jan-2015	SP	PH intelligence manager working with Merton IT to sort issues. C&H Business partner looking at wider data sharing agenda.
						12  24-Oct-2014		
						12  08-Jul-2014		
						12  31-Mar-2014		

Risk Owner	Code & Name	Risk or Issue	Cause	Consequences	Matrix	Current Score & Review History	Impact code	Comments
Anjan Ghosh	KSR67 / PH6 Provision of health checks (lack of)	Risk	Inability to find contractors to deliver health checks.	Non compliance in provision of mandated services as per PH requirements.	 Likelihood Impact	2  24-Oct-2014	SP	GPs have now signed up to carry out the checks so permission sought to remove this risk from the registre
						12  08-Jul-2014		
						12  31-Mar-2014		
						12  31-Dec-2013		
Sophie Ellis	KSR68 / BI18 Inability to deliver TOM's across the organisation	Risk	Inadequate delivery planning for TOM's across the organisation.	Ambition set out in TOM's is not achieved.	 Likelihood Impact	12  05-Jan-2015	O	1. Delivery planning coordinated through Prog Office and M2015. 2. Business Partners leading on departmental delivery assurance. 3. Savings proposals for 17/9 to articulate TOM impact.
						9  24-Oct-2014		
						9  08-Jul-2014		
Kathryn Wittams-Smith	KSR69/ER92 Lack of capacity within HR to support the level of change identified through TOM		Reduction of resources in HR due to changes in HR structure.	Reduced support to department, impact on changes to be delivered.	 Likelihood Impact	10  05-Jan-2015	SP	The HR risk remains the same for now. A temporary agency worker is being engaged in the new year which should reduce the risk in the short term. However HR savings have been brought forward which will result in a 60% reduction in HR BP support from April 2015so will only be a temporary fix.
						10  08-Jul-2014		

# PERFORMANCE MANAGEMENT FRAMEWORK

## Introduction

Merton launched its Performance Management Framework in 2004. While the main principles of performance management remain the same, the framework undergoes annual review and updating where and when required, to ensure that it remains up to date with changes within the organisation and outside.

We are committed to delivering customer-focused services. To achieve this, it is essential that we measure our performance, both against our own intentions, and the performance of others, using that information to improve local services.

Performance management enables us to ensure that our goals are constantly being met, whilst allowing us to identify best practice and address areas of concern. It is about how we consistently plan and manage improvements to our services to ensure continuous improvement in line with Lean principles. Sustainable improvements in services are unlikely to happen without it.

Everyone in the organisation has a part to play in monitoring our services and achieving our ambition.

## Why measure performance?

- It highlights areas where we are doing well, and areas which need improving;
- To enable our managers to monitor performance, manage effectively and plan for the future of the service;
- Performance data is required by the decisions makers within the council to help inform their decisions;
- Timely and accurate performance data will help identify problems early and enable us to put actions in place to address / rectify the situation;
- In order to improve, we need to know where we are now and ensure that we are doing the right things for the right reasons;
- Performance Management provides the evidence required for change and improvement, and lastly;
- What gets measured gets done!

## Why do we need a Performance Management Framework?

Since the introduction by Central Government of the Single Data List in April 2011, removing the monitoring of performance to reduce the burden, and reductions of audit and inspection by central government, it is now even more important that we manage and monitor our performance. We must ensure that our Performance Measures are robust, challenging and realistic, ensuring that we are achieving and delivering our priorities.

## What is a Performance Management Framework?

This Performance Management Framework has been created to provide a view of the overall approach the council takes to managing performance.

The Framework should also be considered alongside the council's Risk Management and Data Quality Strategies.

Our framework will help all of us to understand:

- what we are trying to achieve as an organisation
- how we are going to achieve this
- how we will monitor and report progress
- how the contribution of staff, managers, teams and departments relate to each other to help deliver the targets set for the whole organisation

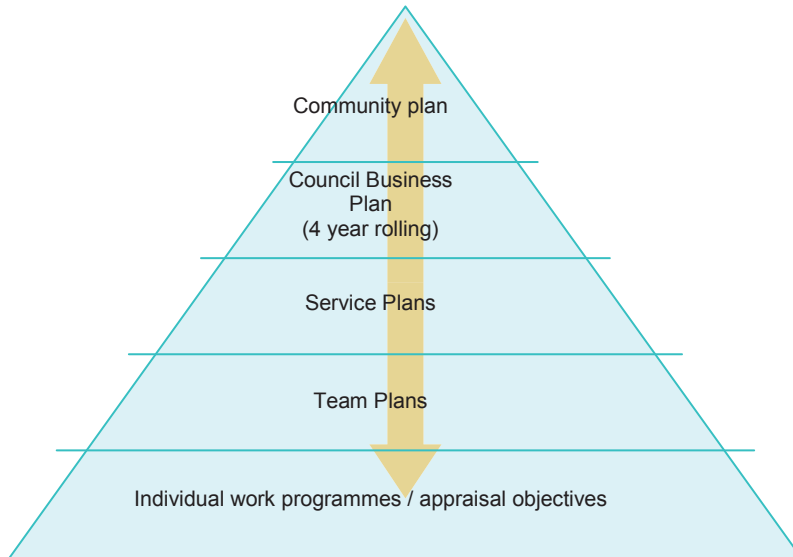


The framework has three parts

1. The planning framework, how the plan fits together - the Golden Thread
2. The planning, monitoring and review cycle
3. Taking responsibility seriously

***The planning framework - how the plans fit together, the 'Golden Thread'***

The performance management framework is represented by the performance triangle



The key aspects of the Golden Thread are:

- [The Community Plan](#) has been developed by the Merton Partnership and sets the overall direction and vision for the borough until 2019.
- [Business Plan](#) sets out the council's priorities for improvement over the next four years. The plan is reviewed every year to ensure that it always reflects the most important improvement priorities.
- [Service Plans](#) are reviewed every year to ensure they outline the key issues and priorities for the department.
- [Medium Term Financial Strategy](#) (MTFS) outlines how much money we expect to receive over the next four years and in broad terms what we expect to be spending this on.
- [Workforce Development Plan](#) is focused on making the best use of the skills of staff to deliver the services residents demand and deserve
- [Individual Appraisals](#) take place twice a year and are used to agree individual work programmes and targets.

***The planning, monitoring and review cycle - what happens, when and how?***

The planning, monitoring and review cycle shows how we continuously review and revise our performance in order to improve our services.



The cycle has four phases and takes place on an annual basis as part of the development of the next four year rolling Business Plan and agreement of the next year's budget.

**Planning** - Where are we now and where do we want to be?

Where we are now is reflected in our results against our performance indicators detailed in our service plans, the results of satisfaction surveys such as the Annual Residents Survey (ARS), and other inspection results. Our corporate ambitions and objectives that describe where we want to be are laid out in the Community Plan and the Business Plan and reflected at a more local level in service plans and targets in annual appraisals.

**Doing** - How do we get to where we want to be?

To get where we want to be we need to maximise our capacity to deliver the actions laid out in the various plans, and use our performance management and appraisals systems to ensure that we remain on course.

**Reviewing** - How are we doing and are we there yet?

By monitoring and managing performance, consulting with our partners and service users, and benchmarking against other providers we can assess our progress towards achieving our ambitions and learn from the good practice of others.

**Revising** - What do we do next?

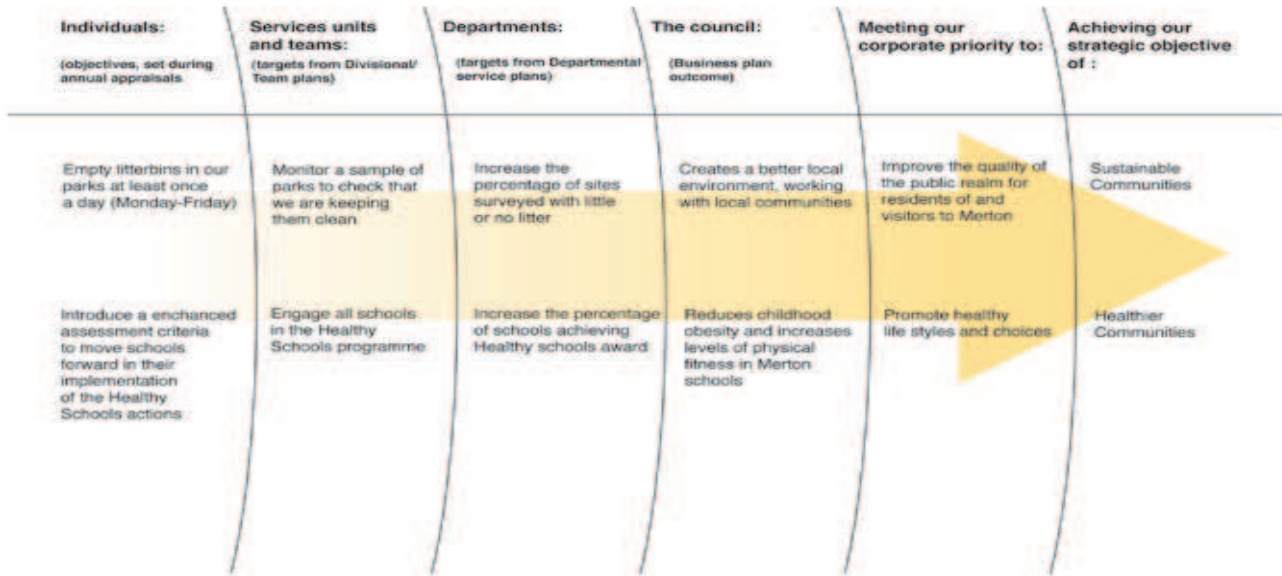
It is important that our services evolve to meet the needs of our residents. Having reviewed our performance we may need to change what we are doing or revise our ambitions and objectives so that we can continuously improve as an organisation.

To maximise the cycle's effectiveness we have an agreed timetable for the process which takes into account both performance and financial considerations. This timetable enables Councillors to agree priorities and allocate resources based on community views and needs, and accurate performance information. These priorities are translated into planned outcomes and performance targets to make sure that the right things get done.

**Taking responsibility for results** – how we go about doing it

Everyone has a responsibility to contribute to improving Merton, working within and using the performance management framework. This ensures that measurable activities at individual, team and service levels translate into outcomes.

It is the responsibility of the owner of the performance measure to ensure that details of the measure are clearly defined and that adequate collection, recording and validation processes are in place to enable effective monitoring and reporting in line with the council’s Data Quality Strategy.



**Performance Management Systems and Collection Arrangements**

With effective from 1 June 2013 performance against service plan measures is captured and reported via our Performance Management System known as Covalent.

One the first day of each month departmental performance leads are reminded of the deadline date by which performance data needs to be uploaded onto the system.

Performance Monitoring reports are presented to CMT on the fourth Tuesday of every month, Cabinet receives quarterly reports and Full Council annually. In addition, a monthly performance dashboard is published on both the internet and intranet giving staff, Members, residents and the public access to the latest performance data detailing how the council is doing against it targets.

## Roles and responsibilities

The roles and responsibilities are outlined below:

<b>Individuals</b>	All staff have a responsibility to deliver the tasks / actions that have been agreed in their appraisal and understand how their work contributes to the team, departmental and council goals.
<b>Managers</b>	All managers have responsibility for supporting their staff through the appraisal process and regular reviews. They must also show commitment and accountability by leading through example. Managers should ensure that their team have regular meetings to share information, review progress of their divisional and team plans, develop ideas, identify areas for the next plan and agree the way forward on a variety of team and work issues. Managers should use these meetings to raise issues around corporate priorities, tell staff about developments within the department and the council and to cascade information about performance to staff.
<b>Heads of service</b>	Heads of service report to Directors and are responsible for overseeing the performance of service units within their remit. They take a key role in the development and monitoring of their service plan at their DMT. They may also take on or contribute to wider corporate projects.
<b>Departmental Management Teams (DMT's)</b>	DMT's monitor their department's performance information and are responsible for taking action to deal with under-performance. DMT's make sure that every manager in the department knows and understands the planning cycle and performance management framework
<b>Directors</b>	Each Director is responsible for the performance of their department. They must make sure that appropriate reporting arrangements are in place with their DMT's to enable them to monitor performance. Directors demonstrate commitment to the performance management framework by leading its implementation within their department. They make sure their service plans are monitored at least every two months and regularly provide progress reports to the Chief Executive and appropriate Cabinet portfolio holder(s). Directors also have collective responsibility for corporate improvement as members of Corporate Management Team (CMT)
<b>Corporate Management Team (CMT)</b>	CMT is made up of the Chief Executive and Directors of the four departments. Its role is to focus on the 'big issues' facing the council and develop the organisation's strategic approach and service delivery. CMT reviews performance monthly and it can ask DMT's to review areas of concern and agree management action to address under-performance.
<b>Cabinet and Elected Members</b>	Ultimately, councillors are responsible for setting the direction of the Council and developing priorities by developing policy, setting strategic targets, monitoring progress, and agreeing the framework for continuous improvement.
<b>Full Council</b>	Members receive regular reports on progress against the strategic themes, including any relevant performance information and can use these meetings as an opportunity to ask questions of Cabinet members about performance issues.
<b>Overview and Scrutiny</b>	Overview and Scrutiny panels have regular performance monitoring task groups to examine performance data, detect trends and identify key areas of concern. They are responsible for challenging Cabinet to ensure that they are fulfilling their responsibilities. If they have areas of concern then they can ask Cabinet members and officers to attend meetings to answer questions. If they have wider concerns about the performance of a service area then they could carry out a scrutiny review into a particular area.

## Help and advice

If you require any guidance or advice with regards to Performance Management or have any queries please contact a member of the [Business Planning team](#).

### Corporate Indicator set 2015-16

The corporate indicator set is a set of ten key measures from each of the four departments. There are 40 performance measures in total which are monitored on a monthly basis by the Corporate Management Team (CMT).

### Corporate Indicator set 2015/16

Dept. / Service Area	PI code and description	13/14 target	14/15 target & target to date	14/15 Perf. to Nov/Q2	15/16 target	Frequency	Polarity
CS – Customer Services	CRP 18 & SP ????(on service plan) - % council tax collected	97% n/a (Nov)	97% 75.9 (Nov)	75.97%(Nov)	97.25% n/a (Nov)	Monthly	High
CS – Customer Services	CRP 36 & SP155 - % of business rates collected	97% n/a (Nov)	97.25% 78%	74.69% (Nov)	97.50% n/a Nov	Monthly	High
CS – Customer Services	CRP 13 - % of positive and neutral coverage tone	91.5%	92%	97.69%	92.5%	Monthly	High
CS – Customer Services Corporate Governance	CRP 37 - % of complaints progressed to level 2 (quarterly in arrears)	10%	9%	6.19%	9%	Quarterly	Low
CS – Customer Services	CRP 43 & SP301 – % Successful website visits	81.5%	84%	83.64% H & 62.31% L	74.3784%(1)	Monthly	High
CS – Corporate Governance	CRP 14 & SP??? - % of ombudsman complaints answered in time	90%	90%	85.71%	90%92.5%	Monthly	High
CS – Corporate Governance	CRP 41 & SP 192 - % of Freedom Of Information requests dealt with in time (monthly in arrears)	90%	90%	89.05%	90%92.5%	Monthly	High
CS – Corporate Governance	CRP 42 - Freedom of Information (FOI) requests answered in full (including information already published or not held)	80%	85%	86.68%	85%	Monthly	Low
CS – Human Resources	CRP 04 & SP 351- Average numbers of working days lost to sickness	87 n/a (Nov)	87 4.64 (Nov)	4.756 (Nov)	8	Monthly	Low
CS – Infrastructure & transactions	CRP 16 & SP 401 - The level of CO2 emissions from the council's main operational buildings (tonnes) – (2014/15 to include ALL council buildings thus increase in target).	1,875	4,100	Q1 749.47	4,000	Quarterly in Arrears Monthly	Low
CS – Infrastructure & Transactions	CRP 074 – Number of staff working from Civic Centre	1,275	1,275	Q1 1075	1,275	Quarterly in Arrears	High
E&R – Parking Services	CRP 44 – Parking services estimated revenue	£11,401,998 n/a (Nov)	£11,789,000 £7,859,328 Nov	£7,894,819 Nov	£11,872,000	Monthly	High
E&R - Property	CRP 46 & SP023 - Increase the level of capital receipts to support the financial strategy (excluding Merton Priory Homes)	£5,000,000 n/a (Nov)	£1,300,000 £500,000 Q2	£400,000 Q2	£1,000,000	Quarterly	High

Dept. / Service Area	PI code and description	13/14 target	14/15 target & target to date	14/15 Perf. to Nov/Q2	15/16 target	Frequency	Polarity
E&R – Waste Management	CRP 47 & SP 068 – No. of refuse collections including recycling and kitchen waste missed per 100,000	60	55	53.17	50	Monthly	Low
E&R – Street Cleaning	CRP 48 - % sites surveyed on street inspections for litter that are below standard	8.5	8.57.5	6.31	9.5%	Monthly	Low
E&R – Street Cleaning	CRP 49 & SP 059 – Number of fly tips in streets and parks	3,300 n/a Nov	3,200 2,128 (Nov)	2,641 (Nov)	3,700	Monthly	Low
E&R – Development & Building Control	CRP 45 & SP 118– Income from development and building control	£1,970,000 n/a Nov	£2,010,000m <del>£1,970,000</del> £1,339,996 No)	£1,375,534 Nov	£2,050,000 n/a Nov	Monthly	High
E&R – Development & Building Control	CRP 50 - Volume of planning applications	1,850 n/a Nov	2,050 1,288 Nov	1,709 Nov	3,500	Monthly	High
E&R – Development & Building Control	CRP 51 & SP 114- % of major planning applications processed within 13 weeks	60%	60%45	53.33%	60%	Monthly	High
E&R – Development & Building Control	CRP 52 & SP 115- % of minor planning applications processed within 8 weeks	65%	50%	60.53%	66%	Monthly	High
E&R – Development & Building Control	CRP 53 & SP116- % of other planning applications processed with 8 weeks	80%	81%75	85.45%	81%	Monthly	High
C&H – Adult Social Care	CRP 54 & SP 039 - No. of adults Inc. carers, in receipt of Direct Payments or Personal Budgets as a % of all customers & carers receiving community based services.	70%	925%	94.5%	95%	Monthly	High
C&H – Adult Social Care	CRP 55 & SP 275 – Weekly rate of delayed transfers of care from hospital - (both Merton & NHS responsible)	6.5	5	2.313	5%	Monthly	Low
C&H – Adult Social Care	CRP 56 & SP054 – % No Carers receiving a service of information and advice	n/a	878 592 Nov	750 Nov	930(2)	Monthly	High
C&H – Adult Social Care	CRP 57 & SP274 - No. of adults receiving community based Services e.g. Personal Care, to help them continue to live in their own homes, as a % of all customers receiving services	82%	70%	75%	71%	Monthly	High
C&H – Adult Social Care	CRP 58 & SP 273– No. of adults on the Occupational Therapy waiting list	80	75	78.75	74	Monthly	Low
C&H - Libraries	CRP 59 & SP 008 – No. of people accessing the library service by borrowing an item or using a peoples network terminal at least once in the previous 12 months	54,000	54,500	59,561	55,000 (3)	Monthly	High
C&H - Libraries	CRP 60 & SP 009 - Number of visitors accessing the library service on line	110,000 n/a Nov	115,000 Nov 76,660 Nov	130,191 Nov	125,000(4) n/a Nov	Monthly	High

Dept. / Service Area	PI code and description	13/14 target	14/15 target & target to date	14/15 Perf. to Nov/Q2	15/16 target	Frequency	Polarity
C&H – Housing Needs & Enabling	CRP 61 & SP 036 – The number of households in temporary accommodation provided under the homeless legislation	100	125400	119	130	Monthly	Low
C&H – Housing Needs & Enabling	CRP 62 & SP .35 – The number of homelessness cases prevented	550 n/a Nov	550 367 Nov	384 Nov	550 n/a Nov	Monthly	High
C&H – Merton Adult Education	CRP 078 & SP 335- % Retention rate	8887	8887	No Return	88%	Monthly	High
C&H – Merton Adult Education	CRP 079 & SP 334- % Achievement rate	95%	96%	No Return	96%	Monthly	High
C&H – Merton Adult Education	CRP 080 & SP 285 - % Success rate	83%	84%	No Return	84%	Monthly	High
CSF – Children's Social Care	CRP 64 & SP 075 – % Children and young people on child protection plan for second or subsequent time	10%	10%	12.9%	10%	Monthly	Low
CSF – Children's Social Care	CRP 65 & SP 095 - Number of Special guardianship orders and adoptions finalised during the year	12 n/a Nov	13 6 Nov	9 Nov	13	Monthly	High
CSF – Children's Social Care	CRP 71 & SP 091 – No. of first time entrants to the Youth Justice System aged 10-17 years.	96 n/a Nov	80 56 Nov	43 Nov	75 n/a Nov	Monthly	Low
CSF – Children's Social Care	CRP 72 & SP 319 – % 16-19 year olds Not in Education, Employment or Training (NEET)	8.3%	6%	3.6%	5%	Monthly	Low
CSF - Education	CRP 68 & SP 084 - % of Good or Outstanding Ofsted inspections rated as good in children's centres.	100%	100%	100%	100%	Monthly Quarterly	High
CSF - Education	CRP 69 & SP 078 – % Outcome of schools Ofsted inspections rated as good or outstanding	77%	85%	82.69%	85%	Monthly	High
CSF - Education	CRP 075 & SP 077- % 5 GCSE A-C including English and math	64%	64%65	62.6%	65%	Annual	High
CSF - Education	CRP 076 & SP 347- % L4 English and maths at KS2	78%	78%82%	78%	82%	Annual	High
CSF – Commissioning, Strategy & Performance	CRP 077 & SP 374- No. of in-house foster carers recruited	16 n/a Nov	20 8 Nov	3 Nov	20 n/a Nov	Quarterly	High
CSF – Commissioning, Strategy & Performance	CRP 73 & SP 109- % vacancies in reception year of primary school	2%	2%	3.75%	4%(5)	Annual	Low

Dept. / Service Area	PI code and description	13/14 target	14/15 target & target to date	14/15 Perf. to Nov/Q2	15/16 target	Frequency	Polarity
CSF – Commissioning, Strategy & Performance	CRP 66 & SP 290 - % Looked after children in foster care placed with external agency carers	38%	36%	48%	35%	Monthly	Low

CS = Corporate Services,

E&R = Environment & Regeneration,

C&H = Community & Housing,

CSF = Children, Schools & Families.

Red = Underperforming

Green = Meeting Target

Blue = Over Performing by 20% or more

#### **Notes**

- (1) Socitim have changed the basis of the survey, it is now conducted part way through the web site visit rather than at the end this timing results in fewer customers have found what they were searching for. The target for this PI has been reset from 2015/16 onwards.
- (2) Provisional figure will be finalised in February 2015 by Adult Social Care Senior Management Team.
- (3) There has been a spike in these figures due to some projects running, it is not envisaged that this spike will continue longer term
- (4) There has been a spike in these figures due to the launch of the new service, it is not envisaged that this spike will continue longer term
- (5) In the late 90s the Audit Commission recommended a vacancy rate of 5% for Reception to allow some parental choice. Merton along with other local authorities is working with a lower percentage of circa 3%. The percentage has been increased in 2015/16 because of the impact of the free school which is incorporated into Merton's returns.



# SERVICE PLANNING 2015-19

The Service Plans agreed by service departments during the 2015/19 Business Planning Process are set out in the following pages. During this process Service Plans were considered by Cabinet on 8 December 2014 and 16 February 2015.

Proposed Final Service Plans were considered and agreed by Council on 4 March 2015.

Interim Service Plans were scrutinised by the Overview and Scrutiny Commission and Panels during the January 2015 cycle of meetings and by the Overview and Scrutiny Commission on 29 January 2015.

The service plan is designed to be a two page document the first page summarises key resources, drivers and performance. The second page focusses on the outcomes and impacts of the major projects identified.

At the start of the Business Planning Process managers were issued with guidance to clarify understanding and improve the quality and consistency of submissions. Each department reviewed the appropriateness of their current service plans. The tables below summarise the 28 service plans over their relevant Scrutiny Panels and departments.

## Scrutiny Panels

<b>Children &amp; Young People</b>	<b>Healthier Communities &amp; Older People</b>	<b>Overview &amp; Scrutiny</b>	<b>Sustainable Communities</b>
Children's Social Care	Adult Social Care	Business Improvement	Commercial Services (Waste)
Commissioning, Strategy & Performance	Public Health	Corporate Governance	Development & Building Control
Education		Customer Services	Regulatory Service Partnership (formerly Environmental Health)
		Human Resources	Future Merton
		Infrastructure & Transactions	Housing Needs & Enabling
		Resources	Leisure & Culture Development
		Safer Merton	Libraries
		Shared Legal Services	Merton Adult Education
			Parking
			Parks & Green Spaces
			Property
			Street Cleaning
			Traffic & Highways
			Transport (merged Commissioning and Passenger Fleet)
			Waste Management

## Departments

<b>Children, Schools and Families</b>	<b>Community and Housing</b>	<b>Corporate Services</b>	<b>Environment and Regeneration</b>
Children's Social Care	Adult Social Care	Business Improvement	Commercial Services (Waste)
Commissioning, Strategy & Performance	Housing Needs & Enabling	Corporate Governance	Development & Building Control
Education	Libraries	Customer Services	Regulatory Service Partnership (formerly Environmental Health)
	Merton Adult Education	Human Resources	Future Merton
	Public Health	Infrastructure & Transactions	Leisure & Culture Development
		Resources	Parking
		Shared Legal Services	Parks & Green Spaces
			Property
			Safer Merton
			Street Cleaning
			Traffic & Highways
			Transport (merged Commissioning and Passenger Fleet)
			Waste Management

The paragraphs below provide an overview of the approach taken to completing the information requirements on the service plans:

### Page 1

- i) Service description – Managers are asked to provide a succinct description of the key activities undertaken by the service.
- ii) Anticipated demand - What their key demand channels are and how best to measure them.
- iii) Anticipated non-financial resources - What are the key resources used to deliver services and products, to aid completion drop down menus can be used to identify accommodation, contractors, staff, transport and voluntary services. Managers may also identify their own resources.
- iv) Corporate strategies – From a drop down menu managers are asked to identify what key strategies they contribute to. These strategies are identified on page 6 of the Business Plan 2013-17.
- vi) Performance indicators – Managers are asked to identify the key performance indicators for their service, they must then indicate whether they should be measured monthly, quarterly, annual or biennial. Polarity indicates whether a higher or lower score are beneficial. Finally, indicators must be allocated one of the following six classifications:
  - **Business critical** - the business critical function of the service often with severe consequences if this is interrupted or not met.
    - e.g. tonnage of waste sent to landfill (a high tonnage can lead to landfill tax which has a detrimental effect to the council)
  - **Outcome** - The success of the service in fulfilling its service description
    - e.g. the % of waste recycled
  - **Output** – The quantity of work or services produced.
    - e.g. the number of Housing Benefit applications processed
  - **Perception** - resident or user satisfaction with the service or part of the service
    - e.g. resident satisfaction with street cleanliness
  - **Quality** - the quality of the service delivery
    - e.g. % of missed refuse collections
  - **Unit cost** - Cost required to provide or produce a unit of a service or product
    - e.g. cost per household per refuse collection

## **Page 2**

vii) Major projects and/or procurement – Managers are asked to briefly describe up to 10 major projects they are undertaking over the planning period (2014-18). On the second page they are able to provide additional details of the project and the following key impact information:

- **Major expected outcome** - the following eight choices are available to managers:
  - Improved customer satisfaction
  - Improved reputation
  - Improved resident wellbeing
  - Income generation
  - Income loss
  - More efficient way of working
  - To meet budget savings
  - To meet legislative requirements
- **Risk** - managers are asked to consider the risks that could prevent them from achieving projects or work programmes within agreed timescales and budgets and to the required standard and are referred to the corporate guidance on risk management which is contained in Section C of this document

The following pages display service plans for 2015-19 in departmental order.

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# **Children, Schools and Families Department**



**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

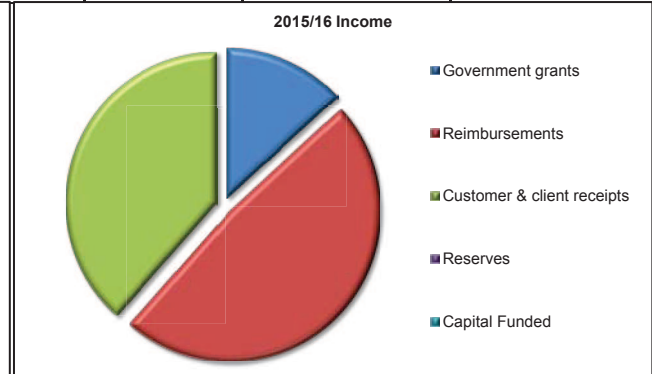
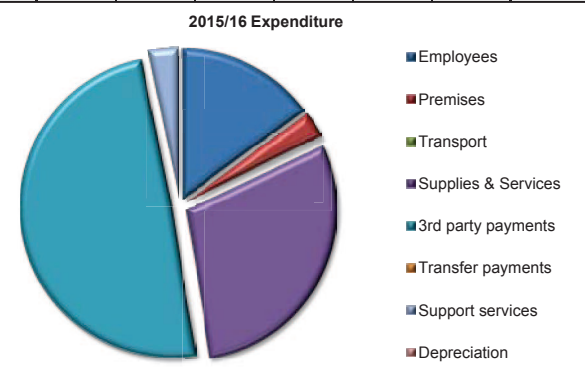
**Children's Social Care**

		PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
						Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>Deliver transforming families year 2 &amp; year 3 programme</b>	To meet legislative requirements				
Start date	2013-14	Project Details:	Continues programme of TF programme and claiming of performance based grant funding. Implementation of TF exit strategy & realigning TF team into CSF family intervention for the future. 2015-16 - Claim Transforming Families performance by results funding.			2	3	6
End date	2015-16							
<b>Project 2</b>		Project Title:	<b>Social Care Information System procurement &amp; implementation</b>	To improve case records, data quality, & management information on all casework in CSF, & to improve compliance with statutory & regulatory requirements including for inspection purposes				
Start date	2013-14	Project Details:	Cross-cutting project to provide system for both CSF & C&H casework, including financial aspects; led by Corporate Services. Will encompass capability to deal with new statutory requirements including C&F Bill in relation to CYP with SEND, management information & reporting for inspection purposes. Implementation phase will include extensive work to improve associated processes. Also interim improvements re data quality & reporting in CF. Involves parts of Education Division dealing with casework. System also used by R&I & ART within CSP.			3	3	9
End date	2015-16							
<b>Project 3</b>		Project Title:	<b>Preparation for new inspection regime</b>	To meet legislative requirements				
Start date	2013-14	Project Details:	To improve data quality, case records & management, filing & retention, & reporting to provide required information for inspection purposes. To improve assessment, case management & associated quality assurance. Primarily CSC project but also involves parts of Education Division & requires substantial input from CSP Division.			4	3	12
End date	2016-16							
<b>Project 4</b>		Project Title:	<b>Youth Justice</b>	To meet legislative requirements				
Start date	2014-15	Project Details:	Development of policy framework in response to regulation. Trend analysis.			3	2	6
End date	2015-16							
<b>Project 5</b>		Project Title:	<b>Joint work with Housing</b>	Improved resident well being				
Start date	2014-15	Project Details:	To develop joint approaches for older LAC, unaccompanied asylum seekers, families with NRTPF. Relates to commissioning under CSP.			4	2	8
End date	2015-16							
<b>Project 6</b>		Project Title:	<b>CSC &amp; Early Help Tom</b>	To improve safeguarding and support for LAC and care leavers, contain services within limited budgets, & for staff retention				
Start date	2013-14	Project Details:	To deliver the CSC and EH Tom programme through a range of projects and programmes including: recruitment and retention strategy; restructuring of central teams; implementation of QA framework; Flexible working ; Care proceedings as outlined in the relevant TOM			3	2	6
End date	2017-18							
<b>Project 7</b>		Project Title:		Select one major outcome				
Start date		Project Details:						0
End date								
<b>Project 8</b>		Project Title:		Select one major outcome				
Start date		Project Details:						0
End date								
<b>Project 10</b>		Project Title:		Select one major outcome				
Start date		Project Details:						0
End date								

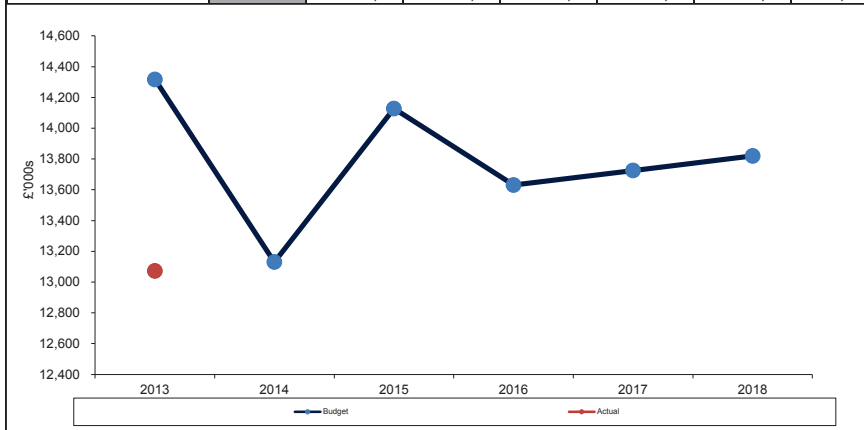
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Commissioning, Strategy and Performance		Planning Assumptions						The Corporate strategies your service contributes to					
Cllrs Maxi Martin & Martin Whelton, Cabinet Members for Childrens Services & Education		Anticipated demand		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Capital Programme			
Enter a brief description of your main activities and objectives below		Increased demand for primary school		2fe	2fe	1fe	2fe	0fe	0fe	Children & Young person's Plan			
<p>The Commissioning, Strategy &amp; Performance Division provides strategic services for the Children, Schools &amp; Families Department (CSF):</p> <ul style="list-style-type: none"> <li>policy, planning &amp; performance management;</li> <li>commissioning, procurement &amp; contract management;</li> <li>access to resources for looked after children/pupils with SEN;</li> <li>pupil place planning;</li> <li>school admissions;</li> <li>school expansion &amp; overall CSF capital programme management;</li> <li>some departmental business support.</li> </ul> <p>Main activities include:</p> <ol style="list-style-type: none"> <li>leading on strategic &amp; operational planning for CSF;</li> <li>leading on local Children's Trust &amp; partnership development;</li> <li>production of management information for internal performance management &amp; external reporting inc statutory returns;</li> <li>production of policy documents &amp; procedural guidance for professional staff;</li> <li>commissioning operational services &amp; leading on joint commissioning with partners;</li> <li>managing schools' Private Finance Initiative contract &amp; other service contracts;</li> <li>procuring placements for looked after children/pupils with SEN;</li> <li>planning sufficient school places;</li> <li>co-ordination of pupil admissions to Merton schools;</li> <li>project managing school expansions &amp; other capital schemes.</li> </ol>		Increased demand for secondary school				0-1fe	4fe (cumulative)	6fe (cumulative)	15fe (cumulative)	Community Plan			
		Increased demand for special school places									Core Planning Strategy		
		Overall demographic		Impact of birth rate - increase of 40% in births between 2002 & 2011								Corp Equality Scheme	
		Anticipated non financial resources		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19			Local Development Framework	
		Staff (FTE)		49	54	50	49	49	49			Performance Management Framework	
		Contractors		Commissioning of a range of services to support CSF functions									Social Inclusion Strategy
		Performance indicator		Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
				2013/14(T)	2014/15(T)	2015/16(T)	2016/17 (PT)	2017/18(PT)	2018/19(PT)				
		% reception year surplus places		2	2	5	6			Low	Annual	Business critical	parental choice
		% secondary school Yr7 surplus places Inc. Academies		12	8	5	5			Low	Annual	Business critical	parental choice
% major capital projects green/amber to time		90	90	90	90			High	Quarterly	Business critical	Increased costs		
% spend on approved capital programme				80	80			High	Quarterly	Business critical	Increased costs		
% fostered LAC in external agency foster care placements		38	36	46	46			High	Quarterly	Business critical	Increased costs		
Numbers of in-house foster carers recruited		16	20	20	20			High	Quarterly	Quality	Increased costs		
% completion rates for parenting programmes		75	80	80	80			High	Quarterly	Business critical	outcomes not improved		
% commissioned services quarterly monitoring completed		100	100	100	100			High	Quarterly	Business critical	reduced contract compliance		
% statutory returns to government on time		100	100	100	100			High	Quarterly	Business critical	Reputational risk		

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	<b>17,078</b>	<b>16,183</b>	<b>15,507</b>	<b>14,713</b>	<b>14,215</b>	<b>14,310</b>	<b>14,405</b>
Employees	2,268	2,126	2,165	2,208	2,186	2,187	2,187
Premises	951	896	532	418	420	422	423
Transport	39	58	39	36	37	37	38
Supplies & Services	6,696	7,235	6,333	4,317	3,911	3,976	4,040
3rd party payments	6,612	5,289	5,862	7,262	7,189	7,217	7,245
Transfer payments	0	0	0	0	0	0	0
Support services	512	579	576	472	472	472	472
Depreciation	0	0	0	0	0	0	0
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
<b>Income</b>	<b>2,762</b>	<b>3,111</b>	<b>2,377</b>	<b>585</b>	<b>585</b>	<b>585</b>	<b>585</b>
Government grants	388	332	106	77	77	77	77
Reimbursements	428	474	310	283	283	283	283
Customer & client receipts	1,946	2,305	1,960	225	225	225	225
Reserves	0	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0
<b>Council Funded Net Budget</b>	<b>14,316</b>	<b>13,072</b>	<b>13,130</b>	<b>14,127</b>	<b>13,630</b>	<b>13,725</b>	<b>13,819</b>



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Primary Schools Expansions		10,356	22,405	12,031	4,092	3,849	2,575
Secondary School Expansions		0	100	670	15,375	11,500	13,954
SEN Expansions		296	495	2,547	3,910	3,000	850
Inflation		0	0	428	1,952	1,876	2,075
Devolved Formula Capital/FSM		390	370	564	0	0	0
Schools Capital Maintenance		389	666	650	650	650	650
Other		580	530	214	104	104	0
<b>Total</b>	<b>0</b>	<b>12,011</b>	<b>24,566</b>	<b>17,104</b>	<b>26,083</b>	<b>20,979</b>	<b>20,104</b>



2015/16
Reduce expenditure on LAC and SEN placements: £100,000 Reduce expenditure on post 16 LAC/Care Leavers placements: £58,000 Reduce early intervention commissioning budgets: £63,000
2016/17
Reduce expenditure on LAC and SEN placements: £50,000 Reduce expenditure on post 16 LAC/Care Leavers placements: £50,000 Reduce early intervention commissioning budgets: £440,000
2017/18
2018/19



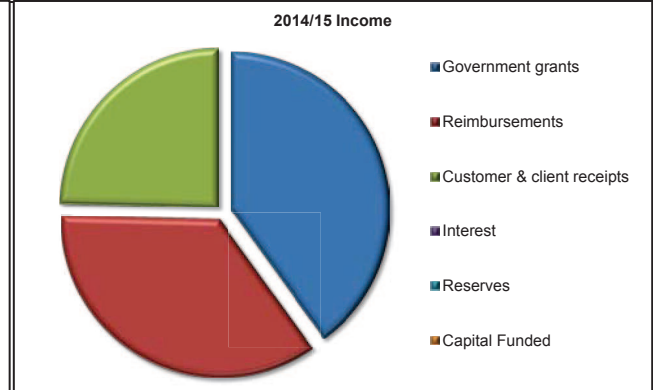
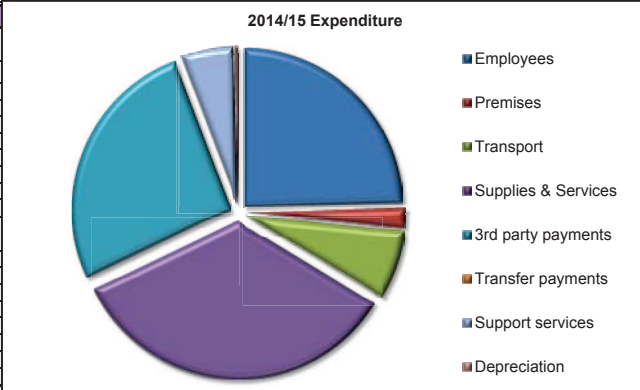
**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Commissioning, Strategy and Performance**

		PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
						Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>Commissioning</b>	More efficient way of working		3	2	6
Start date	2014-15	Project Details:	Range of significant changes to CSF commissioning, including working jointly with public health on commissioning of health visitor and school nursing services for CYP & families; working with PH and CCG to explore and implement more integrated models for the future commissioning of health services for CYP & families; commissioning of post-16 AltEd & RPA places; commissioning of placements for older LAC and care leavers accommodation.					
End date	2015-16							
<b>Project 2</b>		Project Title:	<b>Implementation of secondary &amp; special school expansion strategy</b>	To meet legislative requirements		4	3	12
Start date	2014-15	Project Details:	Pupil place planning; implementation of strategy; liaison with potential Free School providers; statutory processes; planning & delivery of construction contracts.					
End date	2019-20							
<b>Project 3</b>		Project Title:	<b>Schools' PFI</b>	More efficient way of working		4	2	8
Start date	2014-15	Project Details:	Complete renegotiation and implementation of new Governing Body Agreements with PFI schools. Progress savings opportunities from 2014 DfE sponsored savings review.					
End date	2015-16							
<b>Project 4</b>		Project Title:	<b>Release of Assets</b>	More efficient way of working		3	3	9
Start date	2013-14	Project Details:	To address a range of issues related to CSF property & accommodation, including implementation of flexible working for CSP services in the Civic Centre; review of asset release possibilities inc school caretakers' houses.					
End date	2015-16							
<b>Project 5</b>		Project Title:	<b>Increase uptake of Free School Meals</b>	Improved resident well being		3	1	3
Start date	2014-15	Project Details:	Continue project to Increase proportion of those eligible for free school meals who apply for and then take up entitlement. Work includes reviewing marketing and application procedures and targeted work with schools with lower FSM registrations than would be expected from analysis of deprivation factors.					
End date	2015-16							
<b>Project 6</b>		Project Title:	<b>Framework i Implementation</b>	More efficient way of working		2	2	4
Start date	2014-15	Project Details:	Engagement with implementation project with particular focus on ensuring system reporting tools and processes are fit for purpose to enable improved internal performance management reporting and external statutory returns.					
End date	2015-16							
<b>Project 7</b>		Project Title:	<b>Children and Young People Plan</b>	More efficient way of working		2	2	4
Start date	2015-16	Project Details:	Co-ordination of partner agencies in the review and refresh of Merton's Children and Young People Plan					
End date	2015-16							
<b>Project 8</b>		Project Title:	<b>Personal Budgets</b>	To meet legislative requirements		3	2	6
Start date	2014-15	Project Details:	Phased introduction of personal budgets for families of children subject to Education, health and care plans (ex SEN Statements). Initial phase PBs for home-school transport; following phases for exploration inc domiciliary care; overnight respite care					
End date	2016-17							

Education	Planning Assumptions						The Corporate strategies your service contributes to			
	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18		2018/19		
<b>Enter a brief description of your main activities and objectives below</b> <b>Merton School Improvement (MSI)</b> will improve outcomes for all pupils in Merton Schools by: <ul style="list-style-type: none"> <li>· monitoring, analysing &amp; evaluating pupil &amp; school performance</li> <li>· developing skills in planning, teaching, assessment, leadership &amp; management</li> <li>· working with schools to reduce inequality &amp; improve achievement for vulnerable groups</li> <li>· strengthening partnership working and school to school support</li> </ul> <b>Special Education Needs &amp; Disabilities Integrated Service (SENDIS)</b> will improve outcomes for CYP with SEND by: <ul style="list-style-type: none"> <li>· building early help capacity in schools &amp; settings, families &amp; the community</li> <li>· focus on safeguarding, early intervention &amp; prevention as well as direct support for families</li> <li>· implementing the requirements of the Children and Families Act ensuring that families are central and receive a joined up service</li> </ul> <b>Early Years Services</b> will improve outcomes for all children aged 0-5 by: <ul style="list-style-type: none"> <li>· managing the childcare market to ensure the supply of good quality funded early education provision for children aged 2, 3 and 4 in accordance with statutory duties</li> <li>· delivering Children's Centre services through a locality model with a focus on early help &amp; targeted services for vulnerable families</li> <li>· using the CASA to inform robust planning and case work for identified families</li> <li>· working with the early years sector to improve quality, reduce inequality and improve outcomes for vulnerable children and their families</li> <li>· developing the work force to work more holistically with vulnerable families and young children introducing a more robust performance management framework</li> </ul> <b>Youth Inclusion</b> will improve outcomes for Young People by: <ul style="list-style-type: none"> <li>· providing universal &amp; targeted in house &amp; commissioned services for YP &amp; schools</li> <li>· providing support to prevent bullying, substance misuse &amp; teenage pregnancy, to improve attendance &amp; to encourage emotional &amp; social development</li> <li>· developing alternative education offerings to enable YP to stay in education, training &amp; employment</li> <li>· leading on the council's partnership with the police &amp; CAMHS for education</li> </ul>	Forecast increase in population 5-19				2400		Children & Young person's Plan			
	Increase in compulsory education to 18						Community Plan			
	Forecast increase in targeted SEND services					200 - 400		Corp Equality Scheme		
	Forecast increase in population 0 - 4					780		Performance Management Framework		
<b>Anticipated non financial resources</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>112</b>	<b>2018/19</b>	Social Inclusion Strategy			
Staff (FTE)	236	253	269	243	224	224	LAC strategy			
School to school support							Youth crime			
Voluntary Services							Family poverty			
Voluntary Services							Health & wellbeing			
Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2013/14(T)	2014/15(T)	2015/16(T)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
% 5 or more GCSE graded A-C including English & maths	64	65	64				High	Annual	Outcome	Reputational risk
% outcome of Ofsted school inspections good or outstanding	77	85	86				High	Monthly	Outcome	Inspection outcomes
% Level 4 and above in reading, writing and maths	78	82	79				High	Annual	Outcome	Reputational risk
% secondary school attendance (LA only)	new	94.5	94				High	Quarterly	Outcome	Increased costs
% primary school attendance (LA only)	new	95	95				High	Quarterly	Outcome	Breach statutory duty
% of new EHCP requests completed within 20 weeks	new	85	85				High	Annual	Outcome	Reputational risk
% achieving a good level of development in the Early Years	60	65	60				High	Annual	Outcome	Increased costs
% Good or Outstanding children's centres per Ofsted	100	100	100				High	monthly	Outcome	Inspection outcomes
							High	Annual	Output	Reputational risk

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	<b>38,968</b>	<b>39,491</b>	<b>39,838</b>	<b>44,692</b>	<b>43,564</b>	<b>42,567</b>	<b>42,691</b>
Employees	10,536	10,591	10,199	10,955	10,204	9,659	9,659
Premises	824	752	734	906	909	912	914
Transport	3,222	3,636	3,113	3,150	3,194	3,238	3,282
Supplies & Services	12,951	12,710	13,972	15,370	15,328	14,811	14,869
3rd party payments	9,021	9,224	9,435	11,761	11,380	11,399	11,419
Transfer payments	19	17	19	19	19	19	19
Support services	2,188	2,354	2,175	2,358	2,358	2,358	2,358
Depreciation	207	207	191	172	172	172	172
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
<b>Income</b>	<b>5,831</b>	<b>5,411</b>	<b>4,982</b>	<b>9,335</b>	<b>9,735</b>	<b>9,235</b>	<b>9,235</b>
Government grants	401	482	250	3,743	3,743	3,243	3,243
Reimbursements	2,261	2,410	2,337	3,296	3,296	3,296	3,296
Customer & client receipts	2,397	2,605	2,394	2,296	2,696	2,696	2,696
Interest	0	0	0	0	0	0	0
Reserves	772	(86)	0	0	0	0	0
Capital Funded							
<b>Council Funded Net Budget</b>	<b>33,137</b>	<b>34,080</b>	<b>34,856</b>	<b>35,356</b>	<b>33,829</b>	<b>33,332</b>	<b>33,455</b>



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
	0	0	0	0	0	0	0

**2015/16**

Increased income generation and management efficiencies in School Standards and Quality service: £80,000  
Substantial reduction in EY budgets whilst retaining existing Children's Centres targeted work in areas of higher deprivation: £160,000  
Reduced investment in commissioned and in-house youth service: £100,000

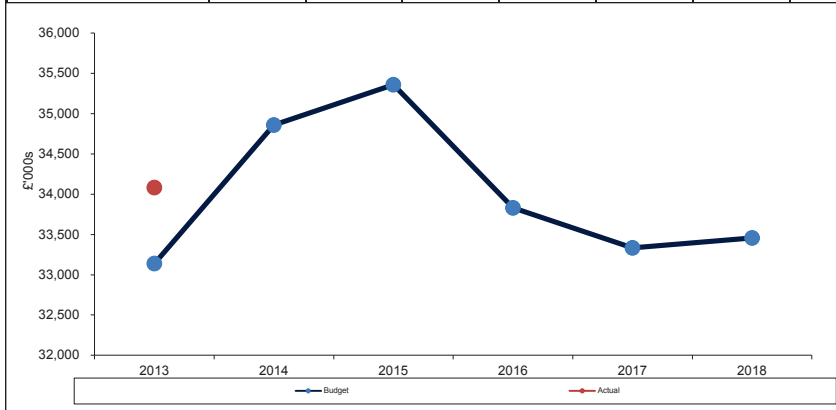
**2016/17**

Reduce Early Years service to pais-for childcare with very limited targeted service for highly vulnerable families: £271,000  
Reduced youth service to VCS provision: £480,000  
Public Health: £400,000  
Increased income from schools/ reduced LA service offer: £400,000

**2017/18**

Substantial reduction in EY budgets whilst retaining existing Children's Centres targeted work in areas of higher deprivation: £546,000  
Reduced service offer from school improvement: £75,000

**2018/19**



**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Education**

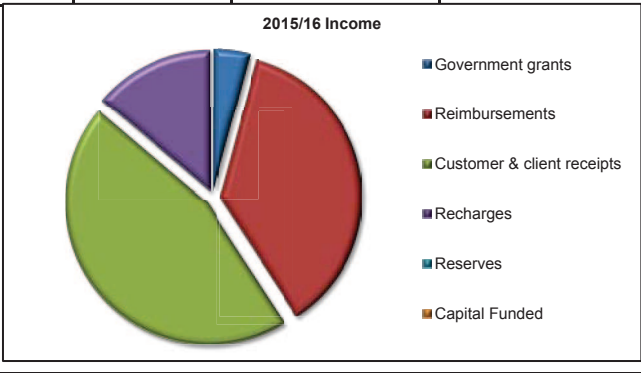
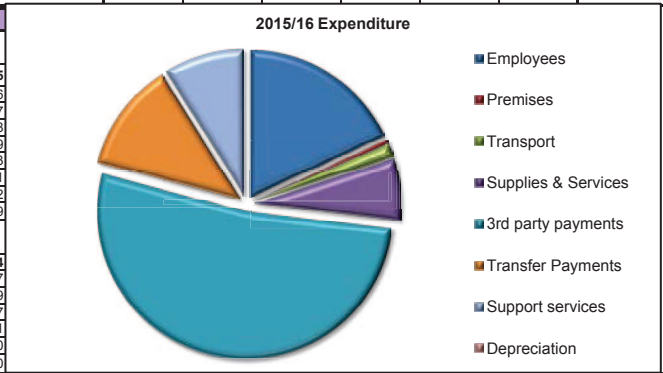
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk			
				Likelihood	Impact	Score	
<b>Project 1</b>		Project Title:	<b>Improving pupil outcomes at KS2 &amp; KS4</b>				
Start date	2013-14	Project Details:	Rigorous support and challenge for schools in RI or vulnerable to RI including use of newly designed Securing Good Schools Programme. Training and briefings on Ofsted, assessment, curriculum and improving teaching. New outstanding teacher courses for primary and secondary teachers.	Improved resident well being	2	3	6
End date	2016-17						
<b>Project 2</b>		Project Title:	<b>School Improvement through partnership</b>				
Start date	2013-14	Project Details:	Ongoing support for the development of the Merton Education Partnership and brokerage of school to school support through Merton Leaders of Education, primary expert teachers and liaison with Teaching Schools	Improved resident well being	2	2	4
End date	2016-17						
<b>Project 3</b>		Project Title:	<b>Transforming Early Years</b>				
Start date	2013-14	Project Details:	Securing supply of good quality sufficient number of funded education places for 2, 3 and 4 year olds.; On-going development of the Locality Model to reorganise Children's Centre provision to maximise outcomes within available funding. Service realignment and standardisation across back office functions. Develop further alternative / shared / mixed use for the centres to include an accommodation review and ICT infrastructure review. To increase income and develop a charging framework across the service, includes customer contact and self serve options for fee paying customers.	Improved resident well being	3	2	6
End date	2015-16						
<b>Project 4</b>		Project Title:	<b>Implementation of requirements of Children &amp; Families Act</b>				
Start date	2013-14	Project Details:	Implementation of legislative requirements including assessment framework, Ed, Health & Care Plan, development of the local offer, preparation for adulthood pathways, secure web portal, personal budgets for those families that want them. Related to SCIS Programme. Addressing new statutory duty for age 19-25. Develop plan and manage process within available funding streams.	To meet legislative requirements	4	3	12
End date	2015-16						
<b>Project 5</b>		Project Title:	<b>Development of AltED &amp; linked provision</b>				
Start date	2013-14	Project Details:	Development of Melbury College and commissioning of AltEd provision. Including addressing new statutory duty for age 19-25. Develop plan and manage process within available funding streams.	To meet legislative requirements	3	2	6
End date	2015-16						
<b>Project 6</b>		Project Title:	<b>Youth transformation phases 2 &amp; 3</b>				
Start date	2013-14	Project Details:	Consolidation of localities - Morden and Wimbledon and roll out of Mitcham provision	Improved resident well being	4	3	12
End date	2015-16						
<b>Project 7</b>		Project Title:	<b>Improve rates of Persistent Absenteeism</b>				
Start date	2014 -2015	Project Details:	Pilot project for one year initially to target PA in years 5,6 and 7 through targetted early intervention and family support in collaboration with schools and EWS	To meet legislative requirements	3	2	6
End date	2015 -2016						

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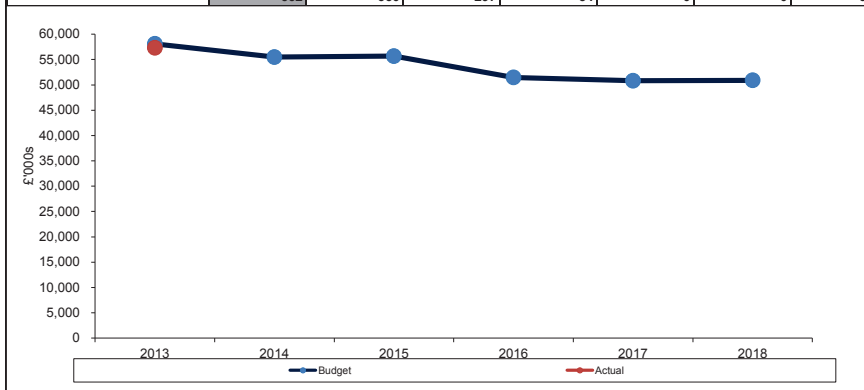
# **Community and Housing Department**

Adult Social Care Cllr Caroline Cooper-Marbiah Cabinet Member for Adult Social Care & Health Enter a brief description of your main activities and objectives below	Planning Assumptions						The Corporate strategies your service contributes to				
	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
<p>Adult Social Care is a statutory service, underpinned by several pieces of legislation, whereby the council has a duty to provide or commission support, based on an assessment of need for people over the age of 18. People who are in need /at risk due to disability or illness. Once a need has been defined, there is a duty to meet it.</p> <p>There are eligibility criteria to define need and to keep this in line with resources as far as possible.</p> <p>Our approach to redesign the service and find savings is based on a model for using resources. This means maintaining some focussed investment in prevention and recovery in order to limit spend on long term support. Where long term support is needed, we do this in a person centred way which encourages maximum independence, minimises processes if they don't add value for customers or taxpayers, to work in partnership to achieve these goals, and to enable and encourage everyone to contribute to their own or others' support alongside what is funded by the taxpayer.</p> <p>Looking ahead there are two key national policy changes and challenges to incorporate in our redesign, namely the Care Act and integration with health services.</p>	No. of people requiring services	6630	6729	6829	6920					Voluntary Sector Strategy	
	People aged 85-89	2400	2400	2500	2500					Community Plan	
	People aged 95+	1700	1800	1800	1900					Social Inclusion Strategy	
	No. of people aged 65+ with dementia	1963	1957	2022	2047					Children & Young person's Plan	
	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				Corp Procurement Strategy
	Staff (FTE)	444	420.19	383.53	356.07	344.07	332.07				Customer Services Strategy
	Staff (FTC)	0	0	1	0	0	0				Homelessness Strategy
											Older People's Housing
											Workforce Development Plan
Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)					
No of carers receiving a service	N/A	878	930	996	1075	1140	High	Monthly	Business critical	Breach statutory duty	
% Older people still at home following Reablement	N/A	85.7	85.8	85.9	86	86.1	High	Annual	Outcome	Increased costs	
No of people on the Occupational Therapy waiting list	66	75	74	72	70	68	Low	Monthly	Quality	Increased waiting times	
% People receiving 'long term' Community Services	N/A	70	71	72	73	74	High	Monthly	Business critical	Increased costs	
% People with 'long term' services receiving Self-Directed Support	N/A	95	95	95	95	95	High	Monthly	Unit cost	Government intervention	
The rate of Delayed Transfers of care from hospital (both NHS and Merton)	2.9	5	5	5	5	5	Low	Monthly	Business critical	Increased costs	

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	<b>79,605</b>	<b>79,734</b>	<b>77,102</b>	<b>79,194</b>	<b>74,845</b>	<b>74,180</b>	<b>74,275</b>
Employees	15,920	15,568	14,464	14,357	13,297	12,898	12,516
Premises	557	361	481	376	383	390	397
Transport	1,395	1,387	1,167	1,187	1,204	1,221	1,238
Supplies & Services	3,200	2,862	3,914	5,332	4,336	4,385	4,429
3rd party payments	42,642	43,508	40,565	41,400	38,633	37,844	37,803
Transfer Payments	9,157	9,073	9,394	9,551	10,001	10,451	10,901
Support services	6,674	6,915	7,041	6,932	6,932	6,932	6,932
Depreciation	60	60	76	59	59	59	59
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
<b>Income</b>	<b>21,495</b>	<b>22,424</b>	<b>21,604</b>	<b>23,516</b>	<b>23,364</b>	<b>23,364</b>	<b>23,364</b>
Government grants	131	132	135	965	927	927	927
Reimbursements	5,423	6,499	7,936	8,669	8,669	8,669	8,669
Customer & client receipts	9,980	10,165	10,424	10,637	10,637	10,637	10,637
Recharges	2,824	2,778	3,109	3,245	3,131	3,131	3,131
Reserves	3,137	2,850	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0
<b>Council Funded Net Budget</b>	<b>58,110</b>	<b>57,310</b>	<b>55,498</b>	<b>55,678</b>	<b>51,481</b>	<b>50,816</b>	<b>50,911</b>
<b>Capital Budget £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
IT Schemes	165	163	87	54	0	0	0
Merton Dementia Hub	497	497	0	0	0	0	0
JMC Extension		0	210	0	0	0	0
	<b>662</b>	<b>660</b>	<b>297</b>	<b>54</b>	<b>0</b>	<b>0</b>	<b>0</b>



Summary of major budget etc. changes ~ 2015/16							
2016/17							
Savings - £2,014m							
Growth for Concessionary fares increase - £0.157m							
Better Care Fund (BCF) allocation increases to £11,254m.							
£5.4m of the total allocation will be spent on investments managed by the Council							
(i.e. £3.428m spend carried forward from 2014/15 and £1.680m proposed new investments)							
£865k - Care Act Implementation revenue grant for new burdens included in budget.							
2017/18							
Growth for Concessionary fares increase - £0.450m							
Savings - £2,328m							
New Savings - £2,710m							
2018/19							
Growth for Concessionary fares increase - £0.450m							
Savings - £0,322							
New Savings - £1,576m							
2018/19							
New Savings - £1,133m							



DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD								
Adult Social Care								
PROJECT DESCRIPTION				MAJOR EXPECTED OUTCOME		Risk		
				Likelihood	Impact	Score		
<b>Project 1</b>		Project Title:	<b>Below inflation uplift to third party suppliers</b>					
Start date	2015-16	Project Details:	Continue the below inflation uplift. This will be a total of 8 years at 0% or below inflation uplift (2015-16 & 2016-17 Ref: CH1).	To meet budget savings and service design requirements		4	2	8
End date	2016-17							
<b>Project 2</b>		Project Title:	<b>Brokerage efficiencies</b>					
Start date	2015-16	Project Details:	Care and support packages will be negotiated and brokered to deliver the best value solution based on assessed need (2015-16 to 2017-18 Ref: CH3).	To meet budget savings and service redesign requirements		4	2	8
End date	2017-18							
<b>Project 3</b>		Project Title:	<b>Procurement efficiencies</b>					
Start date	2015-16	Project Details:	Delivering efficiencies through contract negotiations ((2015-16 - 2017-18 Ref: CH10).	To meet budget savings and service redesign requirements		4	2	8
End date	2017-18							
<b>Project 4</b>		Project Title:	<b>Remodelling and re-procuring the domiciliary care service</b>					
Start date	2015-16	Project Details:	Remodelling and re-procuring the domiciliary care service, following the end of the 3 year contract starting in 2012 (2015-16 to 2017-18 Ref: CH2)	To meet budget savings and service redesign requirements		3	2	6
End date	2017-18							
<b>Project 5</b>		Project Title:	<b>Supporting People</b>					
Start date	2015-16	Project Details:	Review and restructuring of Supporting People contracts. (2015-16 Ref: CH11)	To meet budget savings and service redesign requirements		4	2	8
End date	2015-16							
<b>Project 6</b>		Project Title:	<b>Staffing Reductions (Commissioning)</b>					
Start date	2015-16	Project Details:	Staffing reductions within the Commissioning Team (2015-16 Ref:?)	To meet budget savings and service redesign requirements		4	3	12
End date	2015-16							
<b>Project 7</b>		Project Title:	<b>Promoting Independence</b>					
Start date	2015-16	Project Details:	Public Value Review - Efficiencies to be found in hospital discharge process and customers to be enables to regain and maintain independence (2015-16 to 2016-17 Ref: CH2).	To meet budget savings and service redesign requirements		4	2	8
End date	2016-17							
<b>Project 8</b>		Project Title:	<b>Staffing Reductions (Direct Provision)</b>					
Start date	2015-16	Project Details:	Staffing reductions within the Direct Provision Team (2015-16 Ref: CH7).	To meet budget savings and service redesign requirements		4	2	8
End date	2015-16							
<b>Project 9</b>		Project Title:	<b>Voluntary Sector Organisations</b>					
Start date	2016-17	Project Details:	Realise benefits of new prevention programme in terms of reduced demand for statutory services, or alternatively if these benefits have not occurred then to reduce investment in the prevention programme through reduced grants to the voluntary sector (2016-17 Ref: CH5).	To meet budget savings and service redesign requirements		4	3	12
End date	2016-17							
<b>Project 10</b>		Project Title:	<b>Staffing Reductions (Access and Assessment)</b>					
Start date	2016-17	Project Details:	Reduction in management and staffing costs within Access and Assessment (2016-17 Ref:CH4).	To meet budget savings and service redesign requirements		4	3	12
End date	2016-17							

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD								
Adult Social Care								
PROJECT DESCRIPTION				MAJOR EXPECTED OUTCOME		Risk		
						Likelihood	Impact	Score
Start date	2016-17	Project Title:	<b>Additional Staff Savings - Access &amp; Assessment</b>	To meet budget savings and service redesign requirements		4	2	8
End date	2016-17	Project Details:	Additional staff savings - 12 FTE to be deleted from Access and Assessment (2016-17 Ref: CH20).					
Start date	2016-17	Project Title:	<b>Additional Staff Savings - Direct Provision</b>	To meet budget savings and service redesign requirements		4	2	8
End date	2016-17	Project Details:	Additional staff savings - 11 FTE to be deleted from Direct Provision (2016-17 Ref:CH21).					
Start date	2016-17	Project Title:	<b>Additional Staff Savings - Commissioning</b>	To meet budget savings and service redesign requirements		4	2	8
End date	2016-17	Project Details:	Additional staff savings - 4 FTE to be deleted from Commissioning (2016-17 Ref: CH22).					
Start date	2016-17	Project Title:	<b>Directorate</b>	To meet budget savings and service redesign requirements		3	2	6
End date	2016-17	Project Details:	Reduction in salaries costs (2016-17 Ref: CH23).					
Start date	2016-17	Project Title:	<b>Learning Disabilities - High Cost/ Medium Cost/Direct Payment Packages</b>	To meet budget savings and service redesign requirements		4	2	8
End date	2016-17	Project Details:	Review of high cost (>£1.5k) and medium cost (£400 - £1.5k) packages using the progression model (2016-17 Ref: CH24/CH25/CH26).					
Start date	2016-17	Project Title:	<b>Mental Health - Care Packages</b>	To meet budget savings and service redesign requirements		5	2	10
End date	2016-17	Project Details:	Review of support packages within all areas of Mental Health services using the recovery model (2016-17 Ref: CH27).					
Start date	2016-17	Project Title:	<b>Older People - Home Care/Direct Payments</b>	To meet budget savings and service redesign requirements		4	2	8
End date	2016-17	Project Details:	Review of Home Care within support packages and review of Direct Payment support packages using the enablement model (2016-17 Ref: CH28/CH30).					
Start date	2016-17	Project Title:	<b>Older People - Managing Crisis</b>	To meet budget savings and service redesign requirements		4	2	8
End date	2016-17	Project Details:	Managing crisis (including hospital discharge) admissions to residential care (2016-17 Ref: CH29).					
Start date	2016-17	Project Title:	<b>Physical Disabilities - Direct Payments/Home Care/High Cost Packages</b>	To meet budget savings and service redesign requirements		4	2	8
End date	2016-17	Project Details:	Review of all Direct Payments, home care within support packages and high cost packages using the progression model (2016-17 Ref: CH31/ CH32/ CH33).					
Start date	2016-17	Project Title:	<b>Substance Misuse Placements</b>	To meet budget savings and service redesign requirements		3	1	3
End date	2016-17	Project Details:	Actively manage throughput in residential rehab placements (2016-17 Ref: CH34).					



Adult Social Care

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk			
				Likelihood	Impact	Score	
Start date	2015-16	Project Title:	Review of customer care packages. Continue to review customers and make savings.	To meet budget savings	4	3	12
End date	2015-16	Project Details:					
Start date	2015-16	Project Title:	First Contact Service - Voluntary Sector Voluntary sector interface with public as first point of contact for potential social care customers.	To meet budget savings	3	4	12
End date	2015-16	Project Details:					
Start date	2015-16	Project Title:	Supporting People Contract Reduce capacity within the supporting people contract.	To meet budget savings	3	3	9
End date	2015-16	Project Details:					
Start date	2015-16	Project Title:	Day Care Services Change the day service offer around Merton day care services.	To meet budget savings	4	3	12
End date	2015-16	Project Details:					
Start date		Project Title:		Select one major outcome	0	0	0
End date		Project Details:					
Start date		Project Title:		Select one major outcome	0	0	0
End date		Project Details:					
Start date		Project Title:		Select one major outcome	0	0	0
End date		Project Details:					
Start date		Project Title:		Select one major outcome	0	0	0
End date		Project Details:					
Start date		Project Title:		Select one major outcome	0	0	0
End date		Project Details:					



**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

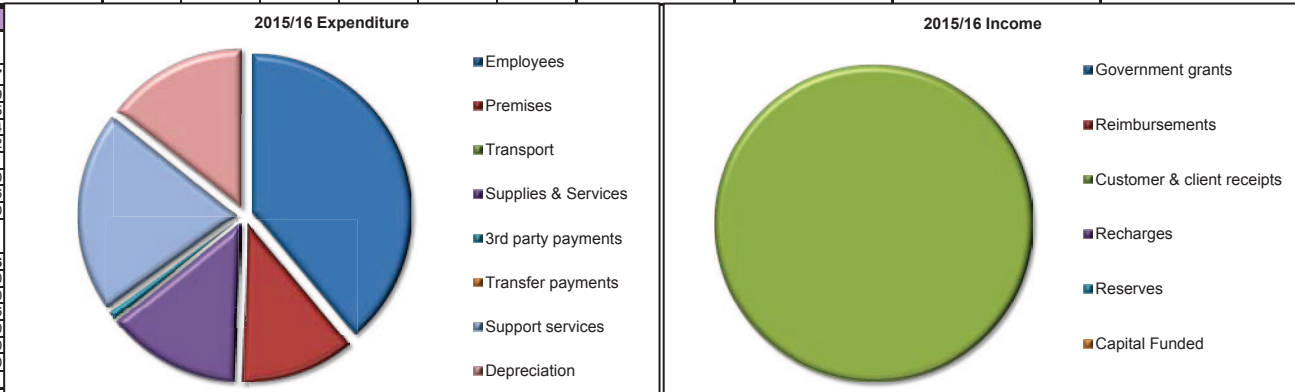
**Housing Needs and Enabling Services**

		PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
						Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>Deliver on-line self-assessment tools</b>					
Start date	2014-15	Project Details:	Implement on-line Housing Self-assessment tools for Housing Options and Housing Register Pre-assessment.	More efficient way of working	3	1	3	
End date	2015-16							
<b>Project 2</b>		Project Title:	<b>Maximise use of private rented sector</b>					
Start date	2013-14	Project Details:	Increase housing supply in Private Rented Sector (PRS) by continuing to consider and implement new and innovative ways to maximise use of the private sector housing market including rehousing through empty homes grants.	More efficient way of working	2	2	4	
End date	2018-19							
<b>Project 3</b>		Project Title:	<b>CHMP Regeneration</b>					
Start date	2014-15	Project Details:	Input to CHMP regeneration and master-planning with Future Merton.	Improved resident well being	1	3	3	
End date	2018-19							
<b>Project 4</b>		Project Title:	<b>Housing Service Review</b>					
Start date	2015-16	Project Details:	Review whether or not to keep the Housing Needs and Enabling Service in house or outsource, whilst also considering the place of Environmental Health (Housing).	Evaluation of alternative service delivery	3	1	3	
End date	2015-16							
<b>Project 5</b>		Project Title:	<b>Feasibility Study: Social Enterprise Private Lettings Agency</b>					
Start date	2014-15	Project Details:	Commission a feasibility study on benefits of running a Social Enterprise Private Lettings Agency.	More efficient way of working	3	1	3	
End date	2015-16							
<b>Project 6</b>		Project Title:	<b>Technology Review</b>					
Start date	2016-17	Project Details:	Review whether to retain Capita Housing and Home Connections in light of operating environment and undertake a "soft market test" on alternative products.	More efficient way of working + compliance with corporate policy	2	1	2	
End date	2016-17							
<b>Project 7</b>		Project Title:						0
Start date		Project Details:						
End date								
<b>Project 8</b>		Project Title:						0
Start date		Project Details:						
End date								
<b>Project 9</b>		Project Title:						0
Start date		Project Details:						
End date								
<b>Project 10</b>		Project Title:						0
Start date		Project Details:						
End date								

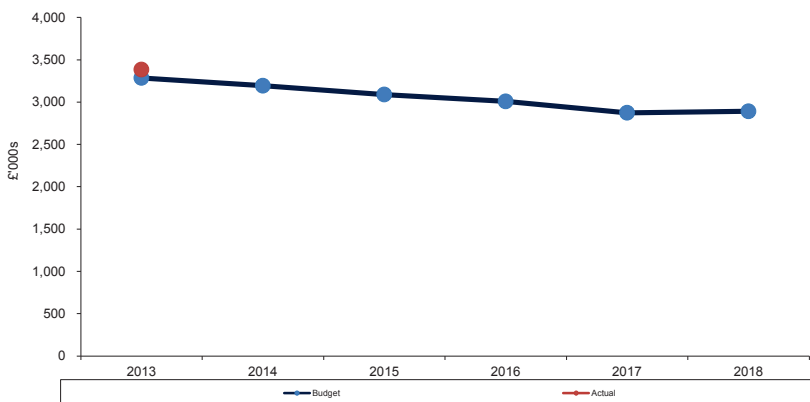
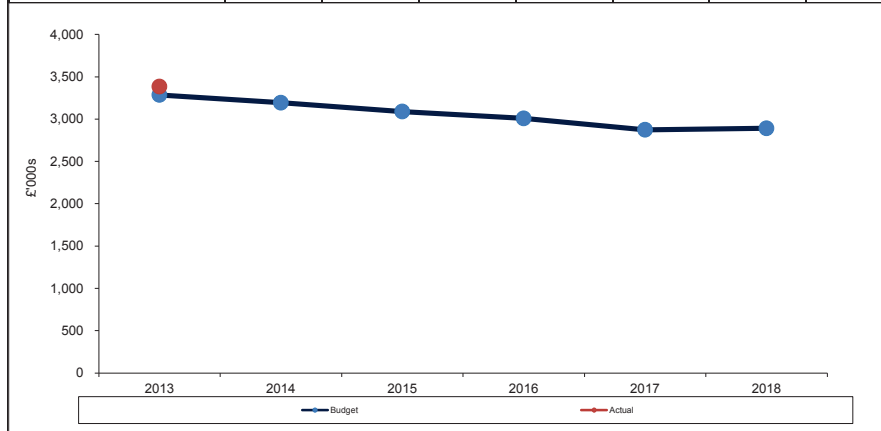
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Libraries	Planning Assumptions						The Corporate strategies your service contributes to			
Cllr Nick Draper Cabinet Member for Community & Culture	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18		2018/19		
Enter a brief description of your main activities and objectives below  The purpose of the service is to provide a 'comprehensive and efficient' library service, addressing the 'needs of adults and children' according to the Public Libraries and Museums Act 1964.  Local authorities have a statutory duty to make provision for a library service but may decide on how this is delivered.  Certain aspects of the service must be provided for free: Free lending of books Free access to information Free library membership  The Library Service aims to provide a modern, high quality and cost effective service that is responsive to the needs of customers. Our vision is to remain the most efficient library service in London whilst continuing to achieve some of the highest customer satisfaction levels.	Active users	54,000	54,500	55,000	56,000	56,000	56,000	Community Plan		
	Stock issues	1050000	1100000	1100000	1100000	1,100,000	1,100,000	Corp Equality Scheme		
	Registered members	125,000	130,000	135,000	135,000	135,000	135,000	Customer Services Strategy		
	Visitor figures	1,150,000	1,150,000	1,200,000	1,200,000	1,210,000	1,210,000	Voluntary Sector Strategy		
	<b>Anticipated non financial resources</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	Performance Management Framework		
Staff (FTE)	46	47	45.71	44.71	41.61	41.61	ICT Policy			
Accommodation (Libraries)	7	7	7	7	7	7	Performance Management Framework			
Equipment (PC's)	144	144	144	144	144	144	Workforce Development Plan			
							Asset Management Plan			
Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
No. of visitors accessing the library service online	110,000	115,000	125,000	135,000	150,000	150,000	High	Monthly	Business critical	Reduced uptake of service
Active users - peoples network terminal	54,000	54,500	55,000	56,000	56,000	56,000	High	Monthly	Business critical	Reduced uptake of service
% self service usage for stock transactions	95	95	95	95	95	95	High	Monthly	Outcome	Increased costs
Active volunteers in libraries	180	180	200	210	220	230	High	Monthly	Business critical	Customer hardship
Maintain Income	£282,570	£327,000	£331,000	£336,000	£340,000	£340,000	High	Monthly	Unit cost	Increased costs
Partnership numbers	25	30	30	30	30	30	High	Monthly	Quality	Customer hardship
% customer satisfaction (ARS)	78	78	78	78	78	78	High	Annual	Outcome	Reduced customer service

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	<b>3,795</b>	<b>3,730</b>	<b>3,634</b>	<b>3,405</b>	<b>3,325</b>	<b>3,191</b>	<b>3,207</b>
Employees	1,338	1,243	1,327	1,325	1,299	1,149	1,149
Premises	456	465	401	397	403	409	415
Transport	3	5	4	4	4	4	4
Supplies & Services	629	580	582	465	424	433	442
3rd party payments	65	63	65	28	9	10	11
Transfer payments	0	0	0	0	0	0	0
Support services	814	884	689	696	696	696	696
Depreciation	490	490	566	490	490	490	490
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
<b>Income</b>	<b>508</b>	<b>346</b>	<b>441</b>	<b>316</b>	<b>316</b>	<b>316</b>	<b>316</b>
Government grants	0	0	0	0	0	0	0
Reimbursements	154	72	114	0	0	0	0
Customer & client receipts	329	274	327	316	316	316	316
Recharges	0	0	0	0	0	0	0
Reserves	25	0	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0
<b>Council Funded Net Budget</b>	<b>3,287</b>	<b>3,384</b>	<b>3,193</b>	<b>3,089</b>	<b>3,009</b>	<b>2,875</b>	<b>2,891</b>



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Relocation of Colliers Wood Lib.	0	0	0	0	550	0	0
Library Self Service	0	0	0	350	0	0	0
	0	0	0	350	550	0	0



**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Libraries**

		PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
						Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>E-communications</b>	More efficient way of working		2	1	2
Start date	2013-14	Project Details	Continue to channel shift communication through digital methods: 1. Channel shift more customers towards receiving e-mail and SMS notifications; 2. Issue a quarterly customer e-newsletter; 3. Develop a library application for mobile phones; 4. Continue to develop library website.					
End date	2015-16							
<b>Project 2</b>		Project Title:	<b>Heritage Strategy</b>	Improved customer satisfaction		2	1	2
Start date	2015-16	Project Details	Publish new Heritage Strategy and deliver expected outcomes. Continue to draw in external funding and improve income streams.					
End date	2019-20							
<b>Project 3</b>		Project Title:	<b>Stock efficiency program</b>	More efficient way of working		2	1	2
Start date	2013-14	Project Details	Continue to deliver efficiencies in the way that stock is managed. Deliver media fund savings for 2015/16 and 2016/17. Maximise usage of e-resources.					
End date	2015-16							
<b>Project 4</b>		Project Title:	<b>Children &amp; Young People's projects</b>	Improved resident well being		3	1	3
Start date	2013-14	Project Details	Complete the rollout of the universal library membership scheme for all school children and students in Merton. Increase engagement with young people by establishing youth panels in libraries.					
End date	2016-17							
<b>Project 5</b>		Project Title:	<b>Outreach and Community Engagement plan</b>	Improved customer satisfaction		2	1	2
Start date	2013-14	Project Details	Deliver an annual outreach plan to increase usage of libraries including the rollout of Library Connect (pop up library solution). Complete annual user surveys and conduct research and engagement work with under represented groups to shape services accordingly.					
End date	2017-18							
<b>Project 6</b>		Project Title:	<b>IT Projects</b>	Improved customer satisfaction		3	2	6
Start date	2013-14	Project Details	Tender for replacement self-service technology in 2015/16. Develop payment services online and rollout new hall booking system in line with corporate systems. Implement self-service libraries at off peak times in branch libraries.					
End date	2017-18							
<b>Project 7</b>		Project Title:	<b>Assisted digital support</b>	Improved resident well being		2	1	2
Start date	2013-14	Project Details	Increase volunteer numbers and skills in supporting customers with more complex IT needs. Support national initiatives such as National Numeracy Challenge and 6 Book Reading Challenge to improve residents skills.					
End date	2016-17							
<b>Project 8</b>		Project Title:	<b>Security services contract</b>	More efficient way of working		3	2	6
Start date	2015-16	Project Details	Re-tender of contract and on-going monitoring of performance.					
End date	2018-19							
<b>Project 9</b>		Project Title:	<b>Library redevelopments</b>	Improved customer satisfaction		3	2	6
Start date	2013-14	Project Details	Progress redevelopment plans for West Barnes and Donald Hope libraries. Investigate co-location opportunities with other council services and partners.					
End date	2017-18							
<b>Project 10</b>		Project Title:	<b>London Libraries Consortium</b>	More efficient way of working		2	2	4
Start date	2013-14	Project Details	Work with LLC to improve systems and drive through efficiencies. Implement actions in LLC 3-year Strategy.					
Projects	2017-18							



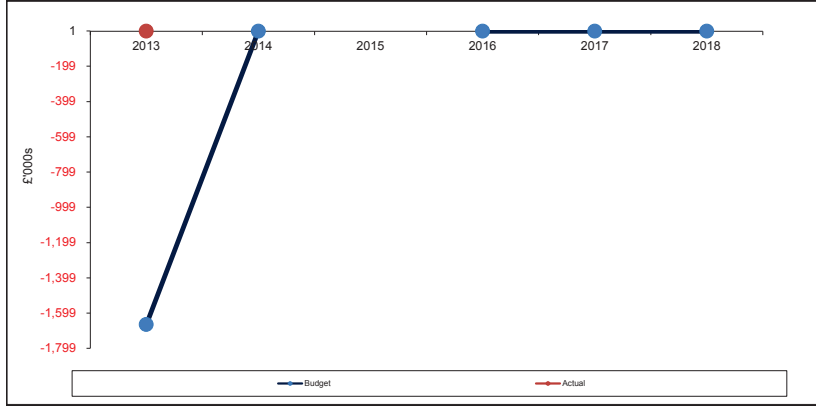
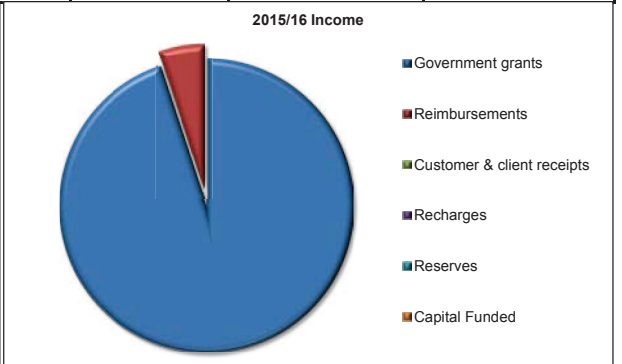
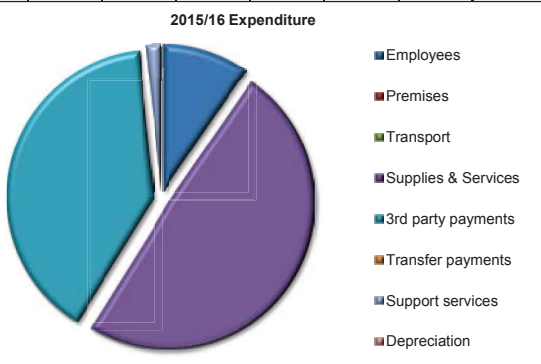
**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Merton Adult Education**

		PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
						Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>Introduction of New 24+ Loans</b>	To meet legislative requirements		3	2	6
Start date	2013-14	Project Details:	Devise and implement an awareness raising campaign to promote the take up of the new 25+ Advanced Loans					
End date	2014-15							
<b>Project 2</b>		Project Title:	<b>MAE Commercial Business Plan</b>	Income generation		3	2	6
Start date	2013-14	Project Details:	Implement a range of income generating products in line with saving targets. Action plans to be implemented for MAE Adult Social Care short course programme, Event Hosting, Leadership and Management short course programme, Early Years and Schools short course programme					
End date	2014-15							
<b>Project 3</b>		Project Title:	<b>Widening Participation in Learning</b>	Improved resident well being		2	1	2
Start date	2013-14	Project Details:	Update and implement the college widening participation strategy focused on increasing participation amongst disadvantaged localities within the borough.					
End date	2015-16							
<b>Project 4</b>		Project Title:	<b>Accommodation Strategy</b>	To meet legislative requirements and respond to growing school population		3	2	6
Start date	2013-14	Project Details:	In response to Children Schools and Families requiring possible secondary school sites, undertake a full analysis of possible sites across Merton. Undertake explorations with a number of key partners					
End date	2015-16							
<b>Project 5</b>		Project Title:	<b>Virtual Learning Environment Strategy</b>	More efficient way of working		2	1	2
Start date	2013-14	Project Details:	Outline a robust VLE model and implement a range of programmes and services via this medium					
End date	2014-15							
<b>Project 6</b>		Project Title:	<b>Increase the use of the E Learning Portal Moodle</b>	More efficient way of working		2	1	2
Start date	2014-15	Project Details:	Provide training and awareness raising for tutors in how to access and use the Moodle on line system for managing resources and communicating with students					
End date	2015-16							
<b>Project 7</b>		Project Title:	<b>Adult Skills and Employability Scrutiny Action Plan Implementation</b>	More efficient way of working		2	1	2
Start date	2013-14	Project Details:	Implement the key skills and employability elements of the scrutiny action plan					
End date	2015-16							
<b>Project 8</b>		Project Title:	<b>Option Appraisal on the Future of the Service and Consultation</b>			3	2	6
Start date	2014-15	Project Details:	Production of Merton Adult Education option appraisal and public consultation on the options					
End date	2015-2016							
<b>Project 9</b>		Project Title:						
Start date		Project Details:						
End date								
<b>Project 10</b>		Project Title:						
Start date		Project Details:						
End date								

Public Health		Planning Assumptions						The Corporate strategies your service contributes to			
Cllr Caroline Cooper-Marbiah Cabinet Member for Adult Social Care & Health		Anticipated demand		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19		
<p>Our vision for the public's health in Merton over the next five years is to stem the increase in the significant inequalities in health outcomes between the East and West of Merton, providing more equal opportunities for all residents of Merton to be healthy.</p> <p>Our vision for the public health team is to make health everyone's business, working with partners in the Council, Merton Clinical Commissioning Group and the voluntary sector to increase understanding of their contribution to and involvement in prevention and in reducing health inequalities, using evidence of best practice.</p> <p>Public Health services comprise</p> <ul style="list-style-type: none"> <li>Mandatory: sexual health, NHS health checks, National Child Measurement Programme, Support to Clinical Commissioning groups, and assurance of health emergency preparedness</li> <li>Universal: Smoking cessation, drugs and alcohol, obesity</li> <li>Other</li> </ul>		Sexual health		19,854	20,201	20,554	20,913	21,243	21,667		
		Drugs & alcohol		423 Drugs/155 Alcohol	438 Drugs/205 alcohol	452 Drugs/253 Alcohol					
		Support to CCG		40% of PH staff capacity	40% of PH staff capacity	40% of PH staff capacity	40% of PH staff capacity	40% of PH staff capacity			
		NHS Health Checks		5723	5723	5773	5872	5872			
		National Child Measure Program		2,445 Reception and Year 6 pupils in 2013; estimate 2,941 by 2017 based on 20.3% increase in population age 5-9 projected to 2017							
		NHS Smoking Cessation		1506	1580	1660	1742	1830			
Prevention services		1066	1119	1175	1234	1295					
Anticipated non financial resources		2013/14	2014/15	2015/16	2016/17	2017/18	2017/19				
Staff (FTE)		9	14.77	14.77	14.77	13.77					
Staff (Trainees)		1	2	1	2						
High quality data for JSNA and joint projects		n/a	n/a	n/a	n/a						
Performance indicator		Performance Targets (T) & Provisional Performance Targets (PT)				Polarity	Reporting cycle	Indicator type	Main impact if indicator not met		
Chlamydia diagnosis		2200	2200	2200	2300	2300	2300	High	Quarterly	Output	Failure to meet PHOF target
Late diagnosis of HIV rate		46.4%	43.2%	42%	42%	40%	38%	Low	Annual	Outcome	Failure to meet PHOF target
Successful completion of drug treatment (TBC)											
Signed Memo Of Understanding (MOU) with MCCG 2014-15		MOU	MOU	MOU	MOU	MOU					
% NHS health checks uptake of those offered service		57.5	58.5	59.5	60%	TBC		High	Quarterly	Output	Increased prevalence of long-term conditions
% excess weight in children age 4-5 years		19.67%	TBC	TBC	TBC	TBC		Low	Annual	Outcome	Increased prevalence of long-term conditions
% excess weight in children age 10 - 11 years		30.77%	TBC	TBC	TBC	TBC		Low	Annual	Outcome	Increased prevalence of long-term conditions
Number of successful 4-week smoking quits		753	790	830	871	915		High	Quarterly	Outcome	Increase prevalence of lung cancer, heart disease and COPD

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	7,873	8,187	9,844	10,490	9,727	9,727	9,727
Employees	627	657	994	995	995	995	995
Premises	0	3	7	2	2	2	2
Transport	6	2	0	2	2	2	2
Supplies & Services	3,408	3,727	4,366	5,164	4,401	4,401	4,401
3rd party payments	3,735	3,699	4,367	4,155	4,155	4,155	4,155
Transfer payments	0	0	0	0	0	0	0
Support services	97	98	110	172	172	172	172
Depreciation	0	0	0	0	0	0	0
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	9,537	8,187	9,844	9,727	9,727	9,727	9,727
Government grants	8,985	8,985	9,236	9,236	9,236	9,236	9,236
Reimbursements	552	865	608	491	491	491	491
Customer & client receipts	0	1	0	0	0	0	0
Recharges	0	0	0	0	0	0	0
Reserves	0	-1,664	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0
<b>Council Funded Net Budget</b>	<b>-1,664</b>	<b>0</b>	<b>0</b>	<b>763</b>	<b>0</b>	<b>0</b>	<b>0</b>
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
	0	0	0	0	0	0	0



Summary of major budget etc. changes	
2015/16	Public Health grant confirmed to be the same as 2014/15.
2016/17	Dependent on Government grant, to be confirmed
2017/18	Dependent on Government grant, to be confirmed
2018/19	Dependent on Government grant, to be confirmed



**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Public Health**

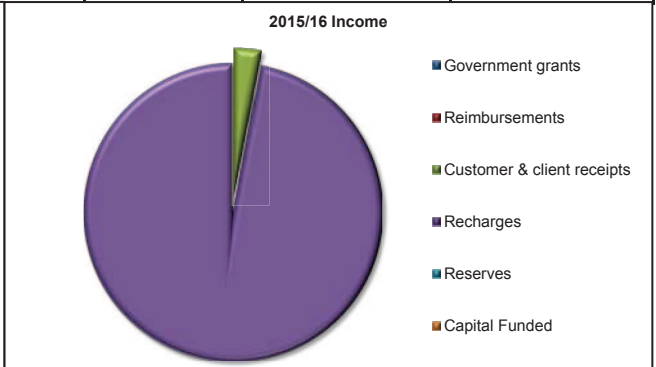
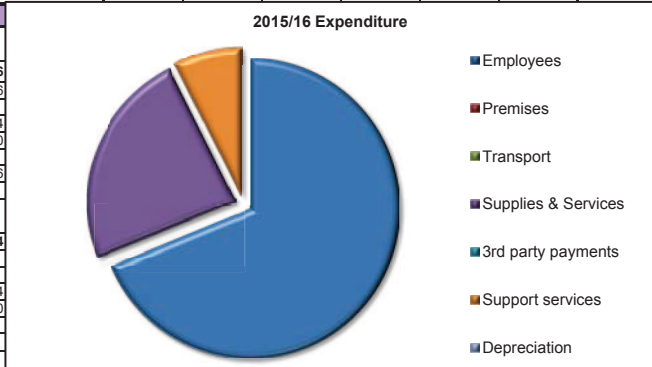
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
				Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>Integrated sexual health service</b>			
Start date	2014-15	Project Details:	Commissioning an integrated tier 2 sexual health service which incorporates existing provision in Contraceptive and Sexual Health (CaSH) and extends this provision to tier 2 testing and treatment of sexually transmitted infections. This service would be commissioned on a Payment by Results or tariff basis and allowing for cross-charging of non-Merton residents.	Improved customer satisfaction	3	3
End date	2016-17					
<b>Project 2</b>		Project Title:	<b>Embedding Chlamydia screening programme</b>			
Start date	2014-15	Project Details:	To move from a separately commissioned service to embedding Chlamydia screening into existing primary care services - GPs, Pharmacists, CaSH. These services will then have responsibility for meeting the diagnostic target for Chlamydia which is a PHOF indicator.	More efficient way of working	3	2
End date	2015-16					
<b>Project 3</b>		Project Title:	<b>Review of local HIV services</b>			
Start date	2014-15	Project Details:	Analyse local need in relation to HIV, review existing services which are funded through pan-London and South London partnerships to ensure they are fit for purpose and meet local need, and increase HIV testing in the community. Re-commission HIV prevention and support services to more effectively meet the changing needs relating to HIV and late diagnosis.	Improved resident well being	3	3
End date	2015-16					
<b>Project 4</b>		Project Title:	<b>LiveWell</b>			
Start date	2014-15	Project Details:	LiveWell is a programme that supports Merton residents to lead a healthy lifestyle and offers motivation support to achieve personalised goals around stopping smoking, reducing alcohol levels, being more physically active and being a healthy weight. The programme has a network of health champions, linked to voluntary sector groups who promote healthy living and signpost their peers to a range of activities.	Improved resident wellbeing	2	1
End date	2014-15					
<b>Project 5</b>		Project Title:	<b>Prevention</b>			
Start date	2014-15	Project Details:	Public Health work with a range of partners on the prevention agenda, ranging from the direct commissioning of programmes e.g. LiveWell to the influencing of local policy to create an environment that supports healthy choices e.g. alcohol licensing policy. Work from across the council e.g. the contract to manage the boroughs leisure centres, complements the public health led activity and has an important role to play in reducing the stark health inequalities between east and west Merton.	Improved resident wellbeing	2	1
End date	2014-15					
<b>Project 6</b>		Project Title:	<b>Transition of responsibility for Health Visiting Service to Local Authority</b>			
Start date		Project Details:	Responsibility for Health Visiting Services are due to transfer from NHS England to LB Merton in April 2015. Project required to manage transition, including establishment of Task group; agreeing vision for health Visiting and Early Years; developing Project Plan with key timelines; participation in pan-London transition programme.	Select one major outcome	0	0
End date						
<b>Project 7</b>		Project Title:	<b>National Child Measurement Programme</b>			
Start date		Project Details:	Children aged reception year and Year 6 are weighed and measured and schools that are identified with larger numbers of children who are overweight or obese are targeted with weight management classes for families.	Improved Health and Wellbeing	0	0
End date						
<b>Project 8</b>		Project Title:	<b>NHS Health Checks</b>			
Start date	2013/14	Project Details:	People aged 40 -74 with no known heart disease (or other specified conditions) are offered an NHS Health Checks every five years to detect early signs of heart disease and risk factors.	Improved Health and Wellbeing	2	2
End date						
<b>Project 9</b>		Project Title:	<b>Drugs and Alcohol Prevention and Treatment</b>			
Start date		Project Details:	The responsibility for drugs and alcohol transferred to Public Health during 2013/14. A review of alcohol needs is being commissioned to inform development of a prevention strategy/action plan. Re designing the existing Tier 2 3 and 4 treatment Services to enable focus upon community service provision and prevention as an integral element of the newly designed service for re tendering in 2016.	improved resident wellbeing	3	3
End date						
<b>Project 10</b>		Project Title:	<b>Support to Merton Clinical Commissioning Group</b>			
Start date		Project Details:	Public Health is required to provide up to forty per cent of its staff capacity to support the work of the MCCG. Public Health staff participate in 5 of the 6 work streams that represent MCCG priorities, providing data analysis, needs assessment and evidence of best practice.	Select one major outcome	0	0
End date						

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# **Corporate Services Department**

Business Improvement Cllr Mark Allison Cabinet Member for Finance Enter a brief description of your main activities and objectives below	Planning Assumptions							The Corporate strategies your service contributes to			
	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
- Operate as a Centre of Excellence for Project and Programme Management (PPM), raising the capacity of the organisation to consistently plan and deliver projects/programmes successfully. - Support DMTs to embed a culture of continuous business improvement within the organisation through the provision of tools, techniques, advice and support – including but not limited to lean. - Manage and deliver adhoc Projects and Programmes of work at the direction of CMT and M2015 Board. - Lead and deliver a coordinated programme of service reviews to deliver efficiencies and improve customer satisfaction. - Establish a Programme Management Office (PMO), ensuring that all transformational activity is directed and monitored through DMTs, M2015 and CMT so that resources, dependencies, risks and issues are managed effectively and benefits – aligned to organisational objectives are realised. - Work with businesses and I&T to establish – under the direction of CMT – the strategy for IT, an associated implementation plan and manage its delivery. - Establish a Technical Design Authority (TDA), ensuring the organisation takes a coordinated and planned approach to systems implementation that complies with and drives agreed corporate strategy, standards and supportability. - Proactively advise businesses of opportunities to exploit emerging technologies and to leverage existing systems investments for improved business efficiency and service. - Provide support to the business for operational and maintenance related tasks for applications including upgrades, housekeeping, periodic scheduled tasks and batch processing, thus sustaining business continuity: availability, performance, and capability of the systems.	Core service request (days)	4400	4493	4023	3555	3355	3355	Customer Services Strategy			
	Non Core service requests (days)	2000	1800	1620	1450	1450	1350	ICT Policy			
	Support for continuous/business improvement (days)	600	880	880	880	880	880	Capital Programme			
	Project/Programmes	12.8FTE	11 FTE	21 FTE	12 FTE	0 FTE	0 FTE	Children & Young person's Plan Information Governance Policy			
	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
	Staff -Magt & Programme Office (FTE)	4	4	6.46	4.5	2.5	2.5				
	Staff - Business Systems Team (FTE)	25.9	26	25	22	20	20				
	Staff - Programmes and projects (fixed term)	12.8	11	13	12	0	0				
	Apprentices	2	2	0	0	0	0				
	Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
	Systems availability	80%	95%	97%	98%	99%	99%	High	Monthly	Business critical	Reduced service delivery

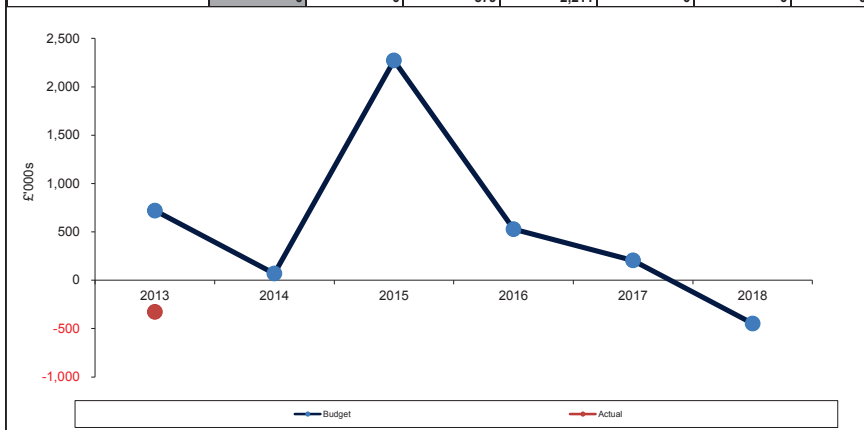
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	3,459	3,440	2,791	5,196	3,481	3,159	2,506
Employees	2,081	1,953	1,541	3,576	2,070	1,733	1,066
Premises			0				
Transport	3	0	3	3	3	4	4
Supplies & Services	1,034	909	928	1,230	1,022	1,036	1,050
3rd party payments		0	0				
Support services	341	578	318	386	386	386	386
Depreciation							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	2,739	3,768	2,722	2,924	2,954	2,954	2,954
Government grants							
Reimbursements							
Customer & Client receipts	79	127	84	84	114	114	114
Recharges	1,875	3,129	2,638	2,840	2,840	2,840	2,840
Reserves	785	513	0				
Capital Funded							
<b>Council Funded Net Budget</b>	<b>720</b>	<b>-328</b>	<b>69</b>	<b>2,272</b>	<b>528</b>	<b>205</b>	<b>-448</b>



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Document management system	0	0	0	740			
Customer contact programme	0	0	0	785			
Data Labeling		0	294	0			
Replace Social Care System			285	686			
	0	0	579	2,211	0	0	0

**Summary of major budget etc changes 2015/16**

CS1 Rationalisation of management costs £50k  
 CS3 Generate income through training £5k  
 Further implementation of the workforce plan in 2015/6 will meet target savings.  
 New CSD36 Phase 1 of the Business Systems team restructure 10k



**2016/17**

Reorganisation of systems development and support arrangements CS63 £38k.  
 New CSD37 PO Restructure 64k  
 CSD38 Reduction in hardware/software costs 5k  
 CSD39 Phase 2 of Business Systems team restructure 50k  
 CSD40 Additional income from Gazeletterer maintenance 30k  
 CSD41 Consolidation of systems support 20k

**2017/18**

Reorganisation of systems development and support arrangements CS63 £74k.  
 New CSD42 Restructure functions, delete 1 AD and other elements of management 170k

**2018/19**

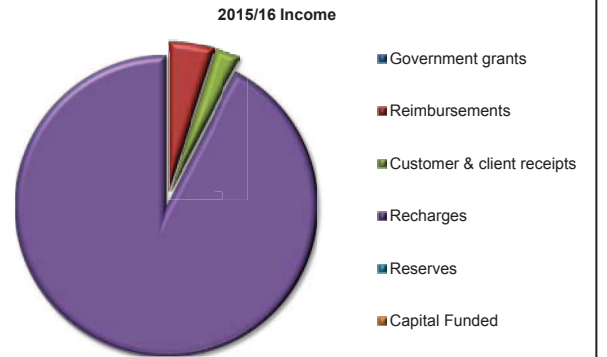
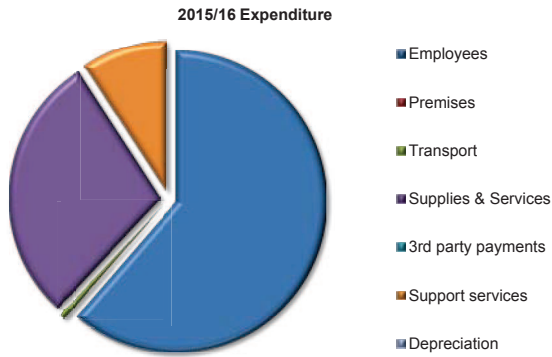
**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Business Improvement**

		PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
						Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>Customer Contact programme</b>	More efficient way of working				
Start date	01/04/2013	Project Details:	Lead and deliver CC programme; to deliver improvements (technology and service redesign) set out in CC Strategy.	The programme is part of the move to a 21st Century organisation, with technology that supports a more comprehensive and cohesive service to customers and recognises the new, modern ways in which they wish to access services. Through channel shift and a reduction in avoidable contact/failure demand we expect the programme to support and enable the achievement of savings and efficiencies within individual services.	2	2	4	
End date	31/03/2016							
<b>Project 2</b>		Project Title:	<b>Electronic document and records management system</b>	More efficient way of working				
Start date	01/04/2013	Project Details:	Procure and implement a replacement EDRMS to support and enable flexible/remote working and Customer Contact.	EDRMS will enable flexible and remote working, more efficient and cost effective storage and retrieval of documentation.	3	2	6	
End date	31/03/2016							
<b>Project 3</b>		Project Title:	<b>Social Care Information System</b>	To meet legislative requirements				
Start date	01/06/2014	Project Details:	Procure and implement a Social Care Information system to support adults social and children and families integrated care.	A fit for purpose system that supports efficient business practices and care management now and into the future	1	3	3	
End date	31/12/2015							
<b>Project 4</b>		Project Title:	<b>Data Labelling System</b>	To meet legislative requirements				
Start date	01/06/2014	Project Details:	Introduce technology to automatically and retrospectively assess and protectively mark (for security) all Council data and to provide the facility to protectively mark all documents and emails for security going forward.	Ensures compliance with legislative requirements on categorisation and storage of data and information.	2	1	2	
End date	31/03/2015							
<b>Project 5</b>		Project Title:	<b>Corporate TOM Refresh exercise</b>	More efficient way of working				
Start date	01/09/2015	Project Details:	Lead and coordinate a pan-organisation exercise to review and refresh all Target Operating Models and enabling strategies as required	Provides a disciplined, organised approach to planning for future change and improvement and ensures work programmes align to deliver the ambitions of the services within the organisation.	1	1	1	
End date	31/03/2016							
<b>Project 6</b>		Project Title:						
Start date		Project Details:			0	0	0	
End date								
<b>Project 7</b>		Project Title:						
Start date		Project Details:			0	0	0	
End date								
<b>Project 8</b>		Project Title:		Select one major outcome				
Start date		Project Details:					0	
End date								
<b>Project 9</b>		Project Title:		Select one major outcome				
Start date		Project Details:					0	
End date								
<b>Project 10</b>		Project Title:		Select one major outcome				
Start date		Project Details:					0	
End date								

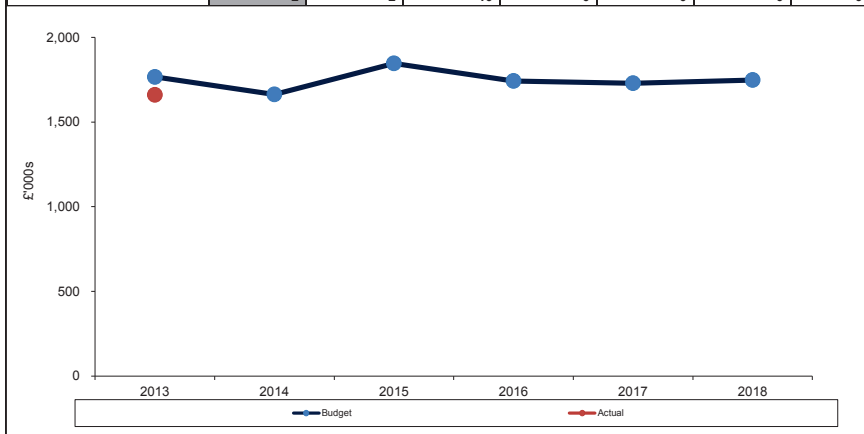
Corporate Governance	Planning Assumptions							The Corporate strategies your service contributes to			
	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
		Cllr Mark Allison Cabinet Member for Finance									
Enter a brief description of your main activities and objectives below	Residents	206,038	208,822	211,569	214,229	216,806		Corp Equality Scheme			
Corporate Governance is made up of 7 core services: Information Governance - manages complaints, MP & Member enquiries, Freedom of Information requests, ensuring organisational compliance with Data Protection Act and the Transparency agenda, including maintaining the Publication Scheme. Also provides the Local Land Charges function.	Officers	4081	4	4	4	4		Customer Services Strategy			
Internal Audit and Investigations- provides independent, objective appraisal of risk management, governance & internal control processes and fraud risks including planned & unplanned audits. Investigates allegations of poor control and conflicts of interest. Co-ordinates the Annual Governance Statement. Reviews and updates anti fraud policies. Reports poor practice/weak controls to members. Investigations - investigates allegations of fraud for Housing Benefit and internal cases.	Councillors	60	60	60	60	60		Risk Management Strategy			
Safety Services - provides H&S , emergency planning & business continuity service.	Anticipated non financial resources							Information Governance Policy			
Democracy Services - maintains independent scrutiny function, support to Councillors and Mayor & ensures council has robust decision making arrangements.	Staff (FTE)	48	47	39.05	39.7 (excl. Investigations)	38.7 (excl. Investigations)		Corp Procurement Strategy			
Electoral Services - maintains registers of electors whilst managing the move to individual electoral registration, administers elections & referendums and undertakes boundary & electoral reviews.	Staff - LALO	8	8	8	8	8		Performance Management Framework			
There is also the shared Legal service with the London Borough of Richmond, which has its own Service Plan.	Staff - Election	0	900	800	800	0		Civil Contingencies Plan			
	Staff - Canvas	150	150	150	150	150		Central Government			
	Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
	FOI requests - dealt with in time	90%	90%	92.5%	95%	95%		High	Monthly	Perception	Reduced customer service
	Complaints - dealt with in time	90%	90%	92.5%	95%	95%		High	Monthly	Perception	Reduced customer service
	Audits completed against plan	90%	90%	90%	90%	90%		High	Quarterly	Business critical	Increased fraud
	Audit actions implemented by agreed date	90%	90%	90%	90%	90%		High	Quarterly	Business critical	Increased fraud
	Completed planned H&S inspections	60	60	60	60	60		High	Monthly	Outcome	Breach statutory duty
	Priority A H&S actions completed on time	75%	85%	90%	90%	90%		High	Quarterly	Outcome	Breach statutory duty
	No. supplementary agendas issued	28	26	24	22	20		Low	Quarterly	Quality	Rework

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	4,276	4,164	4,032	3,886	3,782	3,769	3,788
Employees	2,427	2,469	2,449	2,382	2,295	2,265	2,265
Premises	4	3	5	2	1	1	1
Transport	26	30	26	23	24	23	24
Supplies & Services	1,353	1,079	1,228	1,124	1,106	1,124	1,142
3rd party payments	0	1	0				
Support services	466	583	324	355	355	355	355
Depreciation							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	2,509	2,504	2,368	2,039	2,039	2,039	2,039
Government grants	70	65	170	0	0	0	0
Reimbursements	154	93	59	99	99	99	99
Customer & client receipts	62	307	54	54	54	54	54
Recharges	2,190	2,224	2,085	1,886	1,886	1,886	1,886
Reserves	34	(185)	0				
Capital funded	0						
<b>Council Funded Net Budget</b>	<b>1,767</b>	<b>1,661</b>	<b>1,664</b>	<b>1,847</b>	<b>1,743</b>	<b>1,730</b>	<b>1,749</b>



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Clte Decision Making	2	2	0	0	0	0	0
Other	0	0	10	0	0	0	0
<b>Total</b>	<b>2</b>	<b>2</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Summary of major budget etc changes	
2015/16	
CS30 Rationalise benefits and corporate investigation team - possible shared resources £30k	
CS31 Rationalise Health and Safety and Business Continuity planning £35k	
CS33 Rationalise internal audit teams - possible shared service £40k	
CS34 Services and suppliers savings within Corporate Governance £86k	
2016/17	
CSD43 Share FOI and Information Governance policy with another council 40k	
CSD44 Stop web casting meetings, remove scrutiny support fund and other supplies 35k	
CSD45 Share audit and investigation service 60k	
2017/18	
CSD43 Share FOI and Information Governance policy with another council 40k	
CSD45 Share audit and investigation service 20k	
2018/19	



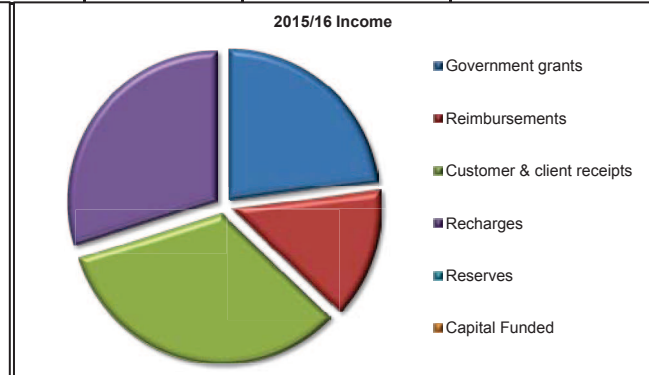
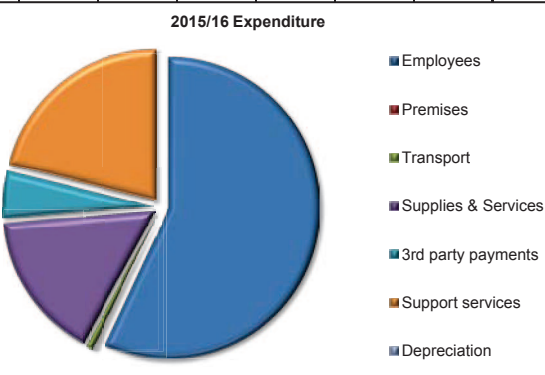
**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Corporate Governance**

		PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
						Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>Support new intake of councillors</b>	Improved customer satisfaction				
Start date	01/04/2013	Project Details:	To prepare information and support for new intake of councillors following May 2014 council elections. To ensure smooth introduction of any consequent changes to decision making structure or process.			1	1	1
End date	31/03/2015							
<b>Project 2</b>		Project Title:	<b>2013/17 Implement individual electoral registration</b>	To meet legislative requirements				
Start date	01/04/2013	Project Details:	Introduce new system of Individual Electoral Registration by implementing new processes to register residents, whilst undertaking data matching and public awareness strategies to seek to maximise the accuracy and completeness of the register of electors.			3	3	9
End date	31/12/2016							
<b>Project 3</b>		Project Title:	<b>2013/17 Administer statutory elections, referendums and ballots.</b>	To meet legislative requirements				
Start date	01/04/2013	Project Details:	Administer London borough council and European Parliament elections in 2014, Parliamentary general election in 2015, GLA elections in 2016, and Willow BID ballot in 2014, together with any other referendums and ballots that may be required			3	3	9
End date	31/03/2017							
<b>Project 4</b>		Project Title:	<b>Prepare for and implement changes to single fraud initiative</b>	To meet legislative requirements				
Start date	01/02/2014	Project Details:	To prepare for the SFIS and the effect on audit and investigation in relation to the focus on workload from Housing Benefit fraud to other areas of fraud			2	2	4
End date	31/03/2015							
<b>Project 5</b>		Project Title:	<b>Committee report workflow</b>	More efficient way of working				
Start date	01/06/2014	Project Details:	To improve workflow through implementation of features within new software system. Will enable report authors to submit electronically, receive deadline reminders and get legal and finance comments as well as sign off by Directors and Cabinet Members.			2	1	2
End date	01/10/2014							
<b>Project 6</b>		Project Title:	<b>Scrutiny Improvement Programme</b>	Improved reputation				
Start date	01/04/2014	Project Details:	To continue to improve effectiveness and impact of the scrutiny function and to engage new councillors in scrutiny activities.			2	1	2
End date	31/03/2015							
<b>Project 7</b>		Project Title:	<b>LLC service delivery</b>	To meet legislative requirements				
Start date	01/04/2014	Project Details:	Review of LLC service delivery; dependent on national directive			3	1	3
End date	31/03/2015							
<b>Project 8</b>		Project Title:		Select one major outcome				
Start date		Project Details:						0
End date								
<b>Project 9</b>		Project Title:		Select one major outcome				
Start date		Project Details:						0
End date								
<b>Project 10</b>		Project Title:		Select one major outcome				
Start date		Project Details:						0
End date								

Customer Services		Planning Assumptions							The Corporate strategies your service contributes to								
Select your Cabinet Member & Portfolio		Anticipated demand		2013/14	2014/15	2015/16	2016/17	2017/18		2018/19							
Enter a brief description of your main activities and objectives below		Benefit/Council Tax support claimants		16,000	16,000	16,000	15,000	14,000	14,000	Customer Services Strategy							
		Telephone callers		500,000	600,000	600,000	500,000	450,000	400,000	Homelessness Strategy							
There are 5 core services: <b>Local Taxation</b> - responsible for Council Tax & Business Rates collection, Debt recovery & Bailiff collection services; - this includes a shared bailiff service with Sutton Council <b>Housing Benefit</b> - responsible for administering housing and council tax benefit schemes & identification and prevention of fraud; <b>Merton Link</b> - first point of contact for most council customers & visitors, through either face to face or via telephone - also provide Translation Services & Concessionary Travel Schemes; <b>Registrars</b> - responsible for registration of births & deaths, marriages & civil partnerships, citizenship ceremonies & nationality services; <b>Communications</b> - responsible for protecting and enhancing the reputation of Merton Council; promoting Merton as a good place to live, work and learn; ensuring residents know about and have access to services; ensuring the community is able to have a say in the council decisions; and engaging council staff so they understand the direction of the council and are committed to putting customers at the heart of all they do. <b>Front line service for Universal Credit</b> - local authorities will be responsible for delivering front line services for universal credit for those claimants that cannot claim and access on-line. It is anticipated that this new service will be delivered within this service plan period but details are vague due to the uncertainty of the roll-out of the scheme. It is also unclear how the roll out of Universal Credit will impact on the Housing Benefit caseload and workload		Face to face customers		115,000	100,000	90,000	85,000	80,000	70,000	Medium Term Financial Strategy							
		Council tax properties		82,000	82,500	83,000	83,000	83,000	85,000	85,000	Social Inclusion Strategy						
		Anticipated non financial resources		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19								
		Staff (FTE)		162.4	140.4	148.3	134.4	133.4	133.4								
		Apprentices(FTE)		3	3												
		Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met						
		Performance indicator						2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
		Business Rates collected		97%	97.25%	97.50%	97.50%	97.50%	97.50%	High	Monthly	Business critical	Loss of income				
		% of Merton Bailiff Service files paid in full (excluding parking and miscellaneous debt)		58%	58%	58%	58%	58%	58%	High	Monthly	Outcome	Loss of income				
		HB - COC & new claims processing days		16	16	16	16	16	16	Low	Monthly	Business critical	Customer hardship				
		First contact resolution			60%	65%	70%	75%	75%	High	Monthly	Perception	Reduced customer service				
		Income from events (marriages, civil partnerships etc)			415,000	400,000	415,000	425,000	450,000	High	Monthly	Business critical	Loss of income				
		Successful website visits		83%	84%	74.37%	74.37%	74.37%	74.37%	High	Monthly	Perception	Reduced uptake of service				
		No. of on-line transactions				30,000	45,000	60,000		High	Monthly	Business critical	Reduced customer service				
		Council Tax Collected		97%	97%	97.25%	97.25%	97.25%	97.25%	High	Monthly	Business critical	Loss of income				

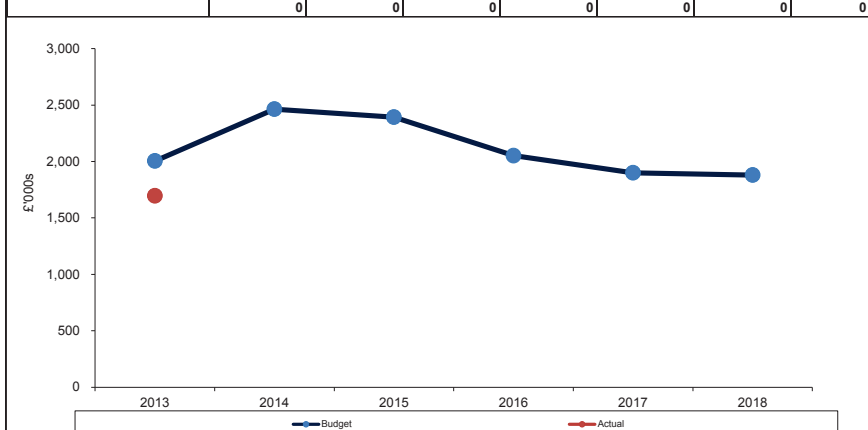
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	9,618	9,752	9,865	8,992	8,472	8,320	8,301
Employees	5,200	5,267	5,038	5,113	4,877	4,768	4,719
Premises	29	27	20	20	21	21	21
Transport	63	73	63	64	65	66	67
Supplies & Services	1,467	1,551	1,447	1,425	1,134	1,083	1,105
3rd party payments	920	450	828	458	465	472	479
Support services	1,940	2,384	2,465	1,910	1,910	1,910	1,910
Depreciation	0	0	3	0	0	0	0
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
<b>Income</b>	7,613	8,055	7,400	6,597	6,420	6,420	6,420
Government grants	2,270	2,264	1,981	1,519	1,302	1,302	1,302
Reimbursements	930	1,497	930	930	970	970	970
Customer & client receipts	2,138	2,334	2,184	2,184	2,184	2,184	2,184
Recharges	2,275	2,275	2,305	1,964	1,964	1,964	1,964
Reserves	0	(315)	0				
Capital Funded							
<b>Council Funded Net Budget</b>	<b>2,005</b>	<b>1,697</b>	<b>2,465</b>	<b>2,394</b>	<b>2,052</b>	<b>1,900</b>	<b>1,881</b>



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
	0	0	0	0	0	0	0

**Summary of major budget etc changes**  
**2015/16**

The DWP have not committed funding for the Local Welfare Support scheme. A decision is required regarding future funding for the scheme and it's administration Funding for 15/16 for Housing Benefit administration grant has been reduced  
 With continued delays with the implementation of the Customer Contact programme the impact of the Customer Service Review will not save £30k in this year. Savings from elsewhere within the Division will cover this years saving target..  
 Ongoing savings through reduction of cash collection following implementation of telephone parking £10k  
 There may be funding from the DWP for the new Local Support Services framework for supporting Universal Credit



**2016/17**

Deferred budgetary savings from 14/15 include a deletion of manager position within Customer Services and a reduction within the debt recovery/bailiff function , review of welfare benefits resulting in £111k of savings.  
 Continued impact of the Customer Service Review will save £30k annually  
 Ongoing savings through reduction of cash collection following implementation of telephone parking £10k.  
 The roll out of Universal Credit will impact further on the level of Housing Benefit administration grant.  
 There may be funding from the DWP for the new Local Support Services framework for supporting Universal Credit.  
 New performance target required to monitor take-up of on-line services. This includes revision of number of telephone calls and face-to-face customers

**2017/18**

CS60 Deletion of Assistant Director post £109k  
 Continued impact of Customer Contact project to further reduce telephone calls and face-to-face customers

**2018/19**

Continued impact of Customer Contact project to further reduce telephone calls and face-to-face customers.  
 Anticipated small increase in number of Council Tax properties.



**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

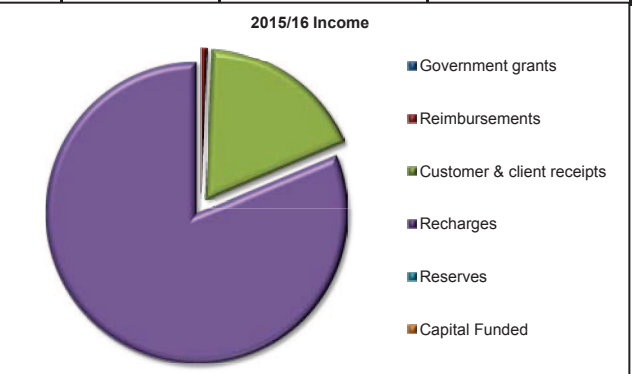
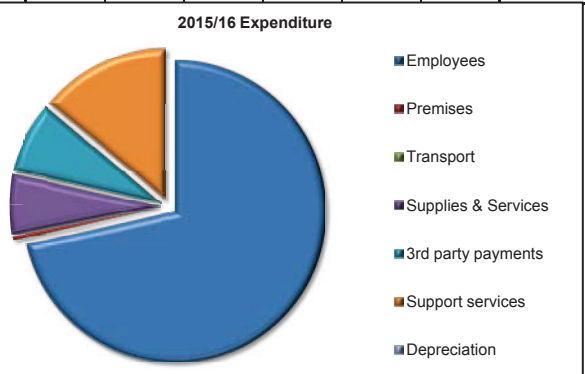
**Customer Services**

		PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
						Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>Customer Service review</b>	More efficient way of working				
Start date	01/04/2013	Project Details:	As part of the implementation of the customer contact electronic solution processes and resourcing will be reviewed			3	2	6
End date	31/03/2015							
<b>Project 2</b>		Project Title:	<b>Improve access to on-line services</b>	More efficient way of working				
Start date	01/04/2013	Project Details:	Maintain successful visits to the website target at 83%., improve the look and feel of the website, implement the recommendations of the customer services review, increase uptake of online transactions.			2	2	4
End date	31/03/2016							
<b>Project 3</b>		Project Title:	<b>Council Tax support scheme</b>	To meet legislative requirements				
Start date	01/04/2013	Project Details:	During 14/15 options for a revised scheme will be reviewed for Council decision and possible implementation for 15/16			2	1	2
End date	31/03/2016							
<b>Project 4</b>		Project Title:	<b>Implement and review Welfare Assistance Scheme</b>	Improved resident well being				
Start date	01/04/2013	Project Details:	A review of the scheme will be undertaken during 2014/15, however, there is currently uncertainty regarding future funding from 15/16			2	1	2
End date	31/03/2015							
<b>Project 5</b>		Project Title:	<b>Appoint a medical examiner</b>	To meet legislative requirements				
Start date	01/04/2014	Project Details:	The Council will need to appoint a medical examiner for registration of deaths. This will be achieved through the sharing of another boroughs recruitment and appointment.			2	2	4
End date	31/12/2014							
<b>Project 6</b>		Project Title:	<b>Local Support Services</b>	To meet legislative requirements				
Start date	01/04/2014	Project Details:	In line with implementation and roll out of Universal Credit local authorities have been asked to provide a front line solution for those customers than cannot access and claim on-line. This service may be multi agency and include Job Centre Plus, voluntary sector and neighbouring authorities			2	2	4
End date	31/03/2016							
<b>Project 7</b>		Project Title:	<b>Review Debt Collection Processes</b>	More efficient way of working				
Start date	01/06/2015	Project Details:	With the implementation of the new Financial management computer systems a review of the existing debt collection processes will be undertaken as part of the system implementation.			3	2	6
End date	01/04/2016							
<b>Project 8</b>		Project Title:		Select one major outcome				
Start date		Project Details:						0
End date								
<b>Project 9</b>		Project Title:		Select one major outcome				
Start date		Project Details:						0
End date								
<b>Project 10</b>		Project Title:		Select one major outcome				
Start date		Project Details:						0
End date								

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Human Resources	Planning Assumptions						The Corporate strategies your service contributes to				
Cllr Mark Allison Cabinet Member for Finance	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
Enter a brief description of your main activities and objectives below 1) Support effective people management across the organisation through development of a workforce strategy/TOM people layer 2) Implement and maintain efficient HR transactions for recruitment, induction, employee data, payroll, performance management, appraisal, learning and development 3) Provide HR business partner support across the Council 4) Produce HR metrics, analyse people-related problems and take appropriate actions 5) Produce HR strategies, policy frameworks and systems to support effective people management 6) Support and develop capacity building in Members	Employees in Merton for HR, payroll, advice, L&D, EAP etc	4,600	4,400	4,400	4,400	4,200	4,000	Workforce Development Plan			
	New recruits to be appointed	180	160	160	160	150	140	Economic Development Strategy			
	HR FTE (incl 40 apprentices in 15/16)	46.4	45.4	83.5	41.4	40.4	35	Workforce Development Plan			
	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
	Select anticipated resources										
	Select anticipated resources										
	Select anticipated resources										
	Select anticipated resources										
	Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
Time to hire	90	90	90	90	88	86	Low	Monthly	Outcome	Increased costs	
Sickness absence (Average days per fte)	8	8	8	8	7	7	Low	Monthly	Outcome	Increased costs	
% Appraisals completed	98%	98%	98%	98%	98%	98%	High	Annual	Outcome	Poor decision making	
% Members L&D satisfaction	81%	82%	83%	83%	83%	83%	High	Quarterly	Outcome	Poor decision making	

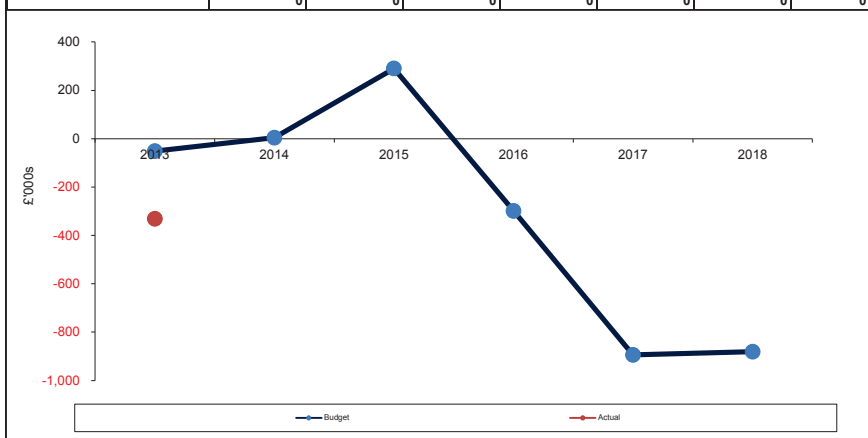
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	3,425	3,111	3,132	3,442	2,852	2,256	2,270
Employees	2,613	2,158	2,185	2,463	1,921	1,318	1,324
Premises	14	15	15	15	15	15	16
Transport	4	4	5	0	0	0	0
Supplies & Services	219	241	218	221	210	213	216
3rd party payments	255	349	259	263	226	230	234
Support services	318	344	451	480	480	480	480
Depreciation							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	3,476	3,442	3,128	3,151	3,151	3,151	3,151
Government grants			0	20	20	20	20
Reimbursements			0	20	20	20	20
Customer & client receipts	533	587	569	569	569	569	569
Recharges	2,568	2,827	2,559	2,562	2,562	2,562	2,562
Reserves	375	27	0				
Capital Funded							
<b>Council Funded Net Budget</b>	<b>(51)</b>	<b>(331)</b>	<b>4</b>	<b>291</b>	<b>(299)</b>	<b>(895)</b>	<b>(881)</b>



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
	0	0	0	0	0	0	0

**Summary of major budget etc changes 2015/16**

Existing: CS49 Introduction of new application tracking system £5k  
 CSD31 Review of HR business support 19k  
 CSD33 HR transactional service income generation 20k



**2016/17**  
 Existing: CS48 Further rationalisation of HR Services £130k, CS49 (2013-2017) Introduction of new application tracking system £10k  
 CS50 Occupational Health & Employee Assistance programme £40k, CS51 HR Transactions - including COT £90k  
 CS49(2012-2016) Further consolidation of HR advisory work £140k, CS74 Review of L&D £69k  
 New: CSD28 COT Review £38k, CSD29 Recruitment and DBS review 50k  
 CSD32 Review of HR business support 5k,  
 CSD35 L&D Budget 18k

**2017/18**  
 CS75 Review of COT staffing in light of 4 borough shared service opportunities £58k  
 New: CSD30 £152K COT review  
 CSD34 L&D Admin Support 18k  
 CSD35 L&D Budget 134k

**2018/19**

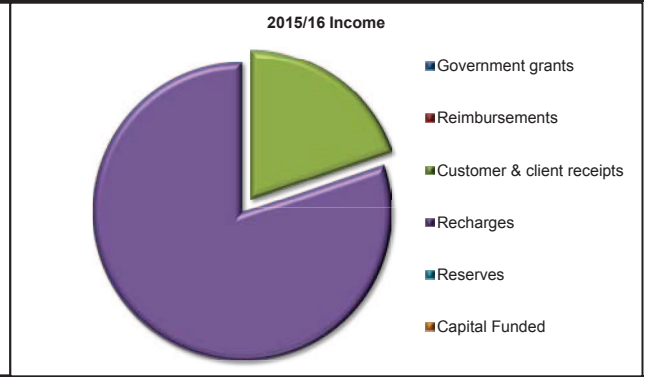
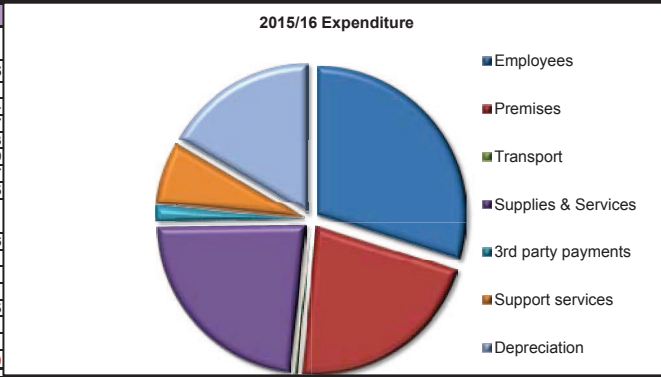
**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Human Resources**

		PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
						Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>Occupational Health Service</b>	More efficient way of working				
Start date	01/04/2015	Project Details:	Review and re-let of contract to improve cost and efficiency			3	3	9
End date	31/03/2016							
<b>Project 2</b>		Project Title:	<b>Employee Assistance programme</b>	More efficient way of working				
Start date	01/04/2015	Project Details:	Review and re-let of contract to improve cost and efficiency.			3	4	12
End date	31/03/2016							
<b>Project 3</b>		Project Title:	<b>Workforce Strategy</b>	More efficient way of working				
Start date	01/04/2014	Project Details:	Deliver the 5 key strands of the Council's workforce strategy to support the wider TOM programme for organisational change			3	3	9
End date	31/03/2017							
<b>Project 4</b>		Project Title:	<b>Establishment and workforce</b>	More efficient way of working				
Start date	01/04/2015	Project Details:	Embed systems to maintain, monitor and control an accurate establishment and vacancy position across the Council for both permanent and interim staff			3	3	9
End date	31/03/2016							
<b>Project 5</b>		Project Title:	<b>Review HR policies</b>	Select one major outcome				
Start date		Project Details:	Embed a new suite of simplified and business-focussed HR policies, supported by appropriate management development			3	3	9
End date								
<b>Project 6</b>		Project Title:	<b>Budget savings</b>	To meet budget savings				
Start date		Project Details:	Deliver both existing and new budget savings for the HR function			4	3	12
End date								
<b>Project 7</b>		Project Title:		Select one major outcome				
Start date		Project Details:						0
End date								
<b>Project 8</b>		Project Title:		Select one major outcome				
Start date		Project Details:						0
End date								
<b>Project 9</b>		Project Title:		Select one major outcome				
Start date		Project Details:						0
End date								
<b>Project 10</b>		Project Title:		Select one major outcome				
Start date		Project Details:						0
End date								

Infrastructure and Transactions	Planning Assumptions						The Corporate strategies your service contributes to			
Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
Repairs & Maintenance of Corporate Buildings (Revenue)	806,000	800,00	780,000	740,000	740,000	700,00	Asset Management Plan			
IT Service Calls	23,600	25,700	27,800	26,500	25,000	22,500	Customer Services Strategy			
Health & Safety Statutory Inspections	60	60	60	60	60	60	Risk Management Strategy			
Transactions requested by departments	130,000	130,000	120,000	115,000	110,00	105,00	Customer Services Strategy			
<b>Anticipated non financial resources</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>				
FM (FTE)	36	35	37.92	27	24	20				
Transactional Services (FTE)	14.7	14.7	13.31	13	10	8				
IT Service Delivery (FTE)	32.8	32.8	34	30	23	19				
Safety Services (FTE)	5.5	5.5	5.5	5	5	5				
<b>Performance indicator</b>	<b>Performance Targets (T) &amp; Provisional Performance Targets (PT)</b>						<b>Polarity</b>	<b>Reporting cycle</b>	<b>Indicator type</b>	<b>Main impact if indicator not met</b>
Repairs & Maintenance ratio of Reactive to Planned	50/50	40/60	30/70	30/70	30/70	30/70	Low	Annual	Outcome	Increased costs
Total external fee income	200,000	225,000	235,000	285,000	320,000	320,000	High	Quarterly	Output	Loss of income
CO2 emissions corporate buildings (tonnes)	4,200	4,100	4,000	3,900	3,800	3,800	Low	Quarterly	Output	Environmental issues
First time fix rate for IT Service Desk	63%	64%	66%	70%	72%	75%	High	Monthly	Outcome	Reduced service delivery
Customer Satisfaction - IT incident resolution	85%	90%	90%	90%	90%	90%	High	Monthly	Outcome	Reduced customer service
Invoices paid within 30 days of receipt by LBM	91%	93%	95%	95%	95%	95%	High	Monthly	Business critical	Reduced service delivery
Carefirst invoices paid within 30 days from invoice date	88%	93%	95%	95%	95%	95%	High	Monthly	Business critical	Increased costs
H&S Inspections completed within agreed time scales	100%	100%	100%	100%	100%	100%	High	Monthly	Business critical	Breach statutory duty

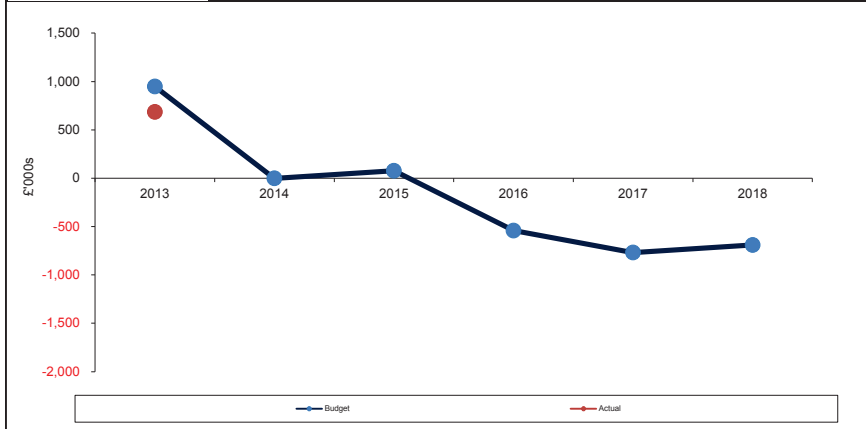
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	13,212	13,599	11,815	12,238	11,659	11,468	11,545
Employees	3,589	3,717	3,365	3,655	3,426	3,341	3,341
Premises	2,705	2,608	2,733	2,645	2,658	2,691	2,724
Transport	39	33	33	36	36	37	37
Supplies & Services	2,863	3,151	2,687	2,812	2,446	2,303	2,343
3rd party payments	204	106	206	210	213	216	219
Support services	1,941	2,113	875	837	837	837	837
Depreciation	1,871	1,871	1,916	2,045	2,045	2,045	2,045
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	12,264	12,914	11,815	12,161	12,201	12,236	12,236
Government grants							
Reimbursements			0				
Customer & client receipts	1,990	2,335	2,063	2,406	2,446	2,481	2,481
Recharges	10,057	10,362	9,752	9,755	9,755	9,755	9,755
Reserves	217	217	0				
Capital Funded	0						
<b>Council Funded Net Budget</b>	<b>948</b>	<b>685</b>	<b>(0)</b>	<b>77</b>	<b>(542)</b>	<b>(769)</b>	<b>(691)</b>



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Information Technology		1,245	1,617	584	1,862	1,881	1,007
Facilities Management		3,288	1,138	2,458	1,000	1,000	1,750
<b>Total</b>	<b>0</b>	<b>4,533</b>	<b>2,755</b>	<b>3,042</b>	<b>2,862</b>	<b>2,881</b>	<b>2,757</b>

**Summary of major budget etc changes 2015/16**

CS5 Review procurement of support , maintenance & license contracts £34k  
 CS7 re-procurement of mobile telephone contract £10k  
 CS8 Reduction of WAN costs £10k, CS15 Asset & change analyst post £24k CS17 Post savings £30k  
 CS20 Energy refit £100k, CS21 Increase income targets for building and repair work£45k  
 CS22 Restructure of Archive Store £15k, CS23 Outsourcing building services and security services £35k  
 CS25 Deletion of one post £30k, CS27 consolidation of utilities budgets £50k  
 CS28 Amalgamation of intruder alarm contract £20k



**2016/17**

CS5 Review procurement of support , maintenance & license contracts £29k, CS7 re-procurement of mobile telephone contract £20k  
 CS8 Reduction of WAN costs £20k, CS10 Outsourcing of service £20k ,  
 CS12 Deletion of post £37k Information governance post £37k, CS16 (deferred from 14/15 )Surrender overtime budget £35k,  
 CS23 Outsourcing building services and security services £50k, CS28 Amalgamation of intruder alarm contract £20k,  
 New - CSD2 Energy Savings 150k, CSD3 Rationalise ITSD support and maintenance contracts 86k  
 CSD4 Rationalise FM buildings repair and maintenance budgets 15k, CSD5 Increase income generation at Chaucer Centre 40k  
 CSD6 Vehicle reduction 5k, CSD7 Post and Print restructure and delete 2FTEs 47k

**2017/18**

CS70 Apply admin charge to customer requesting hard copy paper invoice £35k  
 CS71 Deletion of two posts £85k  
 CS72 Consolidation of budgets £34k  
 New - CSD2 Energy savings 150k

**2018/19**

**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Infrastructure and Transactions**

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
				Likelihood	Impact	Score
<b>Project 1</b>	Project Title: <b>Implementation of IT Strategy &amp; Plan</b>	More efficient way of working				
Start date	01/11/2014	Implementation of corporate IT Strategy & Plan which has been developed on the basis of information derived from departmental Target Operating Models.	3	2	6	
End date	31/03/2017					
<b>Project 2</b>	Project Title: <b>Backscanning of existing paper records</b>	More efficient way of working				
Start date	01/06/2014	Backscanning of paper records into a digital format which will be prioritised in order to support the roll out of the Flexible Working Programme. This project also links directly to the Customer Contact programme which includes the implementation of a new Electronic Documents and Records Management System (EDRMS).	1	2	2	
End date	31/03/2018					
<b>Project 3</b>	Project Title: <b>Upgrading of IT Disaster Recovery Arrangements</b>	Improve IT Disaster Recovery and Business Continuity arrangements				
Start date	01/12/2013	Replacement of Storage Area Network (SAN) equipment and associated hardware to provide improved disaster recovery arrangements for the Councils main IT systems and minimise any potential loss of service in the event of a major incident or IT equipment failure.	2	3	6	
End date	31/03/2015					
<b>Project 4</b>	Project Title: <b>Flexible Working Programme</b>	More efficient way of working				
Start date	01/04/2012	The Flexible Working Programme is the innovative use of modern IT technology, infrastructure and office accommodation to enable the council to deliver services in the most efficient and cost effective manner possible.	2	2	4	
End date	31/12/2015					
<b>Project 5</b>	Project Title: <b>Refurbishment of 4 main passenger lifts at Civic Centre</b>	Improved customer satisfaction and more efficient ways of working.				
Start date	01/01/2014	Project to refurbish the 4 main passenger lifts at the Civic centre which were installed in 1960 and that are now 'Life Expired' in terms of maintenance and obtaining spare parts in the event of a breakdown or mechanical failure. The project is essential to ensure that the premises are safe and compliant with statutory requirements.	1	2	2	
End date	30/06/2016					
<b>Project 6</b>	Project Title: <b>Energy "Invest to Save" Initiatives</b>	More efficient way of working				
Start date	01/04/2007	Completion of a range of projects across the councils entire portfolio of properties which will reduce energy consumption and associated CO2 emissions and that are designed to have a maximum financial pay back of between 7 and 10 years.	1	1	1	
End date	01/04/2018					
<b>Project 7</b>	Project Title: <b>Review Civic Centre Building Services &amp; Security arrangements</b>	To meet budget savings				
Start date	01/07/2013	Review of both the scope and method of delivery of the Civic Centre building services and security arrangements to produce the best balance of a cost effective solution and one that protects the reputational risks inherent in managing a front-line service in the highest profile corporate building within the authority.	2	2	4	
End date	01/04/2015					
<b>Project 8</b>	Project Title: <b>Process review of Accounts Payable and Receivable functions</b>	More efficient way of working				
Start date	01/04/2015	Review the Councils current processes and procedures for managing the AR and AP functions in order to maximise any potential efficiency gains and cost reductions that are available through the development and use of E-Billing and electronic invoicing.	1	2	2	
End date	31/03/2017					
<b>Project 9</b>	Project Title: <b>Continuation of work on the Locations Layer of the Corporate TOM</b>	More efficient way of working				
Start date	01/10/2013	Works to develop an online corporate asset register covering all of the property related assets owned and operated by the council which will be an essential element of a larger piece of work relating to the longer term strategic management of property and assets across the authority.	2	2	4	
End date	31/03/2015					
<b>Project 10</b>	Project Title: <b>Improvements to corporate 'On-Line' accident reporting system</b>	To meet legislative requirements				
Start date	01/10/2014	Works to develop the Councils corporate 'On-line' accident reporting system to improve the current reporting arrangements for our Local Authority schools and satisfy Health & Safety Executive requirements in respect to RIDDOR.	3	2	6	
End date	31/03/2015					

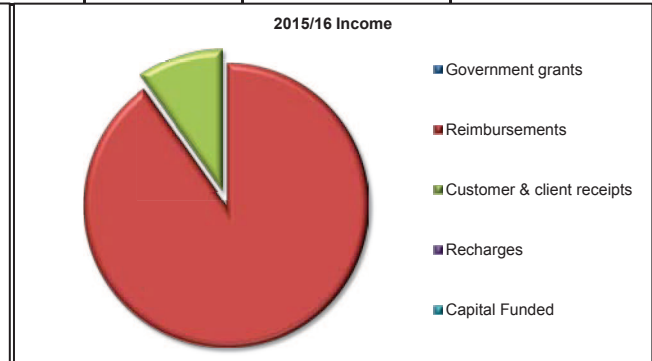
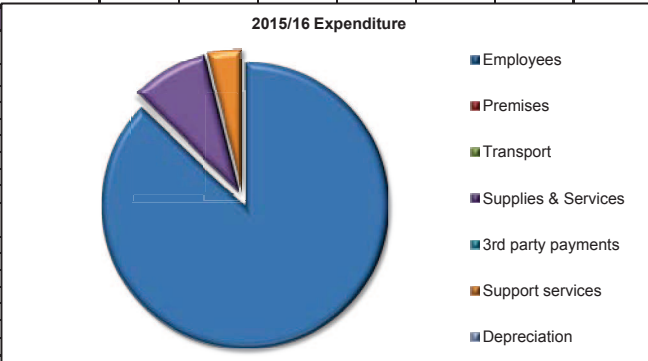


**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

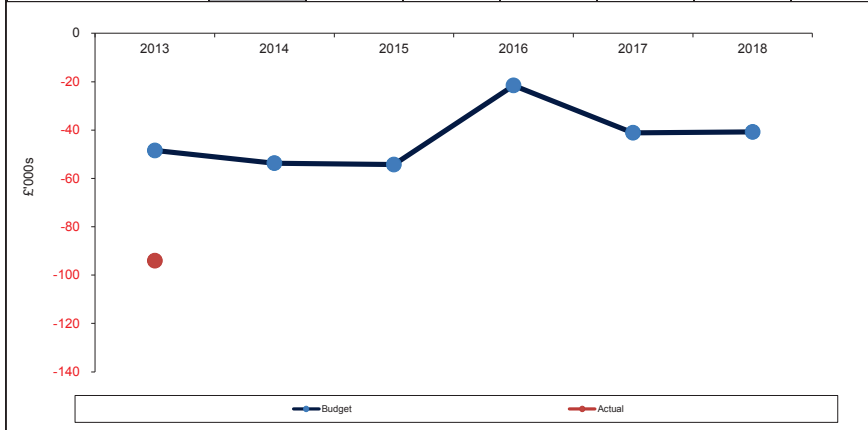
Resources							
PROJECT DESCRIPTION				MAJOR EXPECTED OUTCOME		Risk	
		Likelihood	Impact	Score			
<b>Project 1</b>		Project Title:	<b>Evaluation of future funding levels</b>	To meet legislative requirements			
Start date	01/04/2013	Project Details:	Analysis of all relevant information relating to local government finance. This will include details provided in annual Local Government Finance Settlements, Annual Budgets, Spending Reviews and other financial information published by the Government. This information is incorporated into the Council's MTFS and updated as part of annual Budget Setting Procedures. Modelling of the retained NNDR system will be undertaken along with sensitivity analysis.			2	4
End date	31/03/2018						
<b>Project 2</b>		Project Title:	<b>Financial systems re-engineering programme</b>	More efficient way of working			
Start date	01/08/2013	Project Details:	Procurement of a single integrated financial system to replace the suite of products that are current used to provide GL, AP, P2P & AR functions. This will involve a new chart of accounts and new ways of working, driving efficiencies throughout the organisation. The potential for joint working with neighbour boroughs is currently being investigated. Initial estimate of Go Live date 1 December 2015 - project length allows for post implementation review			3	9
End date	01/12/2015						
<b>Project 3</b>		Project Title:	<b>Develop and implement whole life costing for capital projects</b>	More efficient way of working			
Start date	01/09/2014	Project Details:	This project will be undertaken in four stages 1) Develop a template to capture appropriate information 2) Pilot the template on two selected schemes 3) Amend the template 4) Apply the temple to selected schemes			3	6
End date	31/03/2016						
<b>Project 4</b>		Project Title:	<b>Improve joint finance and business planning</b>	More efficient way of working			
Start date	01/04/2015	Project Details:	The project requires the quarterly update of service plans scheduled to start with September 2014 information following the implementation of the new performance and risk management system			2	4
End date	31/03/2018						
<b>Project 5</b>		Project Title:	<b>Evaluation of different models of funding the capital programme</b>	Required to deliver options for the MTFS			
Start date	01/07/2014	Project Details:	In recent years there has been no need to borrow externally to fund capital expenditure, it is anticipated that some external funding will be needed towards the end of the current planning period and therefore a detailed consideration of all reasonable options needs to be done, including leasing, renting and borrowing or any other suitable methods of funding capital expenditure.			2	4
End date	31/03/2016						
<b>Project 6</b>		Project Title:	<b>Fully implement the new performance/risk management IT system</b>	More efficient way of working			
Start date	01/04/2014	Project Details:	Implementation of a cloud based system for the management and governance of performance and risk information known as Covalent. The earlier phases of the project are now complete, this financial year the three final phases will be completed: 1) The transfer of risk registers will be completed by the end of May 2014 2) The roll out of the system for use in monitoring local performance indicators 3) the provision of screen icons to senior management for performance and risk information.			2	4
End date	31/03/2015						
<b>Project 7</b>		Project Title:	<b>Capital Review</b>	More efficient way of working			
Start date	01/04/2014	Project Details:	In 2012 there was a comprehensive review of the management of the capital programme. This led to the production of an action plan. It would be appropriate to undertake a follow-up review now.			2	4
End date	31/03/2015						
<b>Project 8</b>		Project Title:	<b>Recharge Review</b>	More efficient way of working			
Start date	01/04/2014	Project Details:	Annual reviews of recharges have been undertaken. These have tended to be tactical. In 2014/15 a full scale strategic review will be undertaken. The project will need to dovetail with work undertaken to develop and implement the new financial system.			3	6
End date	31/03/2015						
<b>Project 9</b>		Project Title:	<b>Infrastructure Assets Accounting</b>	Required to deliver options for the MTFS			
Start date	31/03/2014	Project Details:	Legislative requirement for sset accounting of highways and associated assets which will have a huge impact on our balance sheet. Financial officers will need to workclosely with technical staff within Environment and Regeneration.				0
End date	31/03/2016						
<b>Project 10</b>		Project Title:		Select one major outcome			
Start date		Project Details:					0
End date							

Legal Services	Planning Assumptions						The Corporate strategies your service contributes to			
Cllr Mark Allison Cabinet Member for Finance	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19			
Enter a brief description of your main activities and objectives below	Chargeable hours for Merton	18602	19500	19500	19500	→	→			
	Chargeable hours for Richmond	18602	12747	12747	19500	→	→			
	Chargeable hours for Sutton		19819	20319	20319	→	→			
	Chargeable hours for Kingston		9238	9238	9238	→	→			
	Chargeable hours for Achieving for Children		12000	12000	12000	→	→			
	Chargeable hours for Sutton Housing Partnership		3125							
	<b>Anticipated non financial resources</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2018/19</b>			
	Staff (FTE)	42.5	87.5	87.5	88.27	84.5				
	Apprentices	1	1	1	0	→				
	Select anticipated resources									
Select anticipated resources										
<b>Performance indicator</b>	<b>Performance Targets (T) &amp; Provisional Performance Targets (PT)</b>					<b>Polarity</b>	<b>Reporting cycle</b>	<b>Indicator type</b>	<b>Main impact if indicator not met</b>	
	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
Chargeable hours	36,404	76,429	73,804	→	→		High	Monthly	Business critical	Increased costs

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	<b>3,802</b>	<b>4,799</b>	<b>4,775</b>	<b>4,849</b>	<b>4,882</b>	<b>4,863</b>	<b>4,863</b>
Employees	3,134	3,164	4,150	4,224	4,256	4,237	4,237
Premises	5	3	5	5	5	5	5
Transport	6	8	9	9	10	10	10
Supplies & Services	468	1,439	426	426	426	426	426
3rd party payments	0	1	0	0			
Support services	189	185	185	185	185	185	185
Depreciation							
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
<b>Income</b>	<b>3,851</b>	<b>4,893</b>	<b>4,829</b>	<b>4,904</b>	<b>4,904</b>	<b>4,904</b>	<b>4,904</b>
Government grants							
Reimbursements	2,277	3,195	4,353	4,428	4,428	4,428	4,428
Customer & client receipts	304	383	476	476	476	476	476
Recharges	1,270	1,316	0				
Capital Funded							
<b>Council Funded Net Budget</b>	<b>(49)</b>	<b>(94)</b>	<b>(54)</b>	<b>(54)</b>	<b>(22)</b>	<b>(41)</b>	<b>(41)</b>



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Legal Case Management		214	0	0	0	0	0
	0	214	0	0	0	0	0





DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Legal Services

		PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
						Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>Shared service</b>	Improved customer satisfaction				
Start date	01/04/2014	Project Details:	To embed the newly expanded shared service, to identify and exploit the efficiencies of the new service in order to improve the customer experience and to identify further savings			2	2	4
End date	31/03/2016							
<b>Project 2</b>		Project Title:	<b>Smarter Working</b>	More efficient way of working				
Start date	01/04/2014	Project Details:	To ensure the service is maximising the use of IT systems and software in order to enable mobile working across four authorities, reduce costs and increase the effectiveness and efficiency of the officers in the service			2	1	2
End date	31/03/2016							
<b>Project 3</b>		Project Title:	<b>Delivering Savings</b>	To meet budget savings				
Start date	01/04/2015	Project Details:	To deliver £80,000 of savings to Merton and such savings as required by Sutton, Kingston and Richmond			2	2	4
End date	31/03/2018							
<b>Project 4</b>		Project Title:	<b>Future Model</b>	Income generation				
Start date	01/04/2015	Project Details:	To consider whether the practice needs to apply to become an Alternative Business Structure in order to deliver legal services to council services provided by external third parties.			2	2	4
End date	31/03/2016							
<b>Project 5</b>		Project Title:	<b>Future Model</b>	More efficient way of working				
Start date	01/04/2015	Project Details:	To evaluate the impact on the shared service of Richmond entering into a partnership with Wandsworth			3	2	6
End date	31/03/2016							
<b>Project 6</b>		Project Title:	<b>Future Model</b>	More efficient way of working				
Start date		Project Details:	To consider the impact on the service of all shared service and alternative delivery models entered into by Merton and partner authorities.			3	2	6
End date								
<b>Project 7</b>		Project Title:		Select one major outcome				
Start date		Project Details:						0
End date								
<b>Project 8</b>		Project Title:		Select one major outcome				
Start date		Project Details:						0
End date								
<b>Project 9</b>		Project Title:		Select one major outcome				
Start date		Project Details:						0
End date								
<b>Project 10</b>		Project Title:		Select one major outcome				
Start date		Project Details:						0
End date								

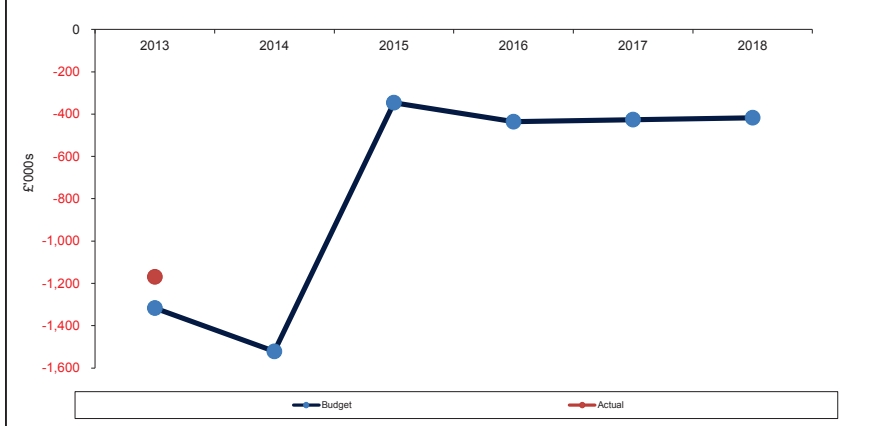
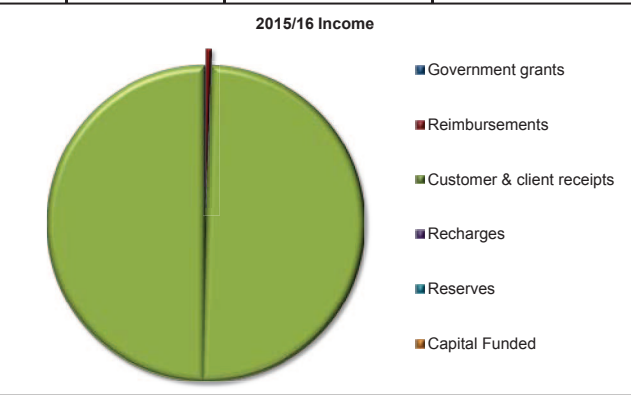
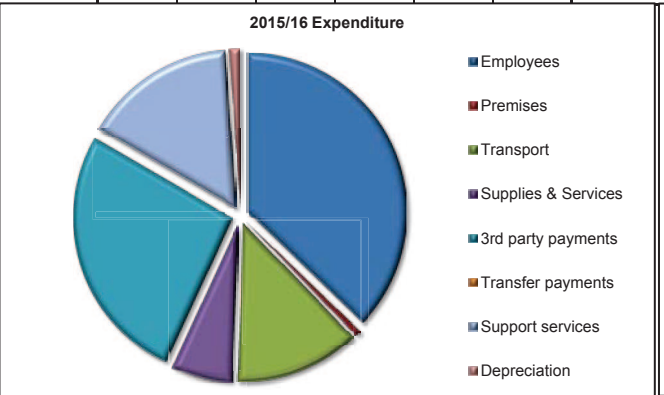
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# **Environment and Regeneration Department**

Commercial Services (Waste Operations)	Planning Assumptions						The Corporate strategies your service contributes to				
Cllr Judy Saunders Cabinet Member for Performance & Implementation	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
Enter a brief description of your main activities and objectives below	Residual contracts	983	1183	1000	1100	1200	1300	Waste Management Plan			
	Dry recycling contracts	643	993	600	700	800	800	Climate Change Strategy			
Commercial Waste & Recycling, Collection & Disposal directly from local businesses. Under government legislation the council has a duty to arrange for the collection of commercial waste when requested to do so. The Act defines commercial waste as: "waste from premises used wholly or mainly for the purposes of a trade or business or the purposes of sport, recreation or entertainment".	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Medium Term Financial Strategy			
	Staff (FTE)	14	13	13	13	13	13				
Pest Control Service: Legislation requires that local authorities undertake enforcement for the purposes of controlling rats and mice. Owners / tenants have discretion on pest control providers. Merton is able to offer its residents and businesses a good quality, competitively priced service using fully qualified officers.	Transport	4	4	4	4	4	4				
Objectives - to make both services more efficient, cost effective and competitive in the commercial market - be more reactive to seasonal demands - become competitive in both commercial waste and pest control, looking at the marketing of the services and pricing structure. TOM	Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
	Total Income from commercial waste	£1.45m	£1.5m	£1.2m	£1.25m	£1.3m	£1.35m	High	Monthly	Business critical	Loss of income
	Market Share Commercial waste %	New	30	26	28	29	30	Low	Quarterly	Outcome	Loss of income
	Customer satisfaction survey %	New	85	87	89	91	91	High	Annual	Outcome	Reputational risk

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	<b>712</b>	<b>430</b>	<b>723</b>	<b>986</b>	<b>996</b>	<b>1,006</b>	<b>1,015</b>
Employees	404	234	357	367	367	367	367
Premises	6	0	6	6	6	6	6
Transport	126	24	126	126	129	132	134
Supplies & Services	62	55	62	62	63	64	66
3rd party payments	0	0	0	261	267	273	278
Transfer payments	0	0	0	0	0	0	0
Support services	103	106	172	153	153	153	153
Depreciation	11	11	0	11	11	11	11
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Income</b>	<b>2,029</b>	<b>1,599</b>	<b>2,245</b>	<b>1,332</b>	<b>1,432</b>	<b>1,432</b>	<b>1,432</b>
Government grants	0	0	0	0	0	0	0
Reimbursements	7	0	7	7	7	7	7
Customer & client receipts	2,022	1,599	2,238	1,325	1,425	1,425	1,425
Recharges							
Reserves							
Capital Funded							
<b>Council Funded Net Budget</b>	<b>(1,317)</b>	<b>(1,169)</b>	<b>(1,522)</b>	<b>(346)</b>	<b>(436)</b>	<b>(426)</b>	<b>(417)</b>
<b>Capital Budget £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
	0	0	0	0	0	0	0



Summary of major budget etc. changes 2015/16	
Inflation on income = (£3k)	
Growth = £650k - to mitigate current income pressures	
2016/17	
E&R33 = (£100k)	
2017/18	
2018/19	

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD								
Commercial Services (Waste Operations)								
PROJECT DESCRIPTION				MAJOR EXPECTED OUTCOME		Risk		
		Likelihood	Impact	Score				
<b>Project 1</b>		Project Title:	<b>Market Testing of Pest Control Service</b>		To meet budget savings			
Start date	2014-15	Project Details:	Market testing has been completed. We are entering into a full procurement exercise for the Pest Control service.			2	2	4
End date	2014-15							
<b>Project 2</b>		Project Title:	<b>Sales and Marketing Plan</b>		Income generation			
Start date	2014-15	Project Details:	Sales and Marketing plan for Commercial Waste Service area has been completed and action plan provided.			3	2	6
End date	2014-15							
<b>Project 3</b>		Project Title:	<b>South London waste partnership (phase C)</b>		More efficient way of working			
Start date	2015-16	Project Details:	The SLWP includes Merton, Sutton, Croydon and Kingston. If Members of the 4 boroughs agree the partnership will procure contracts for a wide range of environmental services including : waste collection , street cleansing , grounds and parks maintenance , winter gritting and fleet maintenance as well as commercial waste collection.			0	0	0
End date	2017-18							
<b>Project 4</b>		Project Title:						
Start date		Project Details:				0	0	0
End date								
<b>Project 5</b>		Project Title:						
Start date		Project Details:						0
End date								
<b>Project 6</b>		Project Title:			Select one major outcome			
Start date		Project Details:						0
End date								
<b>Project 7</b>		Project Title:			Select one major outcome			
Start date		Project Details:						0
End date								
<b>Project 8</b>		Project Title:			Select one major outcome			
Start date		Project Details:						0
End date								
<b>Project 9</b>		Project Title:			Select one major outcome			
Start date		Project Details:						0
End date								
<b>Project 10</b>		Project Title:			Select one major outcome			
Start date		Project Details:						0
End date								



Development and Building Control

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
				Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>Commercialisation of Building Control</b>	Income generation		
Start date	2013-14	Project Details:	This is to ensure Building Control is more commercially aware in a more competitive market.	3	2	6
End date	2014-15					
<b>Project 2</b>		Project Title:	<b>Mobile/Home working</b>	More efficient way of working		
Start date	2014-15	Project Details:	This is introducing mobile and home working to the teams.	2	2	4
End date	2014-15					
<b>Project 3</b>		Project Title:	<b>Improving the development management processes</b>	Delivering regeneration in the Borough		
Start date	2014-3	Project Details:	As part of sustainable communities to provide an end to end development management process to deliver regeneration objectives.	2	2	4
End date	2014-5					
<b>Project 4</b>		Project Title:	<b>developing eforms and M3 capability and e-payments</b>	utilising IT to our advantage		
Start date	2014-5	Project Details:	Enforcement eforms , BC eforms and DC e-payments	4	1	4
End date	2015-6					
<b>Project 5</b>		Project Title:	<b>Section review</b>	More efficient way of working		
Start date	2014-15	Project Details:	Section review looking the structure and interaction with other services	6	2	12
End date						
<b>Project 6</b>		Project Title:	<b>Shared services review with Wandsworth (part of TOM)</b>	More efficient way of working		
Start date	2014/15	Project Details:	Looking at oportunities for sharing with wandsworth, especalli back office functions given both authorities use the same IT product	3	2	6
End date	2015/16					
<b>Project 7</b>		Project Title:	<b>Lean review of pre-application process (part of TOM)</b>	Income generation		
Start date	2014/15	Project Details:	To ensure the priocess is efficient and robust from a customer perspectiv e and to investigate any further incom oportunities.	6	1	6
End date	2014/15					
<b>Project 8</b>		Project Title:	<b>DC 60 Day rapid improvement plan</b>	Improved customer satisfaction		
Start date	2014/15	Project Details:	Improving all elements of the service from a customer care perspective and embedding new working practices.	5	1	5
End date	2014/15					
<b>Project 9</b>		Project Title:		Select one major outcome		
Start date		Project Details:				0
End date						
<b>Project 10</b>		Project Title:		Select one major outcome		
Start date		Project Details:				0
End date						





**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Future Merton**

		PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
						Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>Local Plan: Estate Regeneration</b>		Improved resident well being	3	2	6
Start date	2014/15	Project Details:	Working with Circle Merton Priory to deliver investment in new homes and the regeneration of High Path, Eastfields and Ravensbury estates. Supported by the preparation of a Local Plan (DPD) Also working with Moat housing to coordinate investment in regenerating Pollards Hill.					
End date	2024/25							
<b>Project 2</b>		Project Title:	<b>Rediscover Mitcham</b>		Improved resident well being	2	2	4
Start date	2012-13	Project Details:	Revitalising Mitcham Fair Green and surrounding streets by investing c£6m in the public realm, local businesses, and transport proposals, working closely with local residents, the business community and Transport for London. Rediscover Canons HLF Bids (Parks for People and Townscape Heritage c£2.5m)					
End date	2016-17							
<b>Project 3</b>		Project Title:	<b>Connecting Colliers Wood / South Wimbledon Planning Framework</b>		Quality place making to support a growing population whilst identifying regeneration opprtunities and inward investment.	4	1	4
Start date	2014-15	Project Details:	Work with stakeholders to facilitate the regeneration and growth of Colliers Wood / South Wimbledon via preparation of GLA Development Framework (strategic masterplan, delivery of public real, new homes and town centre re-designation) Stage 1; delivery c£2.5m investment in 'Connecting Colliers Wood' public realm project on track to complete summer 2015. Masterplan to follow 2015/16+					
End date	2019-20							
<b>Project 4</b>		Project Title:	<b>Wimbledon Stadium</b>		Improved efficiency of investment into the borough and make it a more attractive place to live and work	3	1	3
Start date	2011-12	Project Details:	Delivery of a new stadium and associated developments, working with stakeholders on a masterplan for the site following the outcome of the <i>Sites and Policies Plan</i>					
End date	2016-17							
<b>Project 5</b>		Project Title:	<b>Climate Change Strategy &amp; Action Plan</b>		Income generation	2	2	4
Start date	2014-15	Project Details:	Managing internal and external energy efficiency and renewable energy investment in the council's buildings, schools and in the wider community to reduce carbon while saving money, towards the creation of a revolving invest-to-save investment fund. Other projects include Air Quality, Greening Businesses, PV roll-out and District Heat & Power feasibility					
End date	2018-19							
<b>Project 6</b>		Project Title:	<b>futureWimbledon &amp; Crossrail 2</b>		Promoting Merton and achieving greater inward investment in terms of Jobs and infrastructure.	2	2	4
Start date	2014-15	Project Details:	Identifying the growth potential of Wimbledon as the premier business hub in South London. Explore investment and development opprtunities linked to Crossrail 2 and improving the quality of architecture, design and placemaking. Conference (2013) Ideas Competition (2014) Inward investment Prospectus (2015/16) Masterplan linked to Crossrail 2 (2015/16-2017/18)					
End date	2022-23							
<b>Project 7</b>		Project Title:	<b>Morden Town Centre Regeneration</b>		Increasing Merton's hosing supply. Attracting investment into Morden. Physical improvements to public space and streetscape. Economic benefits and increased jobs via new development and increased local spending power. Improved resident wellbeing and improved reputation for LBM.	3	2	6
Start date	2011/12	Project Details:	Growth, investment and intensification to support regeneration in Morden. Strategic Planning Policies (2011-2013) Development Brief with TFL for Morden Station (2014) Major scheme bid to TFL for public realm overhaul and gyratory removal (2015/16) GLA Housing Zone bid (2014/2016) Development Partner selection (2015/16-2016/17) Physical project delivery c2017/18					
End date	2019/2020							
<b>Project 8</b>		Project Title:	<b>Economic Development Strategy and Action Plans</b>		Improved economic resilience, supporting jobs and business growth	2	1	2
Start date	2012-13	Project Details:	Inward Investment and Business Retention Strategy. Employment and Skills Strategy. Merton Business Support Service. Merton Micro Loan and Business Loan Fund.					
End date	2015-16							
<b>Project 9</b>		Project Title:	<b>Smarter travel: road safety</b>		Improved resident well being	2	2	4
Start date	2013-14	Project Details:	Running various programmes to improve road safety and encourage smarter and healthier travel choices, including adult and children cycle training, walk to school, motorcycle and learner driver training. Reduces road related injuries and helps Merton deliver its share of the Mayor's Transport Strategy.					
End date	2015-16							
<b>Project 10</b>		Project Title:	<b>Borough Cycling Initiatives</b>		Improved resident well being	2	1	2
Start date	2014-15	Project Details:	TFL Quietways funding for cycling infrastructure improvements. TFL Major Scheme bid for Wimbledon Town Centre cycle segregation scheme (2014/15-2017/18)					
End date	2024-26							



**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

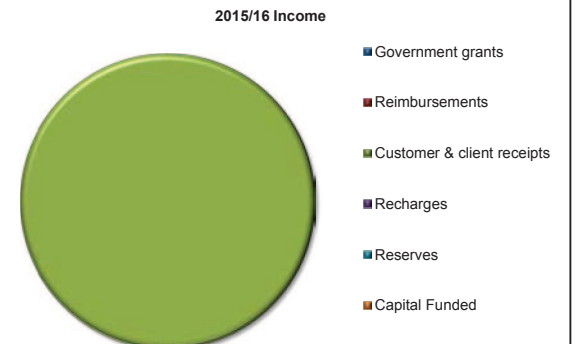
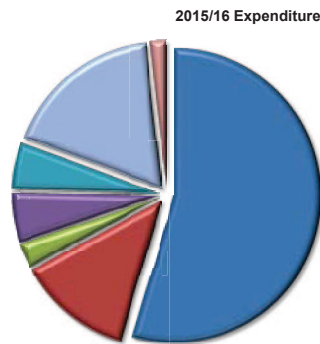
**Leisure & Cultural Development**

		PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
						Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>Increasing participation &amp; engagement in the arts, culture, sport, physical activity and well-being activities</b>	Improved resident well being				
Start date	2014	Project Details:	Develop and deliver, with and through partners, joint community projects and programmes in the east of the borough in accordance with the Culture & Sport Framework			2	2	4
End date	2018-19							
<b>Project 2</b>		Project Title:	<b>Develop the boroughs involvement in major sporting, arts &amp; cultural events</b>	Improved reputation				
Start date	2012	Project Details:	Deliver and develop Merton's contribution to the Merton's Golden Jubilee, Ride London, Etc., as well as delivering Merton's contribution to other major sporting, arts and cultural events as appropriate and required			2	2	4
End date	2018-19							
<b>Project 3</b>		Project Title:	<b>Leisure Centres Contract</b>	To meet budget savings				
Start date	2016	Project Details:	Vary the Leisure Centre Contract to take account of the new Morden Leisure Centre			2	2	4
End date	2017-18							
<b>Project 4</b>		Project Title:	<b>Morden Leisure Centre</b>	Improved resident well being				
Start date	2014	Project Details:	Deliver a new Morden Leisure Centre as a family friendly and community leisure centre to replace Morden Park Pools. Decommission and demolish the existing Morden Park Pools and reinstate the land to fit in with the Morden Park landscape			4	2	8
End date	2017-18							
<b>Project 5</b>		Project Title:	<b>Customer Contact Programme - Online Leisure &amp; Cultural Bookings &amp; Payment System</b>	More efficient way of working				
Start date	2015	Project Details:	Work with Corporate IT on the Customer Contact Programme to deliver, improve & implement the replacement online booking & payment system for pitch, halls, pavilions, courses, events and activities in line with the whole council approach. Ensure service needs are appropriately embedded within that initiative.			2	2	4
End date	2016-17							
<b>Project 6</b>		Project Title:	<b>Commercialisation of Culture &amp; Sport Activities, Projects and Programmes</b>	To meet budget savings				
Start date	2014	Project Details:	Continue the commercialisation and development of the Merton Active Plus programme to generate increased income over a three year period to cover the salary of the officer that delivers it. Develop the Marine College and Outdoor Education Centre at the Watersports Centre. development team to cover two distinct strands of commercial and community activities.			2	2	4
End date	2016-17							
<b>Project 7</b>		Project Title:	<b>Community Use in the East of the Borough</b>	Improved resident well being				
Start date	2014	Project Details:	Work with leisure facility providers and schools to increase the size, scope and usage of their sports and leisure facilities to provide wider community leisure benefits and use. Transfer the management of the BMX track to the school or their preferred provider. Work with providers to deliver sustainable solutions for leisure.			2	2	4
End date	2016-17							
<b>Project 8</b>		Project Title:	<b>Cultural Framework Implementation</b>	More efficient way of working				
Start date	2014	Project Details:	Promote Culture & Sport Framework widely as well as implementing delivery locally within that framework.			2	2	4
End date	2017-8							
<b>Project 9</b>		Project Title:	<b>Deliver a Wimbledon Park Masterplan</b>	Improved resident well being				
Start date	2015	Project Details:	Develop a strategic masterplan for Wimbledon Park that takes account of all of the landscape, ecology and heritage matters as well as defining a sustainable and financially viable future for sports, culture, leisure, play facilities and ancillary facilities, etc. within the park.			2	2	4
End date	2018-19							
<b>Project 10</b>		Project Title:	<b>External Funding &amp; Inward Investment Opportunities</b>	Income generation				
Start date	2013	Project Details:	Seek out partnership working and funding opportunities that deliver against the Cultural Framework as well as seeking external funding to deliver our strategic needs. Eg Morden Leisure Centre; facilities at Wimbledon Park, etc.			2	2	4
End date	2018-19							

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Parking Cllr Judy Saunders Cabinet Member for Performance & Implementation Enter a brief description of your main activities and objectives below The service is required to enforce the parking regulations to ensure the through flow of traffic can be maintained and ensuring residents and blue badge holders have the ability to park in bays they have a permit or badge for. Surplus income generated by traffic management must be used for transport related areas. Objectives • enforce parking regulations across the borough including Controlled Parking Zones and bus lanes • to implement measures to improve traffic enforcement efficiency , specifically the introduction of Automatic Number Plate Recognition (ANPR) cameras at bus lane and moving traffic locations. This will improve compliance and ease congestion at key points across the borough • to maintain a survey of parking needs, hours of operation, the availability of parking spaces and the charging structure • to monitor the borough 's parking infrastructure to ensure that locations subject to regulatory controls can be effectively enforced thus improving compliance and ultimately congestion • to take account in business planning of the increase in population and changes in planning legislation allowing business premises to be changed to residential use which could result in an increase in demand for parking spaces in existing CPZ's and pressure in areas with no controlled parking to introduce CPZ's. <th colspan="7">Planning Assumptions</th> <th colspan="3">The Corporate strategies your service contributes to</th>	Planning Assumptions							The Corporate strategies your service contributes to		
	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19			
Number of resident permits issued	13,638	14,481	Not known	Not known	Not known	Not known				Road Safety Plan
Number of visitors permits issued	252,520	280,600	Not known	Not known	Not known	Not known				Medium Term Financial Strategy Local Transport Plan
Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
Staff (FTE)	71	72	86	84	84	84				
Transport	15	15	15	Not known dependant upon ANPR needs	Not known dependant upon ANPR needs					
Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
% of parking permits issued within 5-7 days	90%	90%	90%	90%	90%	90%	High	Monthly	Outcome	Loss of income
Sickness- No of days per FTE (12 month rolling average)	12	11	10	9	8	8	Low	Quarterly	Quality	Loss of income
Percentage of cases won at PATAS compared to previous years data	48%	50%	52%	54%	54%	54%	High	Monthly	Business critical	Loss of income
Percentage of cases lost at PATAS compared to the previous years data	24%	23%	22%	21%	21%	21%	Low	Monthly	Business critical	Loss of income
Percentage of cases where council does not contest at PATAS due to new evidence compared to the previous years data	28%	27%	26%	25%	25%	25%	Low	Monthly	Business critical	Loss of income

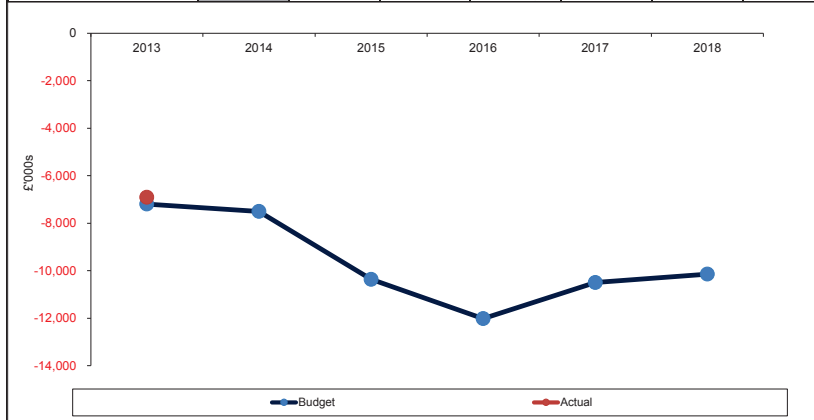
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	4,527	4,469	4,677	5,111	5,033	5,050	5,067
Employees	2,407	2,338	2,476	2,788	2,708	2,708	2,708
Premises	692	663	689	641	628	630	631
Transport	144	130	155	140	143	146	149
Supplies & Services	229	261	229	286	292	299	306
3rd party payments	221	215	225	264	270	275	281
Transfer payments	0	0	0	0	0	0	0
Support services	747	775	832	905	905	905	905
Depreciation	87	87	71	87	87	87	87
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	11,725	11,383	12,184	15,480	17,051	15,549	15,212
Government grants	0	0	0	0	0	0	0
Reimbursements	0	4	0	0	0	0	0
Customer & client receipts	11,725	11,379	12,184	15,480	17,051	15,549	15,212
Recharges							
Reserves							
Capital Funded							
Council Funded Net Budget	(7,198)	(6,914)	(7,507)	(10,369)	(12,018)	(10,499)	(10,145)



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Tackling Traffic Congestion			0	1,300	0	0	0
Other		57	68	0	0	0	0
	0	57	68	1,300	0	0	0

### Summary of major budget etc. changes 2015/16

EN05 = (£37k)  
 EV02 = (£4k)  
 EV11 = (£125k)  
 Inflation on Income = (£171k)  
 ANPR introduction = (£3,214k)  
 Growth = £550k - To help mitigate loss of income from proposed Deregulation Bill regarding the enforcement of static contraventions.. Funded from introduction of ANPR .  
 Add 16 FTE officers to handle increase in back office volumes following introduction of ANPR camera enforcement .



### 2016/17

EN02 = (£226k)  
 EV11 = (£125k)  
 E&R7 = (£260k)  
 E&R8 = (£1,700k)  
 E&R9 = (£500k)  
 E&R10 = (£80k)  
 E&R11 = (£60k)  
 E&R12 = (£14k)  
 ANPR income reduction = £1,300k

### 2017/18

EV11 = (£125k)  
 E&R7 = (£163k)  
 E&R8 = £1,540k  
 ANPR income reduction = £250k

### 2018/19

E&R7 = (£163k)  
 E&R8 = £500k

**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

Parking							
PROJECT DESCRIPTION				MAJOR EXPECTED OUTCOME		Risk	
		Likelihood	Impact	Score			
<b>Project 1</b>		Project Title:	<b>Tackling Traffic Congestion</b>				
Start date	2014-15	Project Details:	Replace the existing cameras and back office system to enable unmanned (automated) enforcement of bus lane and moving traffic contraventions.	More efficient way of working	2	2	4
End date	2015-16						
<b>Project 2</b>		Project Title:	<b>Cashless parking</b>				
Start date	2013-14	Project Details:	Rollout a cashless/mobile phone payment service for on and off-street parking charges, permits and suspensions.	Improved customer satisfaction	1	1	1
End date	2014-15						
<b>Project 3</b>		Project Title:					
Start date		Project Details:					
End date							
<b>Project 4</b>		Project Title:					
Start date		Project Details:					
End date							
<b>Project 5</b>		Project Title:					
Start date		Project Details:					
End date							
<b>Project 6</b>		Project Title:					
Start date		Project Details:					
End date							
<b>Project 7</b>		Project Title:					
Start date		Project Details:					
End date							
<b>Project 8</b>		Project Title:					
Start date		Project Details:					
End date							
<b>Project 9</b>		Project Title:					
Start date		Project Details:					
End date							
<b>Project 10</b>		Project Title:					
Start date		Project Details:					
End date							



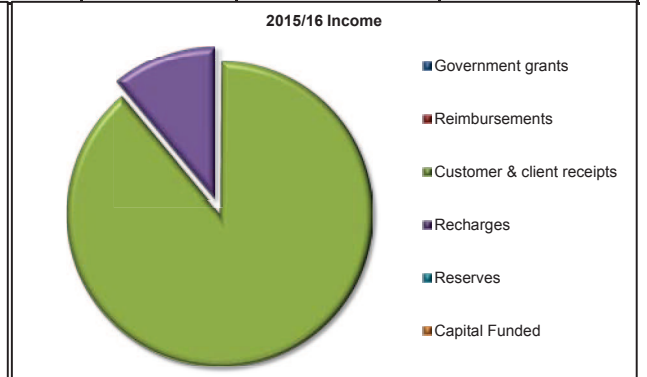
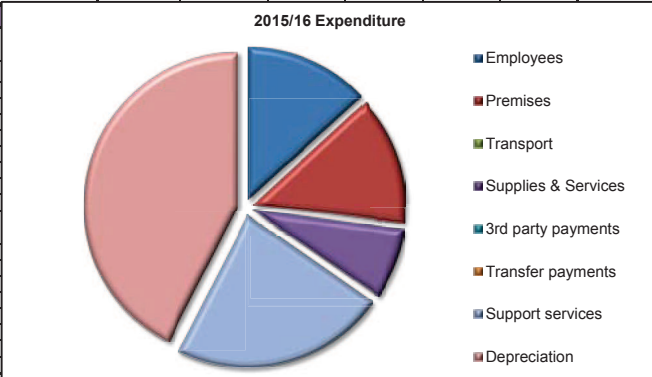
**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Parks and Green Spaces**

		PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
						Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>Management of parks &amp; open spaces</b>	More efficient way of working		2	2	4
Start date	2012-13	Project Details:	Encourage and facilitate the management of parks and/or parks facilities by friends and other community groups. Increase volunteering in parks					
End date	2017-18							
<b>Project 2</b>		Project Title:	<b>Management of bowling greens</b>	More efficient way of working		2	2	4
Start date	2012-13	Project Details:	Review and transformation of the current bowls provisions in Merton					
End date	2017-18							
<b>Project 3</b>		Project Title:	<b>Commercialisation of grounds and sports services</b>	Income generation		2	2	4
Start date	2012-13	Project Details:	Increased commercialisation of the grounds, sports and other Greenspaces' services, including outdoor events					
End date	2018-19							
<b>Project 4</b>		Project Title:	<b>New cemetery extensions</b>	Income generation		2	3	6
Start date	2012-13	Project Details:	Provision of new burial capacity across Merton's cemeteries					
End date	2015-16							
<b>Project 5</b>		Project Title:	<b>Development of new sporting hub at Joseph Hood Rec</b>	Income generation		3	2	6
Start date	2012-13	Project Details:	Production and implementation of a new masterplan for Joseph Hood Recreation Ground					
End date	2017-18							
<b>Project 6</b>		Project Title:	<b>New pavilion &amp; facilities at Dundonald Rec</b>	Improved reputation		2	2	4
Start date	2014-15	Project Details:	Delivery of new pavilion and allied facilities at Dundonald Rec (with CSF)					
End date	2016-17							
<b>Project 7</b>		Project Title:	<b>Management of paddling pools</b>	More efficient ways of working		2	2	4
Start date	2013-14	Project Details:	Investment in new water play facilities.					
End date	2015-16							

Property	Planning Assumptions						The Corporate strategies your service contributes to			
Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
The number of proposed disposals	2	12	4	TBC	TBC		Capital Programme			
The number of proposed lettings	10	9	8	8	8		Economic Development Strategy			
The number of proposed rent reviews	30	25	21	21	21		Housing Strategy			
The number of commercial properties	394	394	394	394	394		Medium Term Financial Strategy			
Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Asset Management Plan			
Staff (FTE)	6	6	6	6	5	5				
Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
Capital receipts	£5m	£1m	£5m	TBC	TBC		High	Quarterly	Business critical	Loss of income
% Vacancy rate of prop. owned by council	5	4.0	3.5	3.5	3.3		Low	Quarterly	Outcome	Loss of income
% Debt owed to LBM by tenants Inc. businesses	9.8	9.0	8.5	8.5	8.5		Low	Quarterly	Outcome	Loss of income
Asset Valuations	150	150	150	150	150		High	Annual	Business critical	Breach statutory duty

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	<b>2,169</b>	<b>2,295</b>	<b>1,181</b>	<b>2,068</b>	<b>2,038</b>	<b>2,000</b>	<b>1,991</b>
Employees	271	280	270	274	274	227	227
Premises	258	289	269	283	250	255	243
Transport	0	3	1	1	1	1	1
Supplies & Services	222	240	155	158	161	165	168
3rd party payments	27	12	0	0	0	0	0
Transfer payments	0	0	0	0	0	0	0
Support services	518	598	444	471	471	471	471
Depreciation	873	873	42	881	881	881	881
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
<b>Income</b>	<b>4,567</b>	<b>4,724</b>	<b>4,530</b>	<b>4,549</b>	<b>4,549</b>	<b>4,584</b>	<b>4,584</b>
Government grants	0	0	0	0	0	0	0
Reimbursements	18	58	5	5	5	5	5
Customer & client receipts	4,046	4,088	4,042	4,042	4,042	4,077	4,077
Recharges	502	577	483	502	502	502	502
Reserves	1	1	0	0	0	0	0
Capital funded							
<b>Council Funded Net Budget</b>	<b>(2,398)</b>	<b>(2,429)</b>	<b>(3,349)</b>	<b>(2,481)</b>	<b>(2,511)</b>	<b>(2,584)</b>	<b>(2,593)</b>

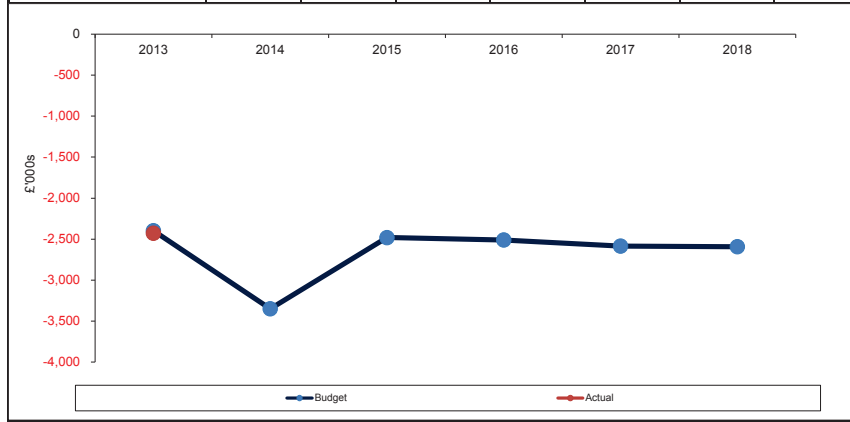


Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Priests House	0	0	0	300	0	0	0
WH Smiths Dilapidations	0	0	87	0	0	0	0
	0	0	87	300	0	0	0

**Summary of major budget etc. changes**

**2015/16**  
Inflation on Income = (£6k)

**2016/17**  
E&R6 = (£39k)



**2017/18**  
E&R5 = (£82k)

**2018/19**  
E&R6 = (£18k)

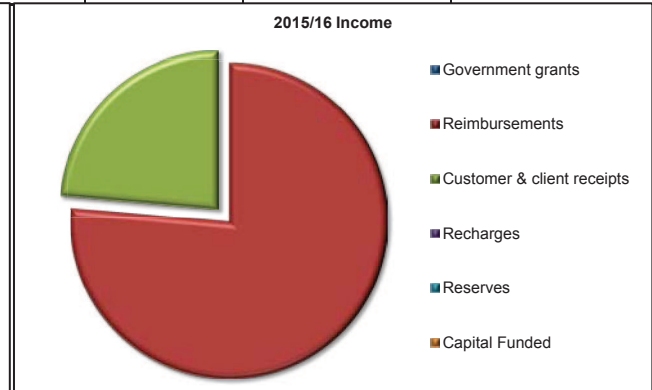
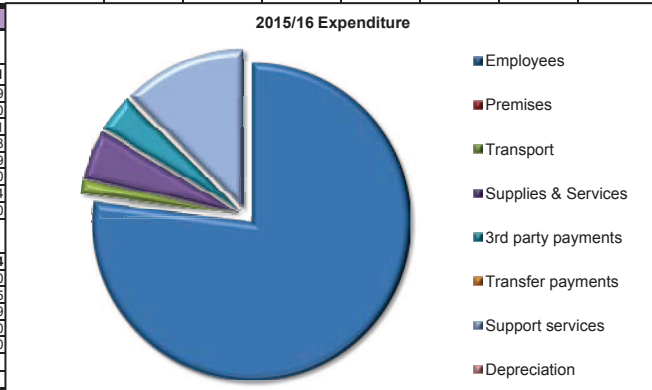


**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

Property									
PROJECT DESCRIPTION				MAJOR EXPECTED OUTCOME		Risk			
		Likelihood	Impact	Score					
<b>Project 1</b>		Project Title:	<b>Integrated Project Team</b>						
Start date	2012-13	Project Details:	This is to create a team which covers all aspects of the council which will allow better use of council properties and maximise capital receipts through either selling or rental	Income generation	2	2	4		
End date	on going								
<b>Project 2</b>		Project Title:	<b>Asset Management Plan</b>						
Start date	2012-13	Project Details:	This is the creation of a plan which will help to maximise all the property held by the council	Income generation	1	2	2		
End date	on going								
<b>Project 3</b>		Project Title:							
Start date		Project Details:							
End date									
<b>Project 4</b>		Project Title:							
Start date		Project Details:							
End date									
<b>Project 5</b>		Project Title:							
Start date		Project Details:							
End date									
<b>Project 6</b>		Project Title:							
Start date		Project Details:							
End date									
<b>Project 7</b>		Project Title:							
Start date		Project Details:							
End date									
<b>Project 8</b>		Project Title:							
Start date		Project Details:							
End date									
<b>Project 9</b>		Project Title:							
Start date		Project Details:							
End date									
<b>Project 10</b>		Project Title:							
Start date		Project Details:							
End date									

Regulatory Services Partnership		Planning Assumptions						The Corporate strategies your service contributes to					
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration		Anticipated demand		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
Enter a brief description of your main activities and objectives below		Total number of food premises		1530	1535	1540	1545	1550	1550	Air Quality Action Plan			
Provide statutory environmental health, trading standards and licensing functions across those council's that make up the Regulatory Services Partnership (currently EB Merton and LB Richmond).		Total number of service requests		6000	6250	6500	6760	7030	7030	Central Government			
Deliver savings and efficiencies by:		Licence/permit applications		1860	1870	1880	1890	1900	1900	Climate Change Strategy			
<ul style="list-style-type: none"> <li>reducing overheads</li> <li>generating additional income</li> <li>attracting new business</li> </ul>		<b>Anticipated non financial resources</b>		<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	Commercial & Trading Standards Delivery			
<ul style="list-style-type: none"> <li>rationalising ICT systems</li> </ul>		Staff (FTE)		35	28	42	42	42	42	Crime & Disorder (partnership plan)			
Transform the service by:		<b>Performance indicator</b>					<b>Performance Targets (T) &amp; Provisional Performance Targets (PT)</b>		<b>Polarity</b>	<b>Reporting cycle</b>	<b>Indicator type</b>	<b>Main impact if indicator not met</b>	
<ul style="list-style-type: none"> <li>demand management</li> <li>streamlining business processes</li> <li>implementing new ways of working</li> </ul>		% service requests replied in 5 working days		90	85	90	95	96	96	High	Monthly	Perception	Reduced customer service
		Income generation by EHTSL		£345,000	£345,000	£345,000	£345,000	£345,000	£345,000	High	Monthly	Outcome	Loss of income
		% of category A,B & C food premises inspected		95	95	96	97	98	98	High	Annual	Business critical	Government intervention
		No. of underage sales test purchases		220	220	230	235	240	240	High	Quarterly	Business critical	Anti social behaviour
		% Data capture from air pollution monitoring sites		90	90	90	90	90	90	High	Quarterly	Business critical	Reduced enforcement
		% licensing apps. processed within 21 days.		95	95	96	96	98	98	High	Quarterly	Business critical	Reputational risk
		% of food premises rated 2* or above		90	92	94	95	96	96	High	Quarterly	Outcome	Reputational risk

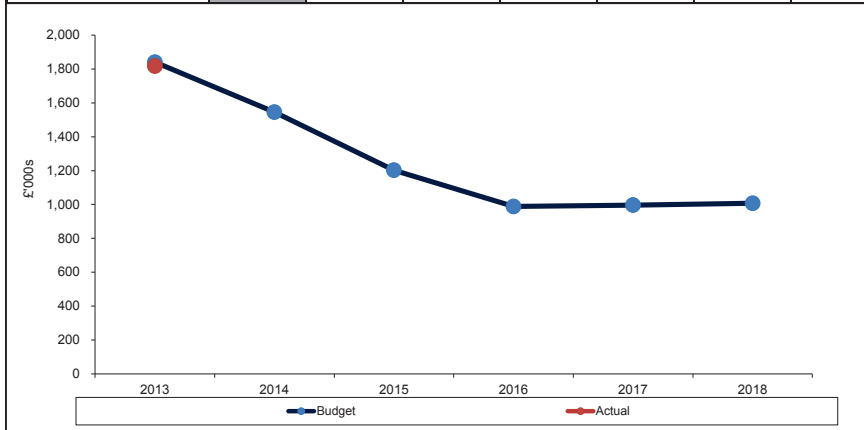
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	<b>2,536</b>	<b>2,622</b>	<b>1,893</b>	<b>2,662</b>	<b>2,672</b>	<b>2,681</b>	<b>2,691</b>
Employees	1,521	1,600	1,169	2,049	2,049	2,049	2,049
Premises	2	0	0	0	0	0	0
Transport	48	47	39	38	39	40	41
Supplies & Services	322	313	208	138	145	151	158
3rd party payments	162	164	101	103	105	107	109
Transfer payments	0	0	0	0	0	0	0
Support services	481	498	371	334	334	334	334
Depreciation	0	0	5	0	0	0	0
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
Government grants	695	804	347	1,459	1,684	1,684	1,684
Reimbursements	86	160	3	1,115	1,265	1,265	1,265
Customer & client receipts	346	388	344	344	419	419	419
Recharges	0	0	0	0	0	0	0
Reserves	196	196	0	0	0	0	0
Capital Funded	0	0	0	0	0	0	0
<b>Council Funded Net Budget</b>	<b>1,841</b>	<b>1,818</b>	<b>1,546</b>	<b>1,203</b>	<b>988</b>	<b>997</b>	<b>1,007</b>



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
	0	0	0	0	0	0	0

**Summary of major budget etc. changes 2015/16**

ER10 = (£230k)  
Inflation on Income = (£5k)



**2016/17**

E&R13 = (£50k)  
E&R14 = (£100k)  
E&R15 = (£50k)  
E&R33 = (£25k)

**2017/18**

**2018/19**

**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

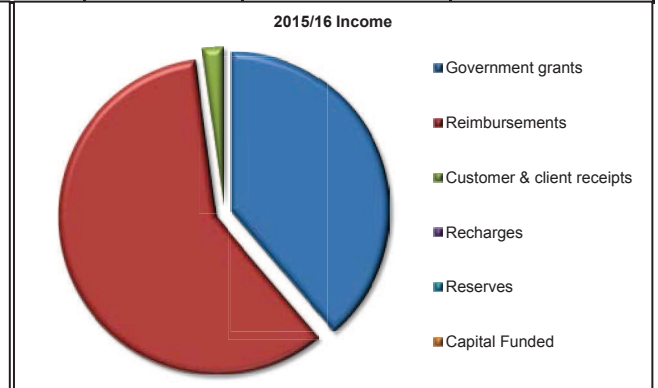
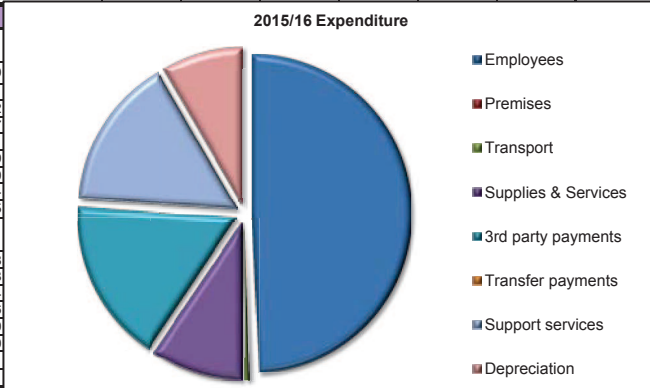
**Regulatory Services Partnership**

		PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
						Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>Development of shared 'regulatory' service</b>	To meet budget savings		2	3	6
Start date	2012-13	Project Details:	Provision of Environmental Health, Trading Standards and Licensing services with the London Boroughs of <b>Croydon</b> and Richmond with Merton acting as the lead/host borough.					
End date	2014-15							
<b>Project 2</b>		Project Title:	<b>Implementation of 'Flexible Working' across section</b>	More efficient way of working		2	1	2
Start date	2014-15	Project Details:	Following Phase 1 of Shared Service implementation look at opportunities to 'mobilise' operational staff, enhance flexible working arrangements i.e. working from home and satellite "touch-down" areas in partner boroughs arrangements to provide for a more efficient and resilient service.					
End date	2015-16							
<b>Project 3</b>		Project Title:	<b>Work with Public Health England to deliver 'Healthy Catering Commitment'</b>	Improved resident well being		2	2	4
Start date	2014-15	Project Details:	Build on existing practise by developing a system by which officers through their premises inspection work can better engage business in the development of improved health outcomes					
End date	2016-17							
<b>Project 4</b>		Project Title:	<b>Work with Public Health England to deliver 'Healthy Catering Commitment'</b>	Improved resident well being		2	2	4
Start date	2014-15	Project Details:	Build on existing practise by developing a system by which officers through their premises inspection work can better engage business in the development of improved health outcomes					
End date	2016-17							
<b>Project 5</b>		Project Title:	<b>Investigation of contaminated land at Marlowe Square</b>	Improved resident well being		5	2	10
Start date	2013-14	Project Details:	Assess outcomes of wide scale soil sampling activities and develop action plan for treatment/remediation as necessary to reduce the risk of harm to local residents					
End date	2015-16							
<b>Project 6</b>		Project Title:	<b>Introduce hard charging to determine core service costs</b>	More efficient and cost effective way of working		2	1	2
Start date	2014-15	Project Details:	Introduce hard charging to determine core service costs and menu of optional additional services.					
End date	2015-16							
<b>Project 7</b>		Project Title:	<b>Establish commissioning model</b>	More efficient and cost effective way of working		2	1	2
Start date	2014-15	Project Details:	Establish commissioning model to facilitate negotiation between shared service and constituent boroughs.					
End date	2015-16							
<b>Project 8</b>		Project Title:						0
Start date		Project Details:						
End date								
<b>Project 9</b>		Project Title:						0
Start date		Project Details:						
End date								
<b>Project 10</b>		Project Title:						0
Start date		Project Details:						
End date								

Page 1 of 19

<b>Safer Merton</b> <b>Cllr Edith Joan Macauley Cabinet Member for Engagement &amp; Equality</b> <b>Enter a brief description of your main activities and objectives below</b>	<b>Planning Assumptions</b>						<b>The Corporate strategies your service contributes to</b>			
Safer Merton is a partnership of the statutory, voluntary and business sector partners who work together to combat crime & disorder and increase safety & the perceptions of safety, within the borough. The team consists of Voluntary Sector and Police and Health funded staff. The delivery of Crime and Disorder reduction is achieved through a range of interventions such as • Tackling anti social behaviour and domestic violence • Managing Neighbourhood Watch • Drugs and alcohol abuse • The provision of school officers, CCTV and offender work Other support and commissioned services are part of the teams remit as well as ensuring that the council is compliant with legislation. The service is managed through the council, and delivered by Police officers, joint health staff, voluntary sector and the community. The Statutory duty of the council consists of: • A duty to establish a crime and disorder partnership • Complete an annual strategic assessment and agree a plan with partners in response • Respond to and deal with crime and disorder through evidence based analytical work • Delivering Anti-Social Behaviour actions and interventions • Specific duties around Domestic Violence.	<b>Anticipated demand</b> Number of new ASB cases	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Adult Treatment Plan Anti Social Behaviour Central Government Children & Young person's Plan Community Plan Crime & Disorder (partnership plan) E Merton & Mitcham N'bourhood Renewal		
	Population	206,038	208,822	211,569	214,229	216,806				
	No. Multi Agency Risk Assessment cases (domestic abuse)	158	158	158	158	158	158			
	Clients presenting at the One Stop Shop	191	230	230	230	230	230			
	<b>Anticipated non financial resources</b> Staff (FTE)	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19			
		22	22	19	19	17	17			
<b>Performance indicator</b>	<b>Performance Targets (T) &amp; Provisional Performance Targets (PT)</b>						<b>Polarity</b>	<b>Reporting cycle</b>	<b>Indicator type</b>	<b>Main impact if indicator not met</b>
	2013/14(TP)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
% CCTV cameras operational	94	95	95	95	95	95	High	Quarterly	Outcome	Reputational risk
% of residents worried about drunk & rowdy behaviour (ARS)	41	40	40	39	39	38	Low	Annual	Perception	Reputational risk
% of residents worried about ASB (ARS)	44	43	43	42	42	41	Low	Annual	Perception	Reputational risk
% of residents worried about crime (ARS)	50	50	50	49	49	48	Low	Annual	Perception	Reputational risk
No. Multi Agency Risk Assessment cases (domestic abuse)	158	129	141	153	153	153	High	Monthly	Business critical	Breach statutory duty
No. of One Stop Shop sessions	45	46	46	46	46	46	High	Quarterly	Business critical	Reduced service delivery
No. of Local Multi Agency Problem Solving meetings	33	27	27	27	27	27	High	Quarterly	Business critical	Reduced service delivery
% of residents worried about drug users (ARS)	33	32	32	31	31	30	Low	Annual	Perception	Reputational risk
% of residents feeling well informed about tackling ASB (ARS)	35	31	31	33	33	34	High	Annual	Perception	Reputational risk

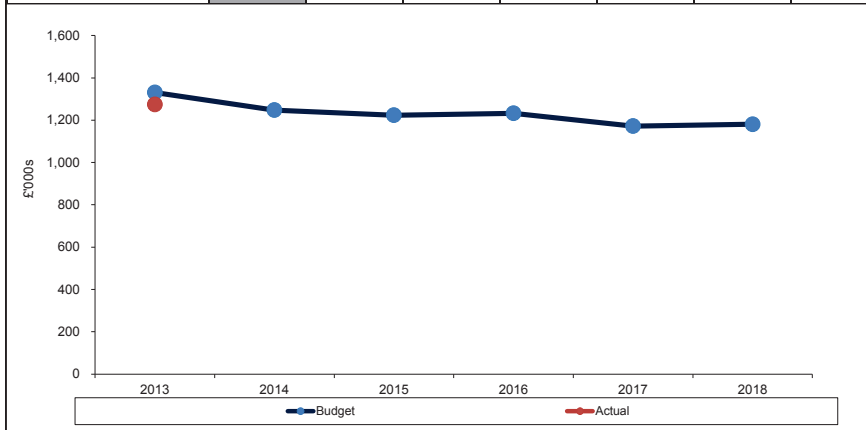
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	1,668	1,544	1,526	1,502	1,511	1,450	1,459
Employees	863	799	840	741	741	671	671
Premises	2	5	2	2	2	2	2
Transport	7	1	7	7	7	7	7
Supplies & Services	179	159	179	142	145	148	151
3rd party payments	162	118	129	251	257	263	269
Transfer payments	0	0	0	0	0	0	0
Support services	330	337	230	234	234	234	234
Depreciation	125	125	139	125	125	125	125
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
<b>Income</b>	337	270	278	278	278	278	278
Government grants	217	195	70	108	108	108	108
Reimbursements	84	48	202	164	164	164	164
Customer & client receipts	123	114	6	6	6	6	6
Recharges	0	0	0	0	0	0	0
Reserves	(87)	(87)	0	0	0	0	0
Capital Fund							
<b>Council Funded Net Budget</b>	<b>1,331</b>	<b>1,274</b>	<b>1,248</b>	<b>1,224</b>	<b>1,233</b>	<b>1,172</b>	<b>1,181</b>



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Safer Merton Schemes</b>	25	10	0	300	300	0	0
	25	10	0	300	300	0	0

**Summary of major budget etc. changes 2015/16**

EV01 = (£36k)  
 Inflation on Income = (£3k)



**2016/17**

**2017/18**

E&R43 = (£70k)

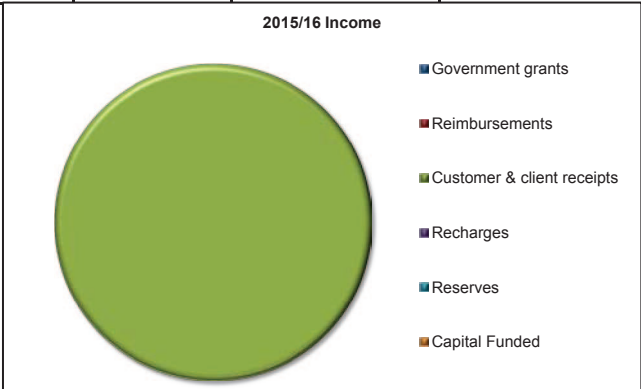
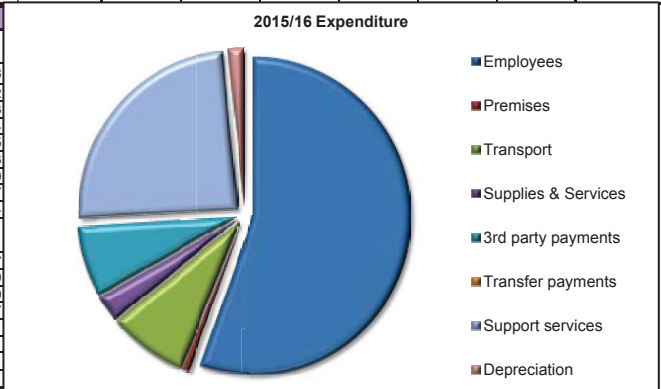
**2018/19**

**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

Safer Merton							
PROJECT DESCRIPTION				MAJOR EXPECTED OUTCOME	Risk		
					Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>Risk limitation of future grant loss</b>	More efficient way of working	4	2	8
Start date	2013-14	Project Details:	CCTV Review - This includes planning and funding of the system going forward. A coordinated and cohesive approach across numerous partner agencies and departments in the council will be a key requirement in delivering successful outcomes				
End date	on going						
<b>Project 2</b>		Project Title:	<b>ASB changes</b>	To meet legislative requirements	4	3	12
Start date	2014-15	Project Details:	ASB legislation changes from October 2014 requires changes in protocols and strategy for partnership delivery				
End date	on going						
<b>Project 3</b>		Project Title:					
Start date		Project Details:					
End date							
<b>Project 4</b>		Project Title:					
Start date		Project Details:					
End date							
<b>Project 5</b>		Project Title:					
Start date		Project Details:					
End date							
<b>Project 6</b>		Project Title:					
Start date		Project Details:					
End date							
<b>Project 7</b>		Project Title:					
Start date		Project Details:					
End date							
<b>Project 8</b>		Project Title:					
Start date		Project Details:					
End date							
<b>Project 9</b>		Project Title:					
Start date		Project Details:					
End date							
<b>Project 10</b>		Project Title:					
Start date		Project Details:					
End date							

Street Cleaning	Planning Assumptions						The Corporate strategies your service contributes to					
<b>Cllr Judy Saunders Cabinet Member for Performance &amp; Implementation</b>	Anticipated demand		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Anti Social Behaviour			
Enter a brief description of your main activities and objectives below Street Cleaning: to improve the street scene by maintaining the public highway, collecting fly tips, removing litter, detritus, graffiti, fly posting and keeping gullies clean. Enforcement: to improve the street scene by education, advice and enforcement, reducing fly tipping, litter, dog fouling, abandoned vehicles, graffiti and fly posting; and collecting stray dogs. Winter Gritting: delivering an efficient service in accordance with Highways section priorities. Objectives • fulfil the council's statutory responsibilities in respect of street cleansing • maximise efficiencies through co-ordinated and partnership working • provide value for money services that meet the needs of residents and businesses • champion the needs of the service users • improve our customer information and improve feedback • protect and care for the welfare and development of our employees, the environment, our customers and the local community in which we operate • provide a safe and supportive environment for all our employees and strive for outstanding health and safety performance • provide a customer focussed approach to service design and improvement • improve levels of satisfaction with services provided.	Population	206,038	208,822	211,569	214,229	216,806	TBC	TBC	Performance Management Framework			
	Housing Properties	80,890	81,000	81,400	81,800	82,100	TBC	TBC	Waste Management Plan			
	Kilometers of Roads	375	375	375	375	375	375	375	Community Plan			
	Anticipated non financial resources		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
	Staff (FTE)	103	127	127	116	99	99	99				
	Transport	26	26	26	26	26	26	26				
	Performance indicator		Performance Targets (T) & Provisional Performance Targets (PT)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
			2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
	% Residents satisfied with street cleanliness		58	60	56	57	58	59	High	Annual	Perception	Reputational risk
	% Sites surveyed below standard for litter		8.5	7.5	9.5	9	8.5	8	Low	Quarterly	Perception	Reputational risk
% Sites surveyed below standard for Detritus		12.5	12	15	14.5	14	13.5	Low	Quarterly	Perception	Reputational risk	
% Sites surveyed below standard for graffiti		5.5	5.0	4.5	4.0	4	4	Low	Quarterly	Perception	Reputational risk	
% Sites surveyed below standard for weeds		14.50	14.00	13.50	13.00	12.5	12	Low	Quarterly	Perception	Reputational risk	
Number of fly tips reported		3300	3200	3700	3600	3500	3400	Low	Monthly	Outcome	Reputational risk	
Days lost through sickness per FTE		12	10	15	14	13	12	Low	Quarterly	Outcome	Increased costs	
% Sites surveyed below standard for flyposting		1	1	1	1	1	1	Low	Quarterly	Perception	Reputational risk	
% of FPNs issued that have been paid		New	New	65%	68%	70%	72%	High	Monthly	Output	Loss of income	

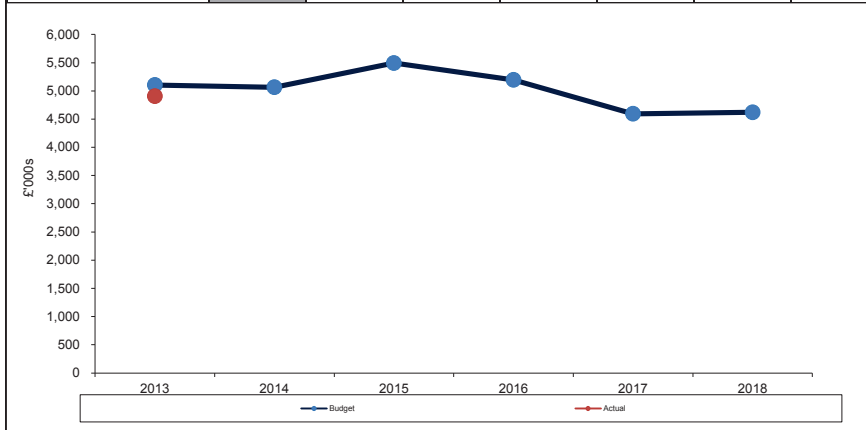
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	<b>5,337</b>	<b>5,143</b>	<b>5,296</b>	<b>5,944</b>	<b>5,668</b>	<b>5,065</b>	<b>5,088</b>
Employees	3,347	3,313	3,313	3,289	2,990	2,482	2,482
Premises	34	20	24	37	38	33	33
Transport	492	424	492	482	492	414	424
Supplies & Services	161	143	160	160	163	142	145
3rd party payments	152	92	139	435	444	453	463
Transfer payments	0	0	0	0	0	0	0
Support services	1,057	1,057	1,168	1,447	1,447	1,447	1,447
Depreciation	94	94	0	94	94	94	94
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
<b>Income</b>	<b>231</b>	<b>236</b>	<b>231</b>	<b>452</b>	<b>472</b>	<b>469</b>	<b>467</b>
Government grants	0	0	0	0	0	0	0
Reimbursements	0	0	0	0	0	0	0
Customer & client receipts	231	236	231	452	472	469	467
Recharges							
Reserves							
Capital Funded							
<b>Council Funded Net Budget</b>	<b>5,106</b>	<b>4,907</b>	<b>5,065</b>	<b>5,492</b>	<b>5,196</b>	<b>4,596</b>	<b>4,621</b>



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
	0	0	0	0	0	0	0

**Summary of major budget etc. changes 2015/16**

Inflation on Income = (£10k)



**2016/17**  
EN14 = (£100k)  
E&R17 = (£157k)  
E&R20 = (£20k)  
E&R22 = (£42k)

**2017/18**  
E&R16 = (£627k)  
E&R20 = £3k

**2018/19**  
E&R20 = £2k

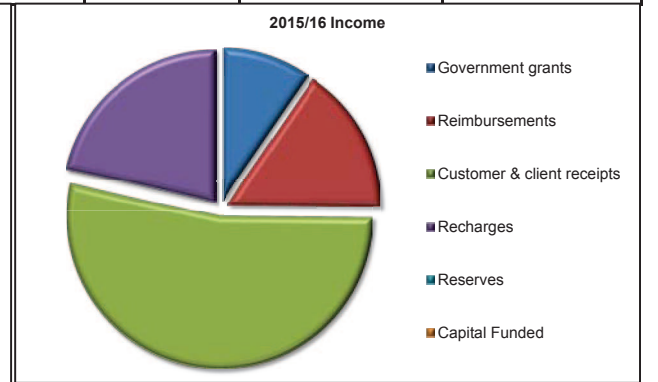
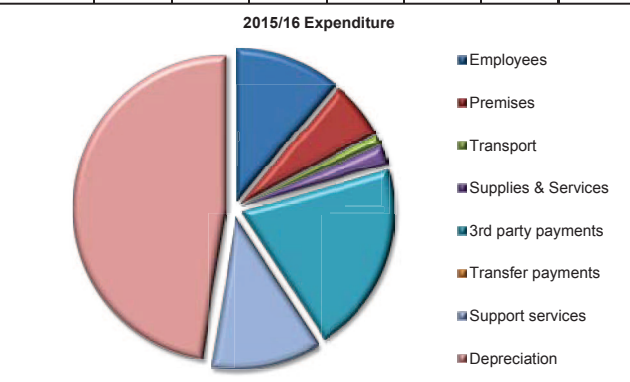
**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Street Cleaning**

		PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
						Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>Introduce mobile working</b>	More efficient way of working		2	2	4
Start date	2014-15	Project Details:	This to introduce the use of handheld devices for all operators enabling receiving of reports from residents and also to report any to the office.					
End date	2015-16							
<b>Project 2</b>		Project Title:	<b>Introduce timed commercial waste collections in town centres</b>	To meet legislative requirements		2	2	4
Start date	2013-14	Project Details:	Introduce time banded waste collections in town centres starting with Wimbledon town centre now completed. We are expanding this year 2014-15 to Morden Town and Mitcham Town centres.					
End date	2015-16							
<b>Project 3</b>		Project Title:	<b>Review Street Cleansing equipment</b>	Improve residents satisfaction		2	2	4
Start date	2014-15	Project Details:	Chewing Gum equipment as well as review Mechanicals sweeping resource with a view to consider more flexible vehicles. Procurement of new pedestrian vehicles (Gluttons) being finalised.					
End date	2015-16							
<b>Project 4</b>		Project Title:	<b>Street Champions Initiative</b>	Improve residents satisfaction		2	2	4
Start date	2014-15	Project Details:	Re-launch street champions initiative					
End date	2015-16							
<b>Project 5</b>		Project Title:	<b>Increase Enforcement Capacity</b>	Improve residents satisfaction		3	1	4
Start date	2014-15	Project Details:	We have develop and launched a pilot programme to increase enforcement potentially utilising additional private contractor capacity. We are considering whether this should be extended.					
End date	2015-16							
<b>Project 6</b>		Project Title:	<b>South London waste partnership (phase C)</b>	More efficient way of working		2	2	4
Start date	2015-16	Project Details:	The SLWP includes Merton, Sutton, Croydon and Kingston. If Members of the 4 boroughs agree the partnership will procure contracts for a wide range of environmental services including : waste collection , street cleansing , grounds and parks maintenance , winter gritting and fleet maintenance as well as commercial waste collection.					
End date	2017-18							
<b>Project 7</b>		Project Title:	<b>Litter bin type and provision</b>	More efficient way of working		1	2	3
Start date	2014-15	Project Details:	Review of existing litter bin provision and type considering different options for greater capacity and reduced emptying					
End date	2015-2016							
<b>Project 8</b>		Project Title:	<b>Optimisation of Mechanical equipment</b>	More efficient way of working		2	2	4
Start date	2015-16	Project Details:	Undertake a review of existing work of mechanical vehicles and with a view to optimise routes.					
End date	2015-16							
<b>Project 9</b>		Project Title:						
Start date		Project Details:						
End date								

Traffic & Highways		Planning Assumptions						The Corporate strategies your service contributes to						
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration		Anticipated demand		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19					
Enter a brief description of your main activities and objectives below		Street lights		12,673	12,673	12,673	12,673	12,673	12,673	Road Safety Plan				
The service discharges the council's responsibilities as a Highway, Traffic and Local Flood Risk Authority, assists with its responsibilities as a Local Planning Authority and assists in the delivery of the Community Plan vision. It maintains 12,673 street lights, 363.5 kms of road network and 16,500 trees on the public highway with an anticipated additional 70 new trees planted per year.		Number of trees to be maintained		16,570	16,640	16,710	16,710	16,710	16,710	Local Transport Plan				
		Network Maintenance and Improvement		363.5km	363.5km	363.5km	363.5km	363.5km	363.5km	363.5km	Local Implementation Plan			
		Number of Streetwork Permits issued		11,650	18,000	18,000	18,000	18,000	18,000	18,000	Capital Programme			
		Anticipated non financial resources		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2018/19	Local Development Framework			
The main aims of the service are to:		Staff (FTE)		38	37	27	27	26	26					
<ul style="list-style-type: none"> <li>Ensure the safe and expeditious movement of all traffic on the Highway Network.</li> <li>Improve the condition of the highway network</li> <li>Improve the Public Realm.</li> <li>Improve the Street Scene.</li> <li>Improve the quality of life of local residents</li> </ul>		Performance indicator		Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
		Avg days taken to repair out of light Lamp Columns		New	3	3	3	3	3	3	Low	Quarterly	Quality	Reduced customer service
		% response to Emergency Callouts (within 2 hrs)		100	100	100	100	100	100	100	High	Monthly	Quality	Increased costs
Objectives		% Streetworks permitting determined		98	98	98	98	98	98	High	Monthly	Quality	Loss of income	
		% Streetworks inspections completed		32	35	37	38	38	38	38	High	Quarterly	Unit cost	Loss of income
		% jobs completed where no Fixed Penalty Notice issued		96	98	93	93	93	93	93	High	Monthly	Outcome	Reduced customer service
The overall objectives of the Service is to effectively maintain and manage the highway network and to ensure that this network is safe and serviceable for all road users.		% of Condition Surveys completed on time		90%	92%	95%	95%	95%	95%	High	Annual	Quality	Increased costs	
		Carriageway Condition - Unclassified Roads non principal Defectiveness Condition Indicator		New	21%	20%	19%	19%	19%	19%	Low	Annual	Quality	Increased costs
		Footway condition - Defectiveness Condition Indicator		New	21%	20%	19%	19%	19%	19%	Low	Annual	Quality	Increased costs
Specific Objectives:		Introduce Mobile working												
Channel shift and move to on-line self service system														

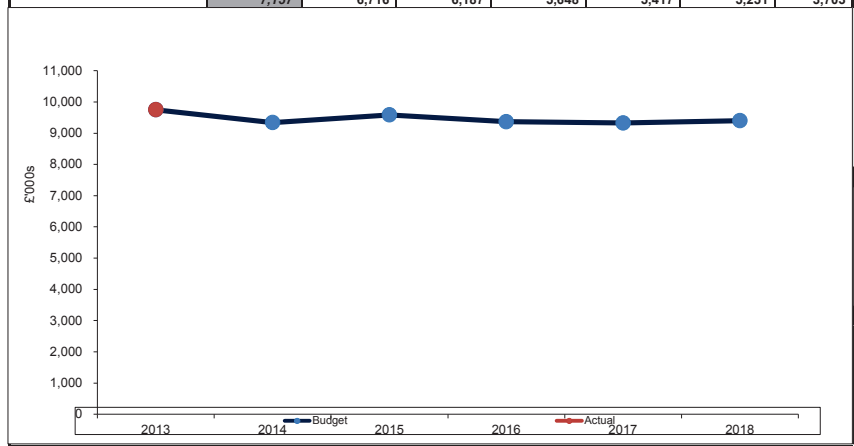
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	12,708	12,455	12,127	11,895	11,802	11,819	11,892
Employees	1,857	1,645	1,831	1,333	1,333	1,303	1,303
Premises	1,224	1,158	1,138	732	715	729	743
Transport	131	113	131	128	130	133	136
Supplies & Services	399	350	326	252	217	221	226
3rd party payments	2,152	2,144	2,058	2,414	2,371	2,397	2,448
Transfer payments	0	0	0	0	0	0	0
Support services	1,294	1,394	1,259	1,385	1,385	1,385	1,385
Depreciation	5,651	5,651	5,384	5,651	5,651	5,651	5,651
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	2,957	2,705	2,787	2,307	2,437	2,492	2,492
Government grants	0	0	0	219	219	219	219
Reimbursements	954	526	837	362	372	372	372
Customer & client receipts	1,444	1,639	1,453	1,229	1,349	1,404	1,404
Recharges	559	540	497	497	497	497	497
Reserves							
Capital funded							
Council Funded Net Budget	9,751	9,750	9,340	9,588	9,365	9,327	9,400



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Traffic & Parking Management	282	326	243	179	150	156	175
Highways Gen Planned Works	560	451	548	459	419	419	419
Footways Planned Works	1,065	1,061	1,000	1,000	1,000	1,000	1,000
Street Lighting	645	629	410	200	462	290	509
Street Scene	339	307	80	375	60	60	100
Highways Planned Road Works	1,590	1,591	1,783	1,500	1,500	1,500	1,500
Transport For London	2,676	2,351	2,123	1,935	1,826	1,826	n/k
	7,157	6,716	6,187	5,648	5,417	5,251	3,703

**Summary of major budget etc. changes 2015/16**

EN29 = (£200k)  
 Inflation on Income = (£15k)  
 Growth = £464k - To mitigate budget pressure of reduced ability to capitalise revenue expenditure. Funded from introduction of ANPR.



**2016/17**

EN27 = (£10k)  
 EN30 = (£20k)  
 EN31 = (£30k)  
 EN32 = (£10k)  
 E&R32 = (£20k)  
 E&R35 = (£25k)  
 E&R36 = (£60k)  
 E&R38 = (£50k)  
 E&R39 = (£50k)

**2017/18**

E&R32 = (£5k)  
 E&R34 = (£30k)  
 E&R35 = (£25k)  
 E&R37 = (£50k)

**2018/19**



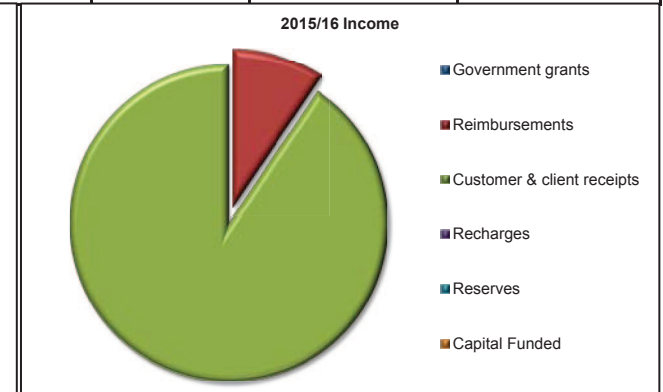
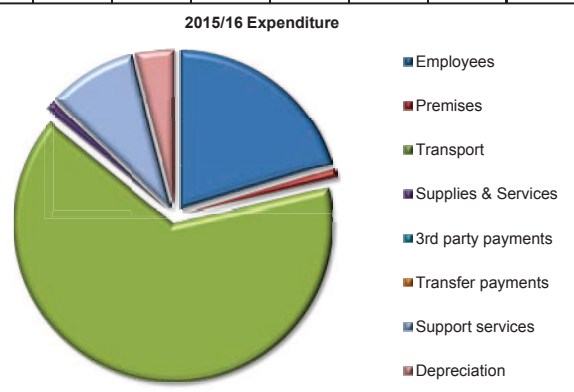
**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Traffic & Highways**

		PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
						Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>Flood and Water Management Schemes</b>	To meet legislative requirements		1	1	1
Start date	2013-14	Project Details:	Development and adoption of Local Flood Risk Management Strategy					
End date	2015-16							
<b>Project 2</b>		Project Title:	<b>Delivery of Mitcham Town Centre scheme</b>	Improved customer satisfaction		4	3	12
Start date	2013-14	Project Details:	Major improvement to road network around Mitcham Town Centre					
End date	2015-16							
<b>Project 3</b>		Project Title:	<b>Ride London</b>	Improved customer satisfaction		1	1	1
Start date	2015-16	Project Details:	Delivery of London - Surrey Cycle Road Race					
End date	2015-16							
<b>Project 4</b>		Project Title:	<b>Mobile Working</b>	More efficient way of working		2	2	4
Start date	31/01/2015	Project Details:	Implement Mobile working solution across Traffic and Highway					
End date	31/03/2015							
<b>Project 5</b>		Project Title:	<b>On-line self Service System</b>	Improved customer satisfaction		2	2	4
Start date	2015-16	Project Details:	Move to on-line self service system					
End date	2016-17							
<b>Project 6</b>		Project Title:	<b>4 Year work Programme</b>			2	1	3
Start date	2015-16	Project Details:	Development and delivery of a 4 year Capital funded work programme across the borough					
End date	2019-20							
<b>Project 7</b>		Project Title:	<b>Street Lighting Investment - Conversion to LED</b>	Improved resident well being		2	2	4
Start date	2015-16	Project Details:	Conversion to LED to generate energy saving targets and reduce on-going maintenance costs					
End date	2018-19							
<b>Project 8</b>		Project Title:		Improved resident well being		2	2	4
Start date		Project Details:						
End date								
<b>Project 9</b>		Project Title:						
Start date		Project Details:						
End date								
<b>Project 10</b>		Project Title:						
Start date		Project Details:						
End date								

Transport	Planning Assumptions						The Corporate strategies your service contributes to				
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
<b>Enter a brief description of your main activities and objectives below</b>	CSF Passenger Journeys - Contractors	95000	95000	95000	95000	95000		Capital Programme			
To provide a comprehensive and effective Home to School and Vulnerable Adults transport service, in support of the user departments such as Children Schools & Families and Community & Housing using the in-house fleet and taxi providers.	CSF Passenger Journeys - In-House	70000	70000	70000	70000	70000		Children & Young person's Plan			
	C&H Passenger Journeys - Contractors	48000	50000	50000	50000	50000		Adult Treatment Plan			
	C&H Passenger Journeys - In-House	85000	85000	70000	70000	70000		Customer Services Strategy			
	<b>Anticipated non financial resources</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>				
Full fleet management is provided to support the council fleet of vehicles. This includes all servicing , repairs maintenance and Operators Licence requirements.	No. of Commissioned Taxi Framework contractors	34	34	34	34	34					
Providing self drive vehicles for the in-house departments (Waste Operations, Leisure, Parking etc.) who require vehicles to carryout their services.	Staff	68	63	63	63	63	63				
	No.Transport Fleet vehicles	192	192	192	192	192					
Providing health & safety and vehicle related in-house training to all council staff and external organisations	<b>Performance indicator</b>	<b>Performance Targets (T) &amp; Provisional Performance Targets (PT)</b>					<b>Polarity</b>	<b>Reporting cycle</b>	<b>Indicator type</b>	<b>Main impact if indicator not met</b>	
Procurement of vehicles for the authority ensuring depts get the vehicles to suit their services, and provide assistance on vehicle specifications.		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
	Spot checks on contractors	50	50	50	50	50	50	High	Monthly	Business critical	Reduced customer service
	Parents/carers satisfaction with taxi journeys	0	75%	75%	80%	80%	80%	High	Annual	Perception	Reduced customer service
	% MOT vehicle pass rates	95	95	95	95	95	95	High	Quarterly	Outcome	Reduce customer service
	Average % passenger vehicles in use	65	65	70	70	70	70	High	Quarterly	Unit cost	Increased costs
	% in-house journey that meet timescales	85	85	85	85	85	85	High	Quarterly	Outcome	Increased costs
	% Client user satisfaction	97	97	97	97	97	97	High	Annual	Outcome	Reduce update of service
	Sickness - average days per FTE	16	12	10	10	8	8	High	Quarterly	Unit cost	Increased costs
	Objectives										
	Ensuring that the service provided by cTransport is effective ,value for money while still meeting customers expectations.										
Procurement of goods & services for the workshop area. Ensuring value for money and complying with authorities standing orders											
Procurement of replacement vehicles for the whole of the authority. We will ensure legal compliance with regards to all statutory requirements for road transport services including operators licence requirements.											

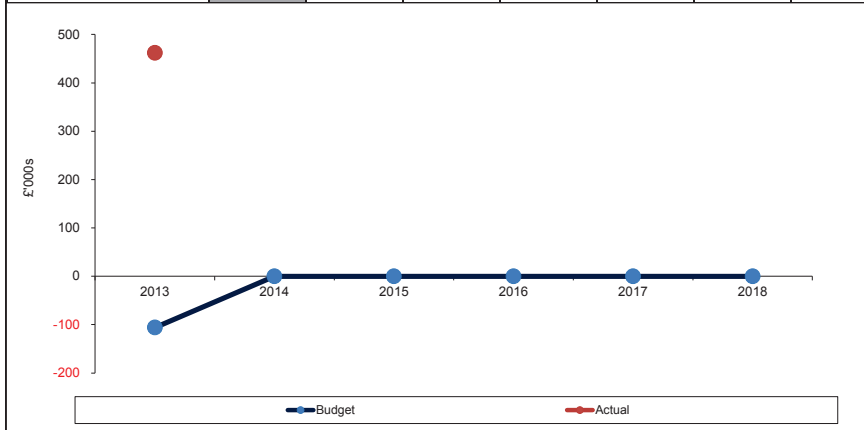
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	<b>8,665</b>	<b>9,017</b>	<b>8,686</b>	<b>9,766</b>	<b>9,766</b>	<b>9,766</b>	<b>9,766</b>
Employees	1,806	2,176	1,835	1,996	1,996	1,996	1,996
Premises	97	97	88	93	93	93	93
Transport	5,740	5,686	5,491	6,316	6,316	6,316	6,316
Supplies & Services	97	92	95	98	98	98	98
3rd party payments	0	5	0	0	0	0	0
Transfer payments	0	0	0	0	0	0	0
Support services	541	574	752	876	876	876	876
Depreciation	387	387	425	387	387	387	387
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
<b>Income</b>	<b>8,771</b>	<b>8,555</b>	<b>8,686</b>	<b>9,766</b>	<b>9,766</b>	<b>9,766</b>	<b>9,766</b>
Government grants	0	0	0	0	0	0	0
Reimbursements	911	839	911	911	911	911	911
Customer & client receipts	7,868	7,716	7,775	8,855	8,855	8,855	8,855
Recharges	0	0	0	0	0	0	0
Reserves							
Capital Funded							
<b>Council Funded Net Budget</b>	<b>(106)</b>	<b>462</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Replacement Fleet Vehicles	80	89	590	500	500	500	500
Other	82	14	30	47	0	0	0
<b>Total</b>	<b>162</b>	<b>103</b>	<b>620</b>	<b>547</b>	<b>500</b>	<b>500</b>	<b>500</b>

**Summary of major budget etc. changes 2015/16**

Existing passenger Taxi framework expires in Oct 2015 - New passenger framework working with neighbouring boroughs Sutton, Kingston and Richmond due to commence August 2015



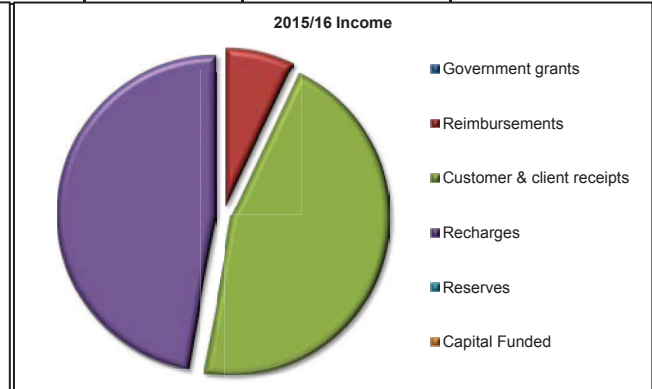
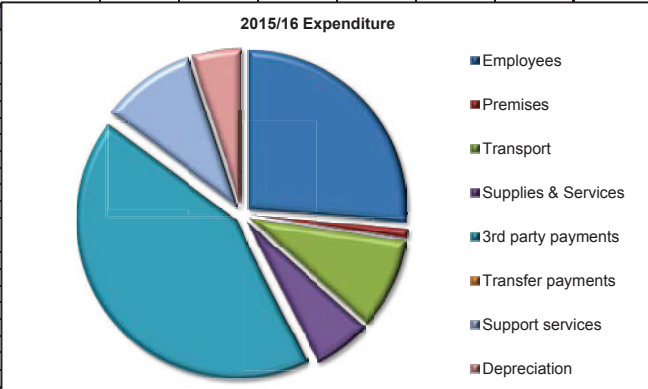
2016/17
2017/18
2018/19

**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

Transport									
PROJECT DESCRIPTION				MAJOR EXPECTED OUTCOME		Risk			
		Likelihood	Impact	Score					
<b>Project 1</b>		Project Title:	<b>New Joint Passenger Transport Framework</b>						
Start date	<b>2015-16</b>	Project Details:	Joint Passenger Transport Framework with neighboring boroughs Sutton and Kingston.		More efficient way of working, reducing costs and sharing routes		2	2	4
End date	<b>2019-20</b>								
<b>Project 2</b>		Project Title:	<b>Benchmarking - Internal Services</b>						
Start date	<b>2014-15</b>	Project Details:	To carry out benchmarking exercises on internal services to find alternative options, value for money and possible savings to client departments		To improve service and reduce costs		2	2	4
End date	<b>2015-16</b>								
<b>Project 3</b>		Project Title:							
Start date		Project Details:							0
End date									
<b>Project 4</b>		Project Title:							
Start date		Project Details:							0
End date									
<b>Project 5</b>		Project Title:							
Start date		Project Details:							0
End date									
<b>Project 6</b>		Project Title:							
Start date		Project Details:							0
End date									
<b>Project 7</b>		Project Title:							
Start date		Project Details:							0
End date									
<b>Project 8</b>		Project Title:							
Start date		Project Details:							0
End date									
<b>Project 9</b>		Project Title:							
Start date		Project Details:							0
End date									
<b>Project 10</b>		Project Title:							
Start date		Project Details:							0
End date									

Waste Management		Planning Assumptions						The Corporate strategies your service contributes to			
Cllr Judy Saunders Cabinet Member for Performance & Implementation		Anticipated demand		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Waste Management Plan	
Enter a brief description of your main activities and objectives below		Population		206,038	208,822	211,569	214,229	216,806	tbc		
As a unitary authority, Merton is responsible for both household waste collection and disposal. Household Reuse and Recycling Centres - Merton is required to provide facilities for the disposal of excess household and garden waste free of charge. Objectives ● provide efficient and accessible services to all of our customers, including those with specific needs. ● to advise our customers on the services provided and to keep improving our services in line with customer needs. ● promote public awareness of waste minimisation and encourage re-use and recycling through information, education and empowerment.		Anticipated free bulky waste requests per annum		15000	15000	15600	15900	16000	16100	Performance Management Framework	
		Total household waste tonnage		71,000	71,000	71,000	71,000	71,000	71,000	71,000	London wide strategy
		Anticipated number of Garden waste customers		6012	6312	6612	6912				Climate Change Strategy
		Anticipated non financial resources		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19		
		Staff (FTE)	107	111	112	111	92	92			
		Transport	31	31	29	29	29	29			
Performance indicator		Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
% Household waste recycled		42	42	40	41	43	43	High	Monthly	Business critical	Reputational risk
% Residents satisfied with refuse collection		72	74	72	74	76	77	High	Annual	Perception	Reputational risk
Residual waste kg per household pa		512	504	496	483	483	483	Low	Monthly	Outcome	Increased costs
% Municipal solid waste landfilled		48	47	60	59	57	57	Low	Monthly	Outcome	Increased costs
Number of missed bins per 100,000		60	55	50	45	45	45	Low	Monthly	Outcome	Reduced customer service
Total waste arising per household Kg		874	873	872	868	868	868	Low	Monthly	Outcome	Reputational risk
Days lost from sickness per FTE		12	10	15	14	13	12	Low	Quarterly	Outcome	Increased costs
% Residents satisfied with recycling facilities		73	75	75	76	77	78	High	Annual	Perception	Reputational risk
								High	Annual	Output	Reduced customer service

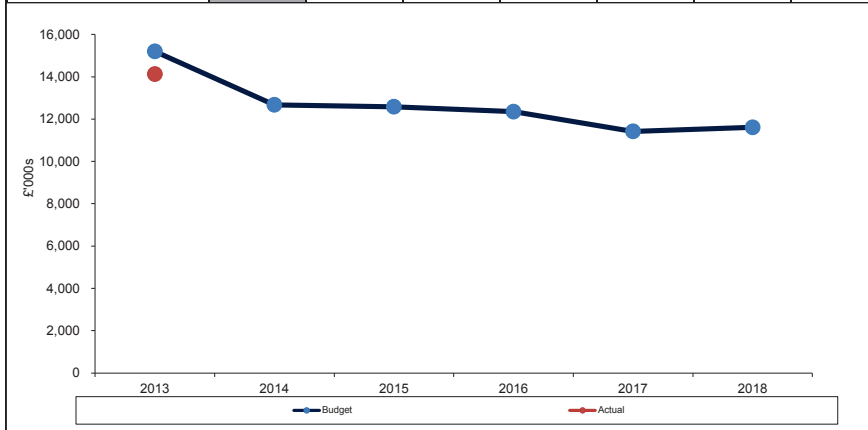
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	<b>16,370</b>	<b>15,392</b>	<b>14,053</b>	<b>13,985</b>	<b>13,801</b>	<b>12,870</b>	<b>13,060</b>
Employees	3,620	4,049	3,532	3,686	3,663	3,093	3,113
Premises	231	120	182	139	140	139	140
Transport	1,386	1,189	1,387	1,306	1,334	1,122	1,150
Supplies & Services	740	692	890	818	528	502	514
3rd party payments	8,368	7,301	6,073	5,977	6,077	5,955	6,084
Transfer payments	2	0	2	2	2	2	2
Support services	1,321	1,339	1,360	1,355	1,355	1,355	1,355
Depreciation	702	702	627	702	702	702	702
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Income</b>	<b>1,170</b>	<b>1,268</b>	<b>1,374</b>	<b>1,398</b>	<b>1,448</b>	<b>1,448</b>	<b>1,448</b>
Government grants	288	288	288	0	0	0	0
Reimbursements	138	16	140	98	98	98	98
Customer & client receipts	274	461	308	640	690	690	690
Recharges	598	631	638	660	660	660	660
Reserves	(128)	(128)	0	0	0	0	0
Capital Funded							
<b>Council Funded Net Budget</b>	<b>15,200</b>	<b>14,124</b>	<b>12,679</b>	<b>12,587</b>	<b>12,353</b>	<b>11,422</b>	<b>11,612</b>



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Waste Management Schemes	158	103	103	210	26	26	26

**Summary of major budget etc changes 2015/16**

EN16 = (£66k)  
 Inflation on Income = (£114k)  
 WCSS reserve adjustment = £275k



At present the programme contains no provision for the implementation of the South London Partnership

**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Waste Management**

		PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		Risk		
						Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>South London waste partnership (phase B)</b>	More efficient way of working		2	4	8
Start date	2012-13	Project Details:	The partnership manages the waste disposal for Merton, Kingston, Croydon and Sutton. Management consists of disposing waste in a sustainable manner and to ensure cost effectiveness. Interim service commencing on 1 April 2014					
End date	2014-15							
<b>Project 2</b>		Project Title:	<b>Mobile technology including GPS and in cab monitors</b>	More efficient way of working		3	2	6
Start date	2014-15	Project Details:	Procurement and introduction of the GPS, driver behavioural management, route optimisation system. This project has been delayed as planned to introduce during 2014-15. Will not start to be implemented until 2015-16, therefore planned savings have been deferred.					
End date	2015-16							
<b>Project 3</b>		Project Title:	<b>Double shift garden waste collection vehicles reduce 2 x vehicles</b>	More efficient way of working		3	2	6
Start date	2016-17	Project Details:	Issues with disposal licences may cause a delay to the commencement date of this project. This will not take place until 2016-17.					
End date	2016-17							
<b>Project 4</b>		Project Title:	<b>LWARB efficiency review of Domestic waste collections</b>	More efficient way of working		2	2	4
Start date	2014-15	Project Details:	Review of existing service to ensure we have the most efficient service and consider options for the future. Phase one completed need to agree if we move forward with phase 2.					
End date	2014-15							
<b>Project 5</b>		Project Title:	<b>South London waste partnership (phase C)</b>	More efficient way of working		3	2	6
Start date	2014-15	Project Details:	The SLWP includes Merton, Sutton, Croydon and Kingston. If Members of the 4 boroughs agree the partnership will procure contracts for a wide range of environmental services including : waste collection , street cleansing , grounds and parks maintenance , winter gritting and fleet maintenance as well as commercial waste collection.					
End date	2017-18							
<b>Project 6</b>		Project Title:	<b>SLWP HRRC Procurement</b>	More efficient way of working		3	2	6
Start date	2013-14	Project Details:	The planned re-procurement of the HWRC contract / return of Garth Road Transfer Station					
End date	2014-15							
<b>Project 7</b>		Project Title:	<b>Waste Framework procurement</b>	More efficient way of working		3	2	6
Start date	2014-15	Project Details:	A project for procurement of a Framework Agreement for non-guaranteed tonnages across different waste streams, to achieve better pricing from materials in the medium term.					
End date	2014-15							
<b>Project 8</b>		Project Title:						0
Start date	2014-15	Project Details:	Review of Neighbourhood Recycling Centres (NRC)					
End date	2015-2016							
<b>Project 10</b>		Project Title:						0
Start date		Project Details:						
End date								

**BUSINESS PLAN - GLOSSARY OF TERMS****ANNUAL MINIMUM REVENUE PROVISION**

The council is required to pay off an element of the accumulated General Fund capital spend each financial year through a revenue charge, as required by the Local Government and Housing Act 1989.

**ASSET MANAGEMENT PLAN / REVIEW**

An Asset Management Plan (AMP) is a tactical plan for managing an organisation's infrastructure and other assets to deliver an agreed standard of service. This information is reviewed annually.

**BALANCES**

Balances are maintained to meet expenditure pending the receipt of income and to provide a cushion against expenditure being higher or income lower than expected. Contributions to balances can be either a planned contribution from the revenue budget or a transfer of any revenue surplus at the year end. The maintenance of an appropriate level of balances is a fundamental part of prudent financial management.

**BORROWING STRATEGY**

A borrowing strategy set up the parameters within which money may be borrowed by the Authority. These parameters are designed to manage the risk taken by the authority within best practice.

**BUDGET**

Statement of the spending plans for the year.

**CAPITAL EXPENDITURE**

Expenditure on the acquisition of a fixed asset or expenditure, which adds to, and not merely maintains, the value of an existing fixed asset.

**CAPITAL FINANCING REQUIREMENT (CFR)**

Is the total historical outstanding capital expenditure which has not yet been paid for from either revenue or capital resources i.e. a measure of the underlying borrowing need.

**CAPITAL PROGRAMME**

Is documentation which summarises the outcome of priority allocations contained in the capital strategy and details individual schemes for approval by Council / Cabinet.

**CAPITAL PROGRAMME BOARD**

The Capital Programme Board ensures:

- that the overall capital investment strategy is consistent with strategic objectives, is affordable within the revenue budget strategy, examining potential funding options.
- that bids are submitted in accordance with set framework and guidelines (including business cases, value for money and options appraisal) and prioritised in accordance of agreed criteria
- compiles and manages a multi-year capital programme for consideration by CMT and approval by Cabinet
- oversees the Council's Accommodation and disposals strategy.

**CAPITAL PROJECTS / SCHEMES**

Capital Projects / Schemes is the level at which Member approval is obtained.

**CAPITAL RECEIPTS**

Proceeds from the sale of fixed assets and repayments of capital grants and loans. These are divided into reserved and usable parts.

**BUSINESS PLAN - GLOSSARY OF TERMS Continued...****CAPITAL MONITORING**

The monthly comparison of actual spend against the anticipated spend (profiled budget) and the revision of projected year end spend where necessary. Periodically budget managers will be required to review their in year budget requirement and re-profile their projected expenditure over subsequent financial years.

**CAPITAL STRATEGY**

A Capital Strategy is a core planning document designed to dovetail with the MTFs and Treasury Strategy to ensure that limited capital resources are deployed in accordance with corporate priorities / achieving our vision. The document will also detail how the proposed capital programme will be funded.

**CASH FLOW MANAGEMENT**

Cash flow is the movement of money into or out of a business. Cash flow management optimises activity and investment around these cash flows.

**CHARTERED INSTITUTE OF PUBLIC FINANCE AND ACCOUNTANCY (CIPFA)**

The Institute produces standards and codes of practice that must be followed in preparing the Council's financial statements.

**CODE OF PRACTICE LOCAL AUTHORITY ACCOUNTING**

These are designed to support consistent standards of financial accounting in local authorities. There are two accounting codes :-

The Code of Practice on Local Authority Accounting supports consistent financial reporting at the level of the formal statements of accounts.

The Service Reporting Code of Practice (SerCOP) supports consistent financial reporting between local authorities below the level of the formal statement of accounts. In particular the SerCOP is designed to support consistency and comparability in reporting the cost of individual services and activities. The IFRS based Code of Practice requires that the analysis of services in the Consolidated Revenue Account should follow that prescribed by the SerCOP.

**COLLECTION FUND**

This is a statutory 'ring fenced' account. It records income and expenditure on Council Tax, Non Domestic Rates, payments to the precepting authorities and transfer to the Council's General Fund.

**COMMUNITY ORGANISATION**

An organisation with benevolent or philanthropic purposes.

**COMPACT**

Compacts are partnership agreements between statutory bodies and the voluntary and community sector to improve their relationships and provide a framework within which the sectors can understand what to expect from each other. Compacts offer the means of supporting the development of the voluntary and community sector's capacity so that groups can do more to meet both their aims and those of their statutory partners, thereby enhancing their contribution to the local community. The national compact (between central government and the voluntary and community sector) was launched in 1998 and it is now a requirement for all local authorities and PCTs to develop a compact with the voluntary and community sector. They are not legally binding documents but the Compact is approved and signed policy and affects the conduct of all partners.

**BUSINESS PLAN - GLOSSARY OF TERMS Continued...****COMPREHENSIVE SPENDING REVIEW (CSR)**

The CSR is a governmental process carried out by HM Treasury which sets out fixed three-year departmental expenditure limits and, through public sector service agreements, defines key service improvements.

**CONTINGENCY**

A contingency is the setting aside of a finite sum to offset the cost of a future event or circumstance which may or may not occur.

**CORPORATE AND DEMOCRATIC CORE**

The corporate and democratic core comprises all activities which local authorities engage in specifically because they are elected, multi-purpose authorities. It has two elements - corporate management and democratic representation and management. The activities within the corporate and democratic core are in addition to those which would be carried out by a series of independent, single purpose bodies managing the same services. There is, therefore, no logical basis for apportioning these costs to services.

**CORPORATE GOVERNANCE**

Corporate Governance is the system by which local authorities direct and control their functions and communicate to their communities.

**COUNCIL TAX**

This is the main source of local taxation to local authorities. It is levied on households within the authority's area and the proceeds are paid into the Collection Fund for distribution to precepting authorities and to the authority's own General Fund.

**COUNTRY LIMITS**

The current economic climate has not only affected companies and financial institutions; it has affected sovereigns as well. This will be incorporated into counterparty selection.

**CREDIT APPROVAL**

The permission to borrow given to each local authority annually by the Secretary of State. Local authorities can obtain supplementary credit approvals during the year for particular projects.

**CREDITORS**

The individual or organisation to whom the Authority owes money. Accordingly, it does not include money on taxation to the Council.

**COUNCIL'S BORROWING REQUIREMENT**

Based on projected spend, this is the amount of money a local authority will need to borrow to finance this projected spend.

**COUNTERPARTIES**

The organisation in respect of which the Authority borrows from or invests money with.

**COUNTERPARTIES DOWNGRADES**

A counterparty will be removed, suspended or kept on close watch from the council's approved list if it fails to meet the Council's criteria.

**CORPORATE BONDS**

Is a bond that a corporation issues to raise money in order to expand its business.

**COUPON**

Is the interest rate stated on a bond at the time it is issued.



**BUSINESS PLAN - GLOSSARY OF TERMS Continued...****CREDITWORTHINESS**

An assessment of the likelihood that a borrower will default on their debt obligations. It is based upon factors, such as their history of repayment and their credit score. Lending institutions also consider the availability of assets and extent of liabilities to determine the probability of default.

**DEBTORS**

A debtor is an organisation or individual that owes the Authority money.

**DEBT RESCHEDULING**

Where certain debt may be redeemed and a further loan obtained. This may be undertaken to provide an even spread of debt redemption date and terms, It may also be used to optimise beneficial borrowing rates in the market while maintaining activity within acceptable risk levels.

**DEPRECIATION**

Depreciation is a charge to the revenue account to reflect the reduction in the useful economic life of a fixed asset. The reduction in the value of a fixed asset in the balance sheets is in line with the expected useful life.

**COUNTERPARTY DOWNGRADES**

This is a reduction in the credit rating of an organisation during a periodic review.

**EARMARKED CAPITAL REOURCES / GRANTS**

Money received by the Authority which has certain conditions / restrictions over its use limiting the type of expenditure that it may be applied against.

**FINANCIAL INSTRUMENT**

A real or virtual document representing a legal agreement involving some sort of monetary value. In today's financial marketplace, financial instruments can be classified generally as equity based, representing ownership of the asset, or debt based, representing a loan made by an investor to the owner of the asset.

**FINANCIAL YEAR**

The financial year runs from 1 April to the following 31 March.

**FIXED ASSETS**

Assets that yield benefits to the local authority and the services it provides for a period of more than one year. These assets can be tangible or intangible.

**FTSE 100**

This is the index of the top 100 UK listed companies by market capitalisation.

**GENERAL FUND**

The main fund of the Council, from which all expenditure is met and all income is paid, with the exception of those items, which by statute have to be taken to some other account.

**GOVERNMENT GRANTS**

Financial assistance by government and other bodies, in the form of cash transfers to an authority, issued in return for compliance with certain conditions relating to the activities of the authority.

**GROSS EXPENDITURE**

The total expenditure of a fund or account.

**GROUP LIMITS**

This is a limit on the amount of money that may be invested with or borrowed from a particular conglomerate.

**BUSINESS PLAN - GLOSSARY OF TERMS Continued...****HOUSING REVENUE ACCOUNT (HRA)**

This is a statutory account that shows all income and expenditure relating to the provision, management and maintenance of the Council's housing stock. The government defines the items of income and expenditure that must be included in the account. This account is ring-fenced under the Local Government and Housing Act 1989.

**INTERNATIONAL FINANCIAL REPORTING STANDARD (IFRS)**

International Financial Reporting Standards are the standards that both the SORP and the UK GAAP are converging towards and local authorities have had to fully comply with since 2010/11 financial year

**INVESTMENT POLICY**

The London Borough of Merton's investment policy has regard to the CLG's Guidance on Local Government Investments and the 2011 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes. The council's investment priorities will be security first, liquidity second, then return.

**INVESTMENT STRATEGY**

The investment of the Authority's cash balances to optimise its strategic and operational needs.

**INVESTMENT TREASURY INDICATOR AND LIMIT**

This is a prudential indicator for funds invested for more than 364 days, designed to measure the need for early investment redemption against the Authority's liquidity requirement.

**LENDERS OPTION BORROWERS OPTION (LOBO)**

When borrowing or lending money, certain time related limits may be established when the arrangement is made e.g. at a certain point in time the interest rate of a loan will increase; at this point both parties have the opportunity to opt in / out of the arrangement.

**LEVY**

An amount levied by a local authority or other statutory body which is paid by the Council.

**LIABILITIES**

An entity's obligations to transfer economic benefits as a result of past transactions or events.

**LOCALISM ACT 2011**

It sets out a series of proposals with the potential to achieve a substantial and lasting shift in power away from central government and towards local people. They include: new freedoms and flexibilities for local government; new rights and powers for communities and individuals; reform to make the planning system more democratic and more effective

**MERTON 2015 BOARD**

Merton 2015 Board oversees the management and monitoring of the Merton 2015 programme and the promotion of best practices within the Council. Its work falls into four main areas:

- manage and monitor the Merton 2015 programme including giving the go ahead for new projects and project closure;
- steer the implementation and future development of the Merton 2015 programme;
- lead on developing and maintaining cross-cutting initiatives; and
- manage, co-ordinate and monitor business improvement activity across the council.

**BUSINESS PLAN - GLOSSARY OF TERMS Continued...****MINIMUM REVENUE PROVISION**

The council is required to pay off an element of the accumulated General Fund capital spend each financial year through a revenue charge, as required by the Local Government and Housing Act 1989.

**NON-DOMESTIC RATE (NDR)**

A levy on businesses based on national 'rateable value' of the premises occupied. NDR is collected by the Council in line with national criteria, paid into a national pool and then redistributed to all local and police authorities on the basis of population.

**NON-SPECIFIED INVESTMENTS**

A body which has been provided with a government issued guarantee for wholesale deposits within specific timeframes.

**OPERATIONAL BOUNDARY**

The operational boundary is a prudential indicator for monitoring the total external debt, gross of investments, and separately identifying borrowing from other long term liabilities.

**PENSION FUND**

The Local Government Pension Scheme (LGPS) is a scheme established by statute to provide death and retirement benefits for all eligible employees. The scheme's benefits are defined in the LGPS Regulations, and are geared to a scheme member's final salary and length of service (this current scheme is currently under review).

The scheme is financed by a combination of employee and employer contributions, together with income from a fund of investments. The employee contribution rate is set at 6% of pensionable pay, whilst the employer's rate varies according to an assessment of the funds current and forecast pension/benefit costs, (the fund's liabilities), relative to its income. This assessment is undertaken, in accordance with LGPS Regulations, every three years by the Fund's appointed actuary, who sets the necessary level of employer contribution into the fund so that the fund's liabilities can be paid.

**PERFORMANCE MANAGEMENT FRAMEWORK**

Performance management is about how an organisation consistently plans and manages to ensure continuous improvement. Sustainable improvements in services are unlikely to happen without it. A performance framework is designed to help individuals, teams, divisions etc. understand :

- what the organisation is trying to achieve (golden thread),
- the planning, monitoring and review cycle
- their responsibilities.

**PRECEPTS**

An amount collected by the Council as part of the Council Tax on behalf of another statutory body.

**PRIVATE FINANCE INITIATIVE (PFI)**

PFI contracts are agreements with private sector organisations to refurbish, maintain and operate fixed assets on behalf of public sector organisations such as local authorities.

**PROCUREMENT BOARD**

The Procurement Board provides a corporate focus for procurement issues and oversees the procurement development in Merton. The Board also provides both strategic direction for, and effective governance of, the procurement arrangements across the Authority, ensuring they are effective, efficient and utilised.

**BUSINESS PLAN - GLOSSARY OF TERMS Continued...****PROFILE**

Refers to budget management, where an allocated annual budget is split over the months in which it is estimated that expenditure will be incurred. For example, utility bills may well be split into four and entered into the months in which quarterly payments are due.

**PROVISIONS**

Amounts set aside for any liabilities or losses which are likely to be incurred, but which are uncertain as to the amounts or the dates on which they will arise.

**PRUDENTIAL CODE OF BORROWING**

The Local Government Finance Act (NI) 2011 requires the Council to adopt the CIPFA Prudential Code for Capital Finance in Local Authorities. In doing so, the Council is required to set and monitor a series of Prudential Indicators, the key objectives of which are to ensure that, within a clear framework, the capital investment plans of the council are affordable, prudent and sustainable.

**RESCHEDULING OF DEBT**

The switching of debt between the short term and the longer term and vice versa to obtain favourable borrowing rates.

**RESERVES**

These are amounts set aside for specific purposes. The Council has discretion in whether it wishes to set aside these amounts as distinct from sums set aside in provisions.

**REVENUE EXPENDITURE**

Expenditure incurred on day to day running costs and confined to accounts within one financial year.

**REVENUE MONITORING**

The monthly comparison of actual expenditure and income spend against the anticipated spend (profiled budget). A budget manager will then allow for known income/expenditure to project the year end position

**RISK MANAGEMENT**

A risk is a threat, obstacle, barrier, etc. that will stop the Authority from achieving its ambitions, aims and objectives. Risk management is the process of managing the risks that may prevent delivery of desired outcomes so that the organisation can anticipate and respond positively to change. Merton's approach to risk management is to raise awareness, integrate it into day to day operations and establish a robust framework and procedures to identify, analyse, assess and manage risk.

**SECTION 151 OFFICER**

Section 151 of the Local Government Act 1972 requires every local authority to make arrangements for the proper administration of their financial affairs and requires one officer to be nominated to take responsibility for the administration of those affairs. The Section 151 officer is usually the local authority's treasurer and must be a qualified accountant belonging to one of the recognised chartered accountancy bodies. The Section 151 officer has a number of statutory duties, including the duty to report any unlawful financial activity involving the authority (past, present or proposed) or failure to set or keep to a balanced budget.

**SECURITISATION**

'Securitisation' as used in this context means the disposal of future revenues. For example, someone receiving rents from properties might transfer the entitlement to that income to a bank for (e.g.) 20 years, in exchange for an immediate lump-sum payment.

**BUSINESS PLAN - GLOSSARY OF TERMS Continued...****SPECIFIED INVESTMENTS**

These are to be sterling investments of a maturity period of not more than 364 days, or those which could be for a longer period but where the Council has the right to be repaid within 364 days if it wishes. These are low risk assets where the possibility of loss of principal or investment income is considered negligible.

**SUPER OUTPUT AREA**

A Super Output Area (SOA) is a geographical area designed for the collection and publication of small area statistics. It is used on the Neighbourhood Statistics site, and has a wider application throughout national statistics. SOAs give an improved basis for comparison throughout the country because the units are more similar in size of population than, for example, electoral wards

**SUPPORT SERVICES**

These are services that are not statutory local authority services but which give support to those services.

**SUPPORTED CAPITAL EXPENDITURE**

This is the term for central government support for local authority capital expenditure with effect from 1 April 2004. Under the new system, central government provides allocations to replace the previous system of credit approvals. The allocations enable services to borrow to finance capital schemes. The services also receive revenue funding through the revenue support grant to pay for the borrowing.

**TAX INCREMENTAL FINANCING**

The Local Government Finance Bill was passed in December 2011 and introduces a rate retention scheme enabling local authorities to retain a proportion of the business rates generated in their area. The Bill also includes a framework for the localisation of support for council tax in England, which alongside other council tax measures will give councils increased financial autonomy and a greater stake in the economic future of their local area, while providing continuation of council tax support for the most vulnerable in society. In determining the affordability of borrowing for capital purposes, authorities currently take account of their current income streams and forecast future income.

**TREASURY MANAGEMENT**

The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

**TREASURY MANAGEMENT PRACTICES / TREASURY MANAGEMENT CODE OF PRACTICE**

The Local Government Finance Act (NI) 2011 requires the Council to adopt the CIPFA Prudential Code for Capital Finance in Local Authorities. In doing so, the Council is required to set and monitor a series of Prudential Indicators, the key objectives of which are to ensure that, within a clear framework, the capital investment plans of the council are affordable, prudent and sustainable.

**USEFUL LIFE**

This is the period over which the local authority derives benefit from the use of a fixed asset.

**BUSINESS PLAN - GLOSSARY OF TECHNICAL TERMS ARISING FROM  
BUSINESS RATE RETENTION SCHEME**

**Aggregate start-up funding assessment**

This is the total amount of funding that has been allocated to the local government sector in 2013-14. It is the adjusted local government spending control total for 2013-14.

**Baseline funding level**

The amount of a local authority's *start up funding assessment* which is provided through the *local share* of the estimated business rates aggregate at the outset of the scheme. It will form the baseline against which *tariffs* and *top-ups* will be calculated.

**Billing authority**

A local authority which bills and collects business rates, for example a district council or unitary council.

**Billing authority business rates baseline**

Determined by dividing the *local share* of the estimated business rates aggregate between billing authorities on the basis of their *proportionate shares*.

**Central share**

The percentage share of locally collected business rates that will be paid to central government by billing authorities. This will be set at 50 per cent. The *central share* will be re-distributed to local government through grants including the *Revenue Support Grant*.

**Efficiency Support Grant**

A grant awarded to local authorities who would otherwise see a reduction of more than 8.8 per cent of their revenue spending power.

**Estimated Business Rates Aggregate**

The total business rates forecast to be collected by all billing authorities in England. This will include two adjustments, one to address volatility in outturn compared to forecast and the other to cover future appeals losses.

**Floor damping**

A method by which stability in funding is maintained through limiting the effect of reductions in grant. A floor guarantees a lower limit to year-on-year reductions in grant for each authority. The grant changes of authorities whose grants are above the floor are scaled back by a fixed proportion to help pay for the floor.

**Formula funding**

This refers to the element of the aggregate start-up funding assessment that used to be funded through formula grant and which is distributed according to a mathematical formula to individual local authorities.

**BUSINESS PLAN - GLOSSARY OF TECHNICAL TERMS ARISING FROM  
BUSINESS RATE RETENTION SCHEME Continued ...**

**Individual authority business rates baseline**

Derived by apportioning the *billing authority business rates baseline* between billing and major precepting authorities on the basis of *major precepting authority shares*.

**Individual authority start-up funding assessment**

Referred to as start-up funding allocation in the technical consultation paper. A local authority's share of the *local government spending control total* which will comprise its *Revenue Support Grant* for the year in question and its *baseline funding level*.

**Levy**

A mechanism to limit disproportionate benefit from increase in business rates. The levy is applied proportionally on a 1:1 basis. Thus a 1 per cent increase in business rates income produces a corresponding 1 per cent increase in revenue from the rates retention scheme. There is a limit on the maximum levy rate of 50p in the pound. Levy payments will be used to fund the safety net.

**Local government spending control total**

The total amount of expenditure in the Department for Communities and Local Government's Local Government Departmental Expenditure Limit allocated to the local government sector by HM Treasury for each year of a Spending Review. For 2013-14, this is equal to the start-up funding assessment.

**Local share**

The percentage share of locally collected business rates that will be retained by local government. This will be set at 50 per cent. At the outset, the *local share* of the estimated business rates aggregate will be divided between billing authorities on the basis of their *proportionate shares*.

**Major precepting authority**

A local authority that does not collect business rates but is part of the business rates retention scheme. They are county councils in two tier areas, single purpose fire and rescue authorities and the Greater London Authority.

**Major precepting authority shares**

Used to establish the proportion of the *local share* that is paid by a billing authority to its major precepting authorities. Also applied to *billing authority business rates baselines* to establish *individual authority business rates baselines* for both billing and major precepting authorities.

**Multiplier**

The business rates multiplier when multiplied by the rateable value of a property determines a ratepayer's business rate bill. There are two multipliers – one for small businesses and one for larger businesses. These are set nationally. The small business multiplier is updated annually by the retail prices index (although exceptionally a lesser increase may be imposed) and the other multiplier adjusted accordingly. There will be no change to the way in which multipliers are set as a result of the introduction of the business rates retention scheme.

**BUSINESS PLAN - GLOSSARY OF TECHNICAL TERMS ARISING FROM  
BUSINESS RATE RETENTION SCHEME Continued ...**

**New Burdens**

The Government uses the New Burdens Assessment to keep pressure on council tax bills to a minimum. It requires all government departments to justify why new duties, powers, targets and other bureaucratic burdens should be placed on local authorities, as well as how much these policies and initiatives will cost and where the money will come from to pay for them.

**National Non-Domestic Rates 1 Form (NDR1)**

The form submitted by 31 January by a billing authority to its major precepting authority and central government to provide an estimate of its business rate income for the upcoming financial year.

**Proportionate Share**

This is the percentage of the national business rates yield which a billing authority has collected - on the basis of the average rates collected by authorities over the two years 2010-11 and 2011-12. This percentage will be applied to the *local share* of the estimated business rates aggregate to determine the *billing authority business rates baseline*.

**Rate reliefs**

The rating system currently provides mandatory relief to charities and other categories of ratepayer (e.g. certain rural ratepayers) and permits authorities to grant discretionary relief to other rate payers. There will be no changes to the terms of existing mandatory and discretionary reliefs for businesses as a result of the introduction of the business rates retention scheme.

**Relative Needs Formulae**

These are the first stage in the calculation the Government uses to distribute formula funding.

**Reset**

New *baseline funding levels*, new *individual authority business rates baselines* (and therefore new *tariffs* or *top-ups*) are set for each authority to take account of changes in relative need and resource.

**Reset period**

The years between *resets* in which local authorities are able to retain (after taking into account the *levy* and payments owing to relevant shares) the growth in business rates income. It is the Government's intention that the initial *reset period* will run from 2013 to 2020, and thereafter for ten years.

**Revenue Support Grant**

All authorities will receive *Revenue Support Grant* from central government in addition to its *baseline funding level*. An authority's *Revenue Support Grant* amount plus its *baseline funding level* will together comprise its *start-up funding assessment*.

**Ring-fenced grant**

A grant paid to local authorities which has conditions attached to it, which restrict the purposes for which it may be spent.



**BUSINESS PLAN - GLOSSARY OF TECHNICAL TERMS ARISING FROM  
BUSINESS RATE RETENTION SCHEME Continued ...**

**Safety net**

Mechanism to protect any authority which sees its business rates income drop, in any year, by more than 7.5 per cent below their *baseline funding level*. The baseline funding levels are updated each year by the September Retail Prices Index for the purposes of assessing eligibility for the safety net.

**Safety net payment**

A payment made by central government to local authorities who are eligible for safety net support. These are payable after the end of the financial year

**Safety net payment on account**

A safety net payment made to a local authority on the basis of forecast non domestic rating income. This means it will be made in year – in advance of the calculation of actual *safety net payments* - which will be calculated on the basis of audited accounts data following the end of that financial year. Any difference between the two amounts will be reconciled and corrected.

**Safety net threshold**

This is 92.5 per cent of a local authority's baseline funding level.

**Service tiers**

There are three service tiers corresponding to the services supplied by the three types of authorities. These are upper-tier services – those services, other than fire, supplied by county councils in two-tier areas; fire and rescue services; and lower-tier services – those services supplied by district councils in two-tier areas. Some authorities may provide more than one tier of service.

**Spending Power**

The definition of revenue spending power is spending power from council tax, Government revenue grants and National Health Service Funding for social care. The calculation of each local authority's spending power is used to calculate eligibility for Efficiency Support Grant.

**Tariffs and top-ups**

Calculated by comparing an *individual authority business rates baseline* against its *baseline funding level*. *Tariffs* and *top-ups* will be self-funding, fixed at the start of the scheme and index linked to the Retail Prices Index in future years.

**Tariff authority**

An authority with a higher *individual authority business rates baseline* than its *baseline funding level*, and which therefore pays a *tariff*.

**Tariff payment**

The payment made from tariff authorities to central government over the course of the financial year.

**Top-up authority**

An authority with a lower *individual authority business rates baseline* than its *baseline funding level*, and which therefore receives a *top-up*.

**BUSINESS PLAN - GLOSSARY OF TECHNICAL TERMS ARISING FROM  
BUSINESS RATE RETENTION SCHEME Continued ...**

**Top-up payment**

The payment made from central government to top-up authorities over the course of the financial year.

**Transitional protection payment**

An adjustment to ensure that authorities do not experience gains or losses in rates income as a consequence of the transitional arrangements

## **BUSINESS PLAN – LIST OF ACRONYMS**

<b><u>Acronym</u></b>	<b><u>Definition</u></b>
AD	Assistant Director
ADASS	Association of Directors of Adult Social Services
Apps	Applications
ASB	Anti Social Behaviour
ASC	Adult Social Care
ASH	Our miscellaneous income, invoicing and recovery system
BC	Building Control
BESD	Behavioural Emotional and Social Difficulties
BME	Black Minority Ethnic
C & YP	Children and Young People
CAF	Common Assessment framework
CAMHS	Child and Adolescent Mental Health Services
CC	Children's Centre
CC	Children's Centre
CCTV	Close Circuit Television
CEN	Creative Environmental Networks
CEO	Civil Enforcement Officer
CFR	Capital Financing Requirement
CIPFA	Chartered Institute Public Finance and Accountancy
CMT	Corporate Management Team
CNEA	Clean Neighbourhood and Environment Act
COM	Current Operating Model
CPD	Centre for Professional Development
CPD	Continuing Professional Development
CPZ	Controlled Parking Zone
CRB	Criminal Records Bureau
CRM	Customer Relationship Management
CSC	Children's Social Care
CSF	Children Schools & Families
CYP	Children and Young People
CYPP	Children and Young peoples Plan
DC	Development Control
DEFRA	Department for Environment Food and Rural Affairs
DFG	Disabled Facilities grant

<b><u>Acronym</u></b>	<b><u>Definition</u></b>
DMT	Departmental Management Team
DSG	Dedicated Schools Grant
E&R	Environment and Regeneration
EA	Equality Analysis
EAL	English as an Additional Language
EH	Environmental Health
EIA	Equalities Impact Assessment
EIG	Early Intervention Grant
ERTG	Enforcement Review Task Group
ESOL	English for Speakers of Other Languages
EU	European Union
EY	Early Years
FACS	Fair Access to Care Services
FM	Facilities Management
FOI	Freedom Of Information
FPN	Fixed Penalty Notice
FTE	Full Time Equivalent
GLA	Greater London Authority
HB	Housing Benefits
HC&OP	Healthier Communities and older People
HCA	Homes and Community Agency
HNES	Housing Needs and Enabling Services
HRRC	Household Reuse and Recycling Centre
ICT	Information and Communications Technology
IFRS	International Financial Reporting Standard
IP	Intellectual Property
IT	Information Technology
iTrent	Our new payroll system
JD	Job Description
K	£ Thousand
L & D	Learning and Development
LA	Local Authority
LAC	Looked After Children
LALO	Local Authority Liaison Officer
LATS	Landfill Allowances and Trading Scheme
LB	London Borough
LBM	London Borough of Merton
LCGS	London Councils Grant Scheme
LDD	Learning Development and Diversity
LGA	Local Government Association
LLC	Local Land Charges
LSC	Learning Skills Council
LSCB	Local Safeguarding Children's Board
LSP	Local Strategic Partnership
LOBO	Lenders Option Borrowers Option
MAE	Merton Adult Education
MARAC/DV	Multi Agency Risk Assessment Case Conference / Domestic Violence

<b><u>Acronym</u></b>	<b><u>Definition</u></b>
MCIL	Merton Centre for Independent Living
MIS	Management Information System
MP	Member of Parliament
MRP	Minimum Revenue Provision
MSLT1&2	Merton's Senior Leadership Team Levels 1 and 2
MTFS	Medium Term Financial Strategy
MVSC	Merton Voluntary Service Council
NEET	Not in Education Employment or Training
NNDR	National Non Domestic Rate
O&S	Overview and Scrutiny
OJEU	Official Journal of the European Union
OT	Occupational Therapy
PATAS	Parking And Traffic Appeals Service
PC	Police Constable
PCN	Penalty Charge Notice
PCT	Primary Care Trust
PFI	Private Finance Initiative
PM&R	Pavement Maintenance and Repair
PM&R	Pavement Maintenance and Repair
PPD	Public Protection and Development
PPP	Policy Planning and Performance
PRS	Private Rented Sector
PVI	Private Voluntary and Independent
QA	Quality Assurance
SC	Sustainable Communities
SEN	Special Educational Needs
SEND	Special Educational Needs and Disabilities
SFA	Skills Funding Agency
SLA	Service Level Agreement
SLA	Service Level Agreements
SLWP	South West London Partnership
SME	Subject Matter Expert
SMT	Senior Management team
SOAs	Super Output Areas
SSQ	School Standards and Quality
SW	South West
SWLSG	South West London and St George's Mental Health NHS Trust
TBC	To Be Confirmed
TEC	Transport and Environment Committee
TFL	Transport For London
TOM	Target Operating Model
TUPE	The Transfer of Undertaking (Protection of Employment) Regulations
VAT	Value Added Tax
VLE	Virtual Learning Environment
VS	Voluntary Sector
YOT	Youth Offending Team

## SECTION 2: GENERAL FUND REVENUE BUDGET AND COUNCIL TAX STRATEGY

### 1. Background to Financial Planning

- 1.1 The approach to Medium Term Financial Planning provides a great deal of flexibility in decision making and enables the impact of alternative options to be modeled. This has assisted with progress towards a balanced budget over the four year plan.
- 1.2 The MTFS has been re-priced and rolled forward a year so that each year from 2015/16 to 2018/19 starts from the approved budget 2014/15 and is built up showing the cumulative effect of variations over the period. The initial re-priced MTFS showing the budget gap as reported to Council in March 2014 was as follows:-

**Table 1: Initial Re-priced MTFS**

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
<b>Departmental Base Budget '14/15</b>	<b>144,420</b>	<b>144,420</b>	<b>144,420</b>	<b>144,420</b>
Departmental Budget Changes	26	(409)	2,479	5,795
<b>Re-Priced Departmental Budget</b>	<b>144,446</b>	<b>144,011</b>	<b>146,899</b>	<b>150,215</b>
Treasury/Capital financing	14,208	15,838	18,042	19,901
Other Corporate items	(7,187)	(7,704)	(7,506)	(7,298)
Levies	638	638	638	638
<b>Sub-total: Corporate provisions</b>	<b>7,659</b>	<b>8,772</b>	<b>11,174</b>	<b>13,241</b>
Use of Reserves	(4,064)	(1,688)	0	0
<b>BUDGET REQUIREMENT</b>	<b>148,041</b>	<b>151,095</b>	<b>158,073</b>	<b>163,456</b>
<b>TOTAL FUNDING</b>	<b>(148,041)</b>	<b>(143,744)</b>	<b>(142,827)</b>	<b>(142,611)</b>
<b>GAP (Cumulative)</b>	<b>0</b>	<b>7,351</b>	<b>15,246</b>	<b>21,439</b>

- 1.3 Since then, reports to Cabinet on 20 October 2014, 10 November 2014, 8 December 2014, and 19 January 2015 have presented updated information to Members, setting out the financial implications as assumptions have been reviewed and decisions made.
- 1.4 The decisions made in respect of each element of the MTFS impact on the overall financial position of the Authority and need to be taken into account as part of an overall package of decisions to balance the budget over 2015-19. In addition to the normal review of the base position, an appraisal of options and variables has been undertaken this year which has enabled the impact of different scenarios to be modeled.

## 1.5 Setting a Balanced Budget

1.5.1 Resource and expenditure projections have been continually updated throughout the year to inform Members and officers of the overall position for 2015-2019. A four-year forward plan is presented, but it is still a legal requirement that a balanced (i.e. fully funded) budget is achieved for 2015/16. There are a number of ways in which a balanced budget is achieved:

- Reducing expenditure/costs;
- Identifying new savings or additional income;
- Adjusting the level of Council Tax ;
- Using unallocated reserves as a temporary measure pending the implementation of the options above.

1.5.2 Budget savings and growth proposals have been formulated within the overall constraints of the resource projections. The proposals have been approved in principle by the Cabinet and then considered by Overview and Scrutiny Panels as part of the scrutiny process. Scrutiny Panels have met again during January 2015 and their feedback on the Council's spending proposals is set out in a separate report elsewhere on the agenda for this meeting.

1.5.3 The Medium Term Financial Strategy (MTFS) for the Council supports the achievement of the business plan and any financial implications arising from the agreed plan are included in financial planning for 2015/16 and beyond. The MTFS brings together all of the key elements relating to the Council's financial position which are reflected in the General Fund, and the Capital Programme.

1.5.4 The last detailed MTFS which was reported to Cabinet on 19 January 2015 showed that the budget gap was:-

**Table 2: Budget Gap Cabinet 19 January 2015**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Gap remaining (cumulative)	0	0	2,914	14,048

1.5.5 There have been further changes to some of the key budget variables as more information has become available and the details are set out in this report.

## 1.6 Review of previous year's Savings

1.6.1 As with previous years, the business planning process is a multi-year approach and this includes a review of total expenditure and income over the period 2015-19.

- 1.6.2 Cabinet on 20 October 2014, 10 November 2014 and 8 December 2014 considered revisions to current savings proposals . The overall impact of these proposed amendments on the MTFs is as follows:-

**Table 3: Net Revisions to current savings**

<b>Net Revisions to current savings (cumulative)</b>	<b>2015/16 £000</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>
Corporate Services	0	0	0	0
Children, Schools & Families	0	0	0	0
Environment and Regeneration	340	0	0	0
Community and Housing	0	0	0	0
<b>Net Cumulative total</b>	<b>340</b>	<b>0</b>	<b>0</b>	<b>0</b>

- 1.6.3 The current MTFs includes the following amounts in respect of the full year effects of previous year's savings.

**Table 4: Full Year Effects of previous years savings**

<b>Full Year Effects of previous years savings</b>	<b>2015/16 £000</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>Total £000</b>
Corporate Services	749	1,240	493	0	2,482
Children, Schools & Families	781	257	325	0	1,363
Environment and Regeneration	1,637	978	125	0	2,740
Community and Housing	1,085	2,422	484	0	3,991
<b>Total</b>	<b>4,252</b>	<b>4,897</b>	<b>1,427</b>	<b>0</b>	<b>10,576</b>
<b>Total - Cumulative</b>	<b>4,252</b>	<b>9,149</b>	<b>10,576</b>	<b>10,576</b>	

- 1.6.4 One of the key objectives is to balance the budget and there has been a major improvement in recent years in the ability to look over a long-term period and identify significant savings over more than one year.
- 1.6.5 The Business planning framework aims to enable strategic resource allocation and investment decisions to be made that allow for services to transform and change at different times in the future and which would otherwise be very difficult to plan under an annual planning framework.
- 1.7 Growth
- 1.7.1 The MTFs includes growth of £1m in 2015/16. This will be allocated to Childrens, Schools and Families department budget for 2015/16. This has been included for prudent planning purposes but greater rigour is required to demonstrate this need for future years alongside options to manage the spending pressure, which has the potential to be an option to help balance the budget.



**Table 5: Growth Contained with the Current MTFS**

<b>Growth</b>	<b>2015/16 £m</b>	<b>2016/17 £m</b>	<b>2017/18 £m</b>	<b>2018/19 £m</b>
Growth (cumulative)	1.000	1.000	1.000	1.000

**1.8. Better Care Fund (BCF) and Implementation of Care Act Funding**

- 1.8.1 The BCF creates a local single pooled budget to incentivise the NHS and local government to work more closely together around people, placing their well-being as the focus of health and care services. This funding is ring-fenced to Adult Social Care.
- 1.8.2 As reported to Cabinet on 19 January 2015, for financial year 2015-16, the total allocation for the BCF is £6.452m. Some of this money is already built into the base budget, but the remaining unallocated funding of £1.680m is additional funding for Community and Housing.
- 1.8.3 This funding will not be used to offset savings that are still to be delivered from 2014/15 (and for which there are action plans in place) but to meet the increased requirements of the BCF and to protect other areas of social care that would otherwise be at risk and in turn pose a greater risk to the health service.
- 1.8.4 The latest information on Adults' Personal Social Services specific revenue funding and capital grant allocations to local authorities for 2015/16 is summarised in Appendix 2a.

**2. Local Government Finance Settlement 2015-16**

**2.1 Local Government Finance Settlement**

- 2.1.1 The financial projections in the report to Cabinet on 19 January 2015 were based on the information as announced in the provisional Local Government Finance Settlement on 18 December 2014. Information in this report has been updated as more information has become available.
- 2.1.2 The final Settlement allocations were confirmed by the Minister for Local Government on 3 February 2015. He confirmed the proposals in the provisional 2015-16 settlement but in addition, the Government are providing a further £74 million to upper-tier authorities to recognise that such councils have asked for additional support, including to help them respond to local welfare needs and to improve social care provision. Merton's RSG allocation increased by £0.202m as a result of this change. He also confirmed that the council tax referendum principle for 2015-16 will be set at 2%.

2.1.3 Details of the Final Local Government Settlement are included in Appendix 2.

2.1.4 The Local Government Finance Settlement provides an indicative figure for the amount of business rates (NNDR) Merton could expect to have available in 2015/16. This is based on a baseline amount notified in 2013/14 when the Business Rates Retention Scheme was first introduced, uprated for inflation. However, the actual amount available to use is based on the latest NNDR information available to the Council as identified in its NNDR1 return which was completed and provided to the DCLG by the deadline of 31 January 2015. Details of the methodology and calculation are included in Appendix 3. The Business Rates implications are summarised in the following table:-

Table 6: Implications of NNDR1 2015/16 for Merton in 2015/16

	MTFS £	NNDR1 £	Difference £
NNDR 2015/16	24,798	25,845	1,047
- Top-Up 2015/16	7,841	7,841	0
	32,639	33,686	1,047
Collection Fund Surplus/(Deficit) 2014/15	(259)	(393)	(134)
	32,380	33,293	913
Section 31 Grant	1,118	1,134	16
Total	33,498	34,427	929

2.2 Details of the Council Tax Base calculation, the resource implications arising from current business rates projections and impact on the Collection Fund are included elsewhere in this report and in Appendix 3.

### 3. **Review of Corporate and Technical Provisions**

3.1 Previous reports to Cabinet have set out the details and assumptions on which the budget has been formulated. The latest information is set out in the following paragraphs.

#### 3.2 Review of Technical and Corporate Provisions

3.2.1 Technical and corporate adjustments incorporated in the MTFS have been reported to Cabinet throughout the business planning process for 2015/16.

3.2.2 The key assumptions included in the MTFS have been continually reviewed and updated as the budget process has developed. It should

be noted that any one-off adjustments will need to be addressed in future years. The latest information is set out in the following paragraphs:-

### 3.3 Inflation

3.3.1 Predicting the level of inflation over a four year period with accuracy is not easy, particularly in the current economic climate and given the size of the Council's budget can lead to large variances if the actual inflation levels vary from the assumptions.

#### 3.3.2 Pay

The provision currently in the MTFS for pay inflation is:-

**Table 7: Pay inflation in the MTFS**

	2015/16	2016/17	2017/18	2018/19
Pay inflation in MTFS (%)	1%	1.5%	1.5%	1.5%
Estimate (cumulative £000)	837	2,093	3,349	4,605

As previously reported the pay award has now been agreed. It is a two-year deal up to 31 March 2016 which equates to an increase of around 2.35% on average. It will be in the form of a basic pay increase from 1 January 2015 - to last 15 months; plus lump sums for December 2014 and April 2015 but which were paid to staff in December 2014.

The estimated costs of the pay award are:-

**Table 8: Estimated Cost of Pay Award**

	2014/15	2015/16
	£000	£000
Estimated Pay Award	638	1,455

The budget for 2014/15 included 1% for a pay award as does the current MTFS for 2015/16. Although the two year pay award is higher than the 2% total provided for, it is proposed to leave the provision unchanged at this stage.

#### 3.3.3 Prices

CPI annual inflation was 0.5% in December 2014, which is down from 1.0% in November 2014. Continuing falls in motor fuel prices, and gas and electricity price rises from the previous year falling out of the calculation, were the main contributors to the drop in the rate of inflation. CPIH, the measure of consumer price inflation including owner occupiers' housing costs, grew by 0.6% in the year to December 2014, down from 1.0% in November 2014. Owner occupiers' housing costs increased by 0.1% between December 2014 and November 2014.

RPI annual inflation, which is the inflation indice used in the majority of our contracts, stands at 1.6% in December 2014, down from 2.0% in November 2014.

### Outlook for inflation:

On 8 January 2015, the Bank of England's Monetary Policy Committee (MPC) voted to maintain the Bank Base Rate at 0.5%. The Committee also voted to continue with its programme of asset purchases totalling £375 billion, financed by the issuance of central bank reserves. The MPC reached its decisions in the context of the monetary policy guidance announced alongside the publication of the August 2013 Inflation Report.

In the minutes of the MPC published on 21 January 2015, it was noted that "the fall in CPI inflation to 0.5% in December was in line with Bank staff's expectations immediately before the data release, but 0.5 percentage points lower than expected at the time of the November *Inflation Report*.....the fall in CPI inflation on the month was likely to have largely reflected lower fuel prices and utility price increases in December 2013 dropping out of the annual comparison. CPI inflation was expected by Bank staff to reach a trough of around zero in March, as lower oil prices fed through to petrol prices, with a roughly even chance that it would temporarily dip below zero at some point in the first half of 2015."

The quarterly inflation report for November 2014 was published on 12 November. This provided an overview of expectations relating to the inflation forecast based on latest economic data. The report indicated that, although UK domestic demand growth remained robust, the outlook for global growth has weakened and is expected to slow slightly in the near term. Specifically, in respect of inflation, it was noted that "inflation has fallen further below the MPC's 2% target, reflecting the impact of lower food, energy and import prices and some continued drag from domestic slack. Inflation is expected to remain below the target in the near term, and is more likely than not to fall temporarily below 1% at some point over the next six months. It then rises gradually back to the target as external pressures fade and unit labour cost growth picks up. The MPC's guidance on the expected path for Bank Rate continues to apply. When Bank Rate does begin to rise, the pace of rate increases is expected to be gradual, with rates probably remaining below average historical levels for some time."

In terms of pressure on pay growth the MPC commented that there was evidence that the pace of pay growth had recently picked up and the unemployment rate had fallen to 6.0% with short term unemployment particularly low. However, pay growth might also depend on the development of inflation expectations over the coming months with around 40% of pay settlements being agreed in April when it is likely that CPI inflation is expected to be around zero.

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 9: Forecasts for the UK Economy**

Source: HM Treasury - Forecasts for the UK Economy (January 2015)

	Lowest %	Highest %	Average %
2014 (Quarter 4)			
CPI	0.9	1.8	1.0
RPI	1.9	2.7	2.1
LFS Unemployment Rate	5.8	6.0	5.9
2015 (Quarter 4)			
CPI	0.2	2.3	1.1
RPI	0.2	3.6	2.1
LFS Unemployment Rate	4.9	5.8	5.4

The current assumptions regarding price inflation incorporated into the MTFS are

**Table 10: Price inflation assumptions in MTFS**

	2015/16	2016/17	2017/18	2018/19
Price inflation in MTFS (%)	1.5%	1.5%	1.5%	1.5%
Estimate (cumulative £000)	2,342	4,686	7,032	9,376

Given the downward trend for inflation and analysts recent forecasts for it to continue to fall in the coming months, it is anticipated that the current provision in the MTFS is adequate. Clearly, this will be treated as a cash limit and if 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.

#### 3.3.4 Inflation > 1.5% on volatile budgets

There is also a corporate provision which is held to assist services that may experience price increases greatly in excess of the 1.5% inflation allowance provided when setting the budget. This will only be released for specific demonstrable demand.

**Table 11: Inflation exceeding 1.5%**

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
Inflation exceeding 1.5%	543	540	536	536

The cash limiting strategy is not without risks but if current levels of inflation were applied un-damped across the period then the budget gap would not change significantly by 2018/19.

### 3.3.5 Income

In a change to the methodology this year, service departments can meet their targets from a combination of savings and additional income. The targets include an element which takes into account each department's capacity to generate additional income based on a 2% increase in income on actual 2013/14 fees and charges income. The indicative income targets are:-

**Table 12: Income based on a 2% per annum increase**

Income based on 2% p.a. increase	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
Income – total cumulative	732	1,464	2,196	2,928

### 3.4 Collection Fund

3.4.1 The Collection Fund is a statutory fund separate from the General Fund. It accounts for income from Council Tax and from NNDR (Business Rates).

3.4.2 The Collection Fund accounts are kept on an accrual basis and a surplus or deficit for the year in the collection fund is estimated accordingly. The audited accounts for 2013/14 include the following surplus/deficit for Council Tax and NNDR as at 31 March 2014:-

**Table 13: Collection Fund Surplus/Deficit as at 31 March 2014**

	Surplus/ (deficit) as at 31/03/14 Outturn	Surplus/ (deficit) as at 31/03/14 Outturn	Total surplus/ (deficit) as at 31/03/14
	Council Tax	NNDR	
	£000	£000	£000
Central Government	N/A	(1,051)	(1,051)
GLA	1,222	(420)	802
Merton	4,446	(631)	3,815
Total	5,668	(2,102)	3,566

3.4.3 A review of the Collection Fund, related bad debt provisions, write offs and anticipated collection rates in 2014/15 has been undertaken. With respect to Business Rates, the NNDR1 return has been submitted which analyses the estimated Business Rates for 2015/16, estimated deficit as at 31<sup>st</sup> March 2015 and estimated Section 31 Grant for 2015/16, and the allocations between Merton, Central Government, and the GLA

3.4.4 As a result of the further analysis, the estimated surplus/deficit on the Collection Fund as at 31<sup>st</sup> March 2015 is as follows:-

**Table 14: Collection Fund Surplus/Deficit as at 31 March 2015**

	Surplus/ (deficit) as at 31/03/15 Estimate	Surplus/ (deficit) as at 31/03/15 Estimate	Total surplus/ (deficit) as at 31/03/15
	Council Tax	NNDR	
	£000	£000	£000
Central Government	N/A	(655)	(655)
GLA	1,300	(262)	1,038
Merton	4,813	(393)	4,420
<b>Total</b>	<b>6,113</b>	<b>(1,310)</b>	<b>4,803</b>

A more detailed summary of the calculations relating to the Collection Fund is included in Appendix 3 together with a copy of Merton's NNDR1 form for 2015/16. To understand the surpluses and deficits more in the Collection Fund, it is intended to undertake a fundamental review of the mechanisms for monitoring Council Tax collection and how it interacts with the Collection Fund and therefore MTFS. Progress on this will be reported during 2015/16 as part of the monitoring reports to Cabinet.

### 3.5 Taxicards and Freedom Passes

3.5.1 These schemes are administered by London Councils on behalf of London boroughs. Initial information from London councils indicates that there is more than sufficient provision in the latest draft MTFS to fund the cost of these schemes in 2015/16. The latest available details are set out in the following table:-

**Table 15: Freedom Passes and Taxicards 2015/16**

<u>Budget 2014/15</u>	£
Freedom Passes	8,852,160
Taxicards	169,540
<b>Total Budget 2014/15</b>	<b>9,021,700</b>
Increase allowed for in MTFS in 2015/16	436,436
<b>Total Provision 2014/15 in latest draft MTFS</b>	<b>9,458,136</b>
<b><u>Latest Details from London Councils</u></b>	
Charge to Merton for Freedom Passes	(8,998,976)
Charge to Merton for Taxicards	(180,000)
<b>Latest Estimated Cost for 2015/16</b>	<b>(9,178,976)</b>
<b>Estimated Surplus Provision in MTFS</b>	<b>(279,160)</b>

### 3.6 Contingency

3.6.1 The latest MTFS includes provision of £1.5m as a contingency to meet unforeseen cost and demand pressures, particularly those arising as the economy recovers from the recession.

3.6.2 As for the current financial year, there is a need for temporary resources, potentially up to £0.460m for Children, Schools and Families to be able to respond to the Children and Families Act, extended statutory duties associated with 0-25 agenda and transition. This need will be kept under quarterly review.

### 3.7 Bad Debt Provision

3.7.1 The bad debt provision is calculated on the basis of an examination of debts within the council's financial systems to assess the probability of their collection. Due to effective and proactive debt management it is not considered that an increase in contribution will be necessary for 2015/16, even under the current economic circumstances. The level of provision will be kept under review within the MTFS.

### 3.8 Revenuisation

In recent budgets it has been recognised that some expenditure formerly included in the capital programme could no longer be justified as it did not meet the definition of expenditure for capital purposes. Nevertheless, it is important that some of this expenditure takes place and the following amounts have been included in the latest MTFS for 2015-19:-

**Table 16: Revenuisation**

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
Revenuisation	2,530	2,426	2,436	2,433

The expenditure charged to capital during the current year is being closely monitored and is being reported through the monitoring report.

### 3.9 Summary of Corporate and Technical Adjustments

3.9.1 The financial implications of the corporate and technical adjustments discussed in this report are summarised in Appendix 4.

## 4. **Departmental Savings Proposals 2015-19 and Service Planning**

4.1 In allocating savings targets for each Department, Cabinet has aimed to protect front-line services and services to the vulnerable in line with the 'July principles'. Weightings for each department; Corporate Services, Environment and Regeneration, Community and Housing, and Children, Schools and Families in the ratio (100%) : (100%) : (67%) : (50%), have been applied which reduces the impact on Adult Social Care, Children's



Social Care and vulnerable groups. Cabinet on 20 October 2014 agreed departmental targets to be met from savings and income proposals as follows:-

**Table 17: Savings targets agreed by Cabinet**

<b>TARGETS ALLOCATED TO DEPARMENTS TO BE MET FROM SAVINGS AND INCOME</b>	<b>2015/16 £000</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>Total £000</b>
Corporate Services	99	1,691	2,180	1,445	5,415
Children, Schools & Families	50	1,872	1,839	1,063	4,824
Environment & Regeneration	363	4,329	4,866	2,290	11,848
Community & Housing	220	2,935	4,136	2,590	9,881
<b>Total Savings/Income Proposals</b>	<b>732</b>	<b>10,827</b>	<b>13,021</b>	<b>7,388</b>	<b>31,968</b>
<b>Cumulative</b>	<b>732</b>	<b>11,559</b>	<b>24,580</b>	<b>31,968</b>	

4.2 Service departments reviewed their budgets and formulated proposals to address their targets. These were considered by Cabinet on 8 December 2014 and referred to Overview and Scrutiny Panels and the Commission for scrutiny in January 2015

4.3 The proposals submitted by each department are summarised in the following table and set out in detail in Appendix 9.

**Table 18: Savings Proposals to Cabinet on 8 December 2014**

<b>SAVINGS/INCOME PROPOSALS</b>	<b>2015/16 £000</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>Total £000</b>
Corporate Services	190	1,600	1,163	165	3,118
Children, Schools & Families	0	1,934	296	0	2,230
Environment & Regeneration	363	4,196	810	(212)	5,157
Community & Housing	220	2,935	1,736	1,195	6,086
<b>Total Savings/Income Proposals</b>	<b>773</b>	<b>10,665</b>	<b>4,005</b>	<b>1,148</b>	<b>16,591</b>
<b>Cumulative</b>	<b>773</b>	<b>11,438</b>	<b>15,443</b>	<b>16,591</b>	

4.4 Summary of progress to date

4.4.1 If all of the proposals are accepted, the balance remaining to find is:-

**Table 19: (Shortfall)/surplus in savings currently identified**

<b>SAVINGS/INCOME PROPOSALS</b>	<b>2015/16 £000</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>Total £000</b>
Corporate Services	(91)	91	1,017	1,280	2,297
Children, Schools & Families	50	(62)	1,543	1,063	2,594
Environment & Regeneration	0	133	4,056	2,502	6,691
Community & Housing	0	0	2,400	1,395	3,795
<b>Total Savings/Income Proposals</b>	<b>(41)</b>	<b>162</b>	<b>9,016</b>	<b>6,240</b>	<b>15,377</b>
<b>Cumulative</b>	<b>(41)</b>	<b>121</b>	<b>9,137</b>	<b>15,377</b>	

4.5 Where departments have not met their target or put forward options that are deemed not to be acceptable then the shortfall will be carried forward to later meetings and future years budget processes to be made good.

4.6 Feedback from the Scrutiny Process:-

4.6.1 Comments from the Overview and Scrutiny Commission on 29 January 2015 are provided in a separate report on the agenda for this meeting.

4.6.2 Cabinet are asked to review the feedback from the Scrutiny process and make recommendations as appropriate.

4.6.3 Cabinet are recommended to request officers to review the savings proposals made to date and where possible bring them forward to the earliest possible implementation date. Corporate Services have undertaken an initial review and have identified that saving CSD22, a saving of £60k in 2016/17 arising from Treasury Management/Investment income, can be brought forward to 2015/16. This is reflected in the revised MTFS presented in this report.

4.7 Financial Implications of Changes arising from response to Scrutiny

4.7.1 The draft MTFS shown in Appendix 7 does not include the impact of any changes recommended by Overview and Scrutiny Commission. If Cabinet decide to accept any or all of the recommendations the MTFS reported to Council will be amended to reflect this.

5. **Budgetary Control 2014/154**

5.1 The revenue budgetary control information below summarises the corporate position using the latest available information as at 31<sup>st</sup> December 2014 as shown in a separate report on the agenda for this meeting. As at 31<sup>st</sup> December 2014, there is a forecast overspend for the Council of £4.6m.

5.2 The overspend of £4.598m is made up as follows :-

▪ departmental overspend	£6.253m
▪ corporate underspend	<u>(£1.655m)</u>
	£4.598m

5.3 Where appropriate these reduced projections are being incorporated into the Medium Term Financial Strategy for 2015-19.

- 5.4 In terms of addressing issues which have been identified as pressures that need to be addressed in 2015/16 the following adjustments have been made to the MTFS:-
- the addition of £1m in 2015/16 to address redundancy payments/pension strain
  - the addition of £1.1m to departmental transport budgets to address ongoing underprovision/imbalance of budget to meet increased demand

## **REVIEW WORDING**

### **6. Capital Financing and Treasury Management**

#### Treasury Management, Capital Financing and Investment Income:

- 6.1 Details are included in Section 5 of this report. Capital financing costs are derived from the draft capital programme which is discussed in Section 4 and estimated revenue funding is built into the MTFS for the level of borrowing that is expected.
- 6.2 Details relating to how the capital programme has changed from that approved by Council in March 2014 to the capital programme for 2015-19 are discussed in Section 4 of this report and related appendices. The capital programme has continued to be subject to major review as part of monthly monitoring and the process of developing the Business Plan for 2015-19.
- 6.3 In addition to reviewing the capital programme, focus has also been maintained on the treasury management aspects of funding the programme, to improve forecasts of available funding and to minimise as far as possible the costs of funding capital. This has included improved cash flow forecasting to enable the programme to be funded from internal resources for as long as possible to take advantage of current low levels of interest. Work is also continuing to ensure that grants and contributions are utilised effectively and this work will continue into the closing of accounts process for 2014/15 to ensure that the revenue impact of the capital programme is minimised in 2015/16 and beyond.
- 6.4 The revenue budget implications of the capital programme 2015-19 compared to those included in the MTFS approved by Council in March 2014 are summarised in the following table:-

**Table 20: Summary of Capital Financing Costs and movement since 2014/15**

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
Budgeted Capital financing costs of Programme approved by Council 5/03/2014	<b>14,208</b>	<b>15,838</b>	<b>18,042</b>	<b>19,901</b>
Change arising from recalculation of charges including financing and review and re-profiling of capital programme as set out in Section 4	(590)	(1,749)	(2,154)	(2,750)
Estimated capital financing costs of Capital Programme 2015-19	<b>13,618</b>	<b>14,089</b>	<b>15,888</b>	<b>17,151</b>

6.5 The analysis of the budget for capital financing costs and investment income is set out in the following table:-

**Table 21: Details of Budgets for capital financing costs**

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
MRP	7,421	7,674	9,015	9,547
Interest	6,894	6,696	7,010	7,729
<b>Capital financing costs</b>	<b>14,117</b>	<b>14,370</b>	<b>16,025</b>	<b>17,276</b>
Investment Income	(499)	(281)	(137)	(125)
<b>Net</b>	<b>13,618</b>	<b>14,089</b>	<b>15,888</b>	<b>17,151</b>

## 7 GENERAL FUND BALANCES AND RESERVES

7.1 In determining an appropriate level of general fund balances previously, an analysis of the overall expenditure of the authority had been prepared. An updated version of this analysis has been prepared and is attached as Appendix 11. The overall level of balances is summarised below and compares with current GF balances of £18.838m as shown in the final accounts for 2013/14, but will need to be adjusted for outturn, with a projected overspend of £4.2m, leaving a balance of £14.2m.

**Table 22: Indicative range of balances**

	Min	Medium	Max
	£m	£m	£m
Level of balances	11.06	16.33	21.87

- 7.2 An alternative approach would be to look at a percentage based on the net spending of the authority. From the Audit Commission’s report “Striking a Balance”, most Chief Officers regarded an amount of between 3 and 5 per cent as a prudent level and the minimum the auditors would consider prudent. There are also some other areas of risk and unknowns in relation to the localisation of business rates and how this impact will flow thorough, in particular in relation to appeals. There is now an amount calculated for Merton called the safety net, below which income must fall before Merton becomes entitled to funding from central government. This approach is set out below, using an amount of 5 per cent.

**Table 23: Indicative level of balances**

	£m
Net spending	7.8
Safety Net	2.3
Appeals	5.5
Level of balances	15.6

- 7.3 The average level of General Fund balances for outer London boroughs for 2013/14 was £17.6m, with a low of £8.0m and a high of £20.0m.
- 7.4 There has been a regular quarterly update on the use of earmarked reserves for 2014/15 reported through to Cabinet as part of the financial monitoring report. An initial review of their use over the MTFs has been undertaken as is shown in Appendix 8. This shows the level of earmarked reserves falling from £35.6m to £12.7m by 31 March 2019.
- 7.5 The average level of earmarked reserves for outer London boroughs for 2013/14 was £62.3m, with a low of £23.3m and a high of £103.0m. Merton, with £35.6m (including schools is ranked 15 out of 20 outer London boroughs

**8. Revenue Support Grant and Baseline Funding (Non-Domestic Rates)**

- 8.1 In 2013/14 there was a fundamental change in the funding methodology for local government services. This introduced the Business Rates Retention Scheme. Estimates of business rates receivable for 2015/16 have been produced and a summary is provided in Appendix 3.
- 8.2 The overall changes in formula grant compared to 2014/15, the base estimate for 2015/16 and the funding announced in the Final Local Government Finance Settlement are summarised in the following table:-

**Table 24: Changes in Local Government Finance Settlement**

	2014/15 £000	Original 2015/16 £000	Final 2015/16 £000
RSG	39,738	30,223	30,425
NNDR	33,253	32,639	*33,686
NNDR - Section 31 Grant	1,118	1,118	*1,134
<b>Total</b>	<b>74,109</b>	<b>63,980</b>	<b>65,425</b>

\* Based on NNDR1

## 9. Council Tax Strategy

9.1 In the Annual Residents Survey 2014, the residents' personal concerns over the level of council tax have continued to reduce and currently stand at 21%. The Residents' Survey for 2014 took place from 15 September 2014 until 24 October 2014.

### 9.2 Council Tax and Council Tax Freeze Grant

9.2.1 As previously notified the Government has indicated that it will provide grant to Councils that agree to freeze their Council Tax in 2015/16. The grant will be equivalent to 1% Council Tax.

9.2.2 This funding will be built into the spending review baseline for future years. Funding for previous year's freeze grants is incorporated into the local government settlement total for future years and not paid as a specific grant anymore.

The indicative allocations for 2014/15 and 2015/16 are:

**Table 25: Council Tax Freeze Grant**

2014/15	£0.858m
2015/16	£0.861m

### 9.2.3 Capping of Council Tax increases

The Localism Act 2011 introduced a power for the Secretary of State for Communities and Local Government to issue principles that define what should be considered as excessive Council Tax, including proposed limits. The principles are subject to approval by the House of Commons.

9.2.4 From 2013 onwards, any council that wishes to raise its Council Tax above the limits that apply to them will have to hold a referendum. The result of the referendum will be binding.

9.2.5 On 5 February 2014 the Minister for Local Government introduced the report on Council Tax Referendums. Under section 52ZB of the Local

Government Finance Act 1992 each billing authority and precepting authority must determine whether its relevant basic amount of council tax for a financial year is excessive. If an authority's relevant basic amount of council tax is excessive a referendum must be held in relation to that amount.

Under section 52ZC of the 1992 Act the question of whether an authority's relevant basic amount of council tax is excessive must be decided in accordance with a set of principles determined by the Secretary of State. The principles for a financial year must be set out in a report which must be laid before and approved by the House of Commons. If the report for a financial year is not approved on or before the date on which the local government finance report for the same year is approved by the House of Commons, no principles have effect for that year and accordingly no authority's relevant basic amount of council tax is capable of being excessive for that year.

For 2015-16, the relevant basic amount of council tax of an authority such as Merton which is excessive if the authority's relevant basic amount of council tax for 2015-16 is 2%, or more than 2%, greater than its relevant basic amount of council tax for 2014-15.

The final referendum principles will then be subject to the approval of the House of Commons. In addition, subject to approval by Parliament of the Local Audit and Accountability Bill, which is currently before Parliament, the principles will include levies and will therefore be based on the level of Band D Council Tax. This will mean the principle will relate to the actual increase which appears on people's bills.

#### 9.2.6 Special expenses

All special items (other than parish precepts) are included in an authority's basic amount of council tax. Therefore, the average of all an authority's special items (including its special expenses) over the whole of its area is the amount that will be used to judge eligibility for the grant.

Any proposed council tax increase by, for example, Wimbledon and Putney Conservators would therefore be taken into account in assessing whether Merton is eligible for Council Tax Freeze Grant.

### 10. **Council Tax Base**

10.1 Cabinet on 8 December 2014 agreed the Council Tax Base calculation for 2015/16. Details of the calculation are included as Appendix 3.

10.2 For 2015/16 the Council Tax Base has been calculated as:-

**Table 26: Council Tax Base 2015/16**

<b>Council Tax Base 2015/16</b>	<b>69,638.0</b>
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- 10.3 A separate council tax base calculation has been produced for the properties covered by the Wimbledon and Putney Common Conservators (WPCC) area. For 2015/16 the Council Tax Base for Wimbledon and Putney Commons Conservators has been calculated as:-

**Table 27: WPCC Council Tax Base 2015/16**

<b>WPCC Council Tax Base 2015/16</b>	<b>10,880.0</b>
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**11. Greater London Authority Precept and Other Levies**

11.1 The Greater London Authority (GLA) sets a budget for itself and each of the four functional bodies: Transport for London, the London Development Agency, the Metropolitan Police Authority, and the London Fire and Emergency Planning Authority. These budgets together form the consolidated budget.

11.2 On 19 December 2014 the Mayor published his 2015-16 draft revenue budget and capital spending plan for consultation. This includes his draft budget proposals for the GLA (Mayor and Assembly), the Mayor's Office for Policing and Crime (MOPAC), the London Fire and Emergency Planning Authority (LFEPA), Transport for London (TfL) and the London Legacy Development Corporation (LLDC). The budget proposes a reduction in the Mayor's Band D council tax precept of £4.00 (1.3 percent) from £299.00 to £295.00 in 2015-16 for council taxpayers in the 32 London boroughs. The 2016-17 indicative budget assumes a further £19 reduction to £276.

11.3 These figures were confirmed when the 2015-16 draft consolidated budget was published on 20 January 2015 and was considered by the London Assembly on 28 January 2015.

11.4 The final draft GLA budget is scheduled to be published by 13 February 2015 and considered by the London Assembly by 23 February 2015.

**11.5 Other Levies**

11.5.1 The Council is required by statute to pay certain levies to the organisations listed below. The levies for 2015/16 are still to be confirmed but the latest estimates are set out in the following table:-

**Table 28: Other Levies**

	2014/15 £000	2015/16 £000	2015/16 Change %
London Pension Fund Authority	266	264	(0.8%)
Lee Valley Regional Park	214	209	(2.5%)
Environment Agency	157	159	1.6%



## 11.6 Wimbledon and Putney Commons Conservators (WPCC)

11.6.1 A separate precept is levied in respect of those residents of properties bordering the Wimbledon and Putney Commons. The amount is calculated on the basis of the amount levied by the Commons Conservators and the Band D Council Tax in respect of the WPCC precept in 2015/16 will be £292,945.92, a reduction of £238.31 from the 2014/15 levy of £293,184.23.

**Table 29: Wimbledon and Putney Commons Conservators Precept**

	2015/16 £000	2014/15 £000	Change %
Wimbledon & Putney Commons Conservators	293	293	0%

11.6.2 The average Band D cost to a council taxpayer in the WPCC area has reduced from £27.38 in 2014/15 to £26.93 in 2015/16.

## 12. CONCLUSIONS

- 12.1 It is a statutory requirement that the council sets a balanced budget in 2015/16. Also, as indicated in paragraph 9.2.2, the Government has announced that £0.861m council tax freeze grant (equivalent to 1% council tax increase) will be available if the council decides to freeze or reduce its council tax in 2015/16.
- 12.2 The Government measure this by requiring local authorities to complete a Council Tax Requirement Form (CTR) which has to be returned by a deadline set by the Government.
- 12.3 The measure used to assess whether a local authority is eligible to receive council tax freeze grant is the year on year change in the average level of council tax. The average level of council tax for Merton includes the additional council tax payment made in respect of those properties in the Wimbledon and Putney Commons Conservators area. In 2014/15 the average council tax for Merton was £1,106.56.
- 12.4 The Medium Term Financial Strategy assumes that all of the corporate provisions, proposals for growth and proposals for savings, in 2015/16 discussed in this report are agreed and if this is the case, the following financial position is achieved:-

**Table 30: Average Band D Council Tax**

<b>Average Council Tax Calculation at Band D</b>	<b>2014/15 £m</b>	<b>2015/16 £m</b>
Budget Requirement	162.542	155.016
RSG + Business Rates	(72.991)	(64.111)
Section 31 Grant (NNDR)	(1.118)	(1.134)
New Homes Bonus	(3.199)	(2.642)
PFI Grant	(4.797)	(4.797)
Council Tax Freeze Grant	(0.858)	(0.861)
Collection Fund Surplus	(4.236)	(4.420)
Council Tax Requirement	75.343	77.051
Council Tax Base	68,087.4	69,638.0
<b>Average Council Tax</b>	<b>1,106.56</b>	<b>1,106.45</b>

12.5 The calculation of Band D council tax for properties outside the Wimbledon and Putney Commons Conservators area is as follows:

**Table 31: Council Tax calculation**

<b>Council Tax Calculation Band D</b>	<b>2014/15 £m</b>	<b>2015/16 £m</b>
Budget requirement	162.542	155.016
WPCC	(0.293)	(0.293)
RSG + Business Rates (inc. S.31 grant)	(74.109)	(65.245)
New Homes Bonus	(3.199)	(2.642)
PFI Grant	(4.797)	(4.797)
Council Tax Freeze Grant	(0.858)	(0.861)
Collection Fund Surplus	(4.236)	(4.420)
Balance to be met from Council Tax	75.050	76.758
Implied Council Tax (Band D)	1,102.26	1,102.24

12.6 The implications for the level of Council Tax on a Band D property, including the GLA precept are set out as follows:-

**Table 32: Band D Council Tax**

<b>Council Tax at Band D</b>	<b>2014/15 £</b>	<b>2015/16 £</b>	<b>% change from 2014/15</b>
Merton (exc. WPCC)	1,102.26	1,102.24	0%
GLA Precept (Provisional)	299.00	295.00	(1.3%)
<b>Implied Council Tax at Band D</b>	<b>1,401.26</b>	<b>1,397.24</b>	<b>(0.3)%</b>

12.7 A summary Statement of Council Tax requirements and balances based on the proposals set out in this report is attached as Appendix 6, and a

revised MTFs summary incorporating the proposed changes set out in this report is provided at Appendix 7.

### 13. Risk Management

13.1 The management of risk is strategically driven by the Corporate Risk Management Group. This is the central hub of a number of council mechanisms for risk management including a Corporate Key Strategic Risk Register, departmental risk registers and project risk registers. The group collates on a quarterly basis the headline departmental risks and planned mitigation activity from each department, project and partnership, to be put forward for discussion at CMT. Reports on risk are made through the General Purposes to cabinet and council. Developing a corporate business plan and setting a balanced budget 2015-19 and beyond has been highlighted as a key strategic risk on the corporate risk register.

13.2 Currently £8.3 million of savings are being progressed for 2014-15, coupled with a further £27.2m of savings identified for 2015-19. Current practice is to monitor delivery of savings as part of the monthly Business Plan Monitoring, it is envisaged that given the size of the savings target over the next three years, additional mechanisms may need to be established to monitor more transformational and longer term projects.

### 14. Summary

14.1 Taking into account the changes that have taken place since the Cabinet meeting in January, before taking into account any changes that Cabinet are minded to make following the feedback from Scrutiny, the budget gap in the MTFs has changed to the following:-

**Table 33: Cumulative MTFs Gap 2015-2019**

	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m
MTFS gap (cumulative)	0	0	0	14.367

14.2 There is still much to be done to be able to set a balanced budget over the period of the MTFs. There is also a high level of uncertainty about RSG and Business Rates funding in the future.

### 15. Future Years

15.1 As indicated in the updated MTFs there is a gap between the forecast level of resources and budget requirements for later years which will need to be addressed if balanced budgets are to be set for those years. The updated MTFs is set out in Appendix 7.

15.2 The budget process for 2016/17 will commence in the new financial year but funding will not be known until later in the year following the results of the General Election in May..

15.3 Some of the options available to the Council to eliminate the budget gaps include:-

- Savings – reduction/deletion of services
- Savings – efficiencies including procurement
- Income – increase in fees and charges/new sources of income
- Council Tax increase
- Use of balances

## **16. Positive Assurance Statement**

16.1 Section 25(2) of the Local Government Act 2003 requires the Chief Financial Officer of an authority to report on:

- (a) the robustness of the estimates made for the purposes of the calculations, and
- (b) the adequacy of the proposed financial reserves.

16.2 In doing so, the Director of Corporate Services has had particular regard to the guidance offered by the Chartered Institute of Public Finance and Accountancy and the views of the Council's external auditor.

16.3 One of the Council's stated priorities is to keep council tax low. To achieve this, the Council must have regard to the major risks to its financial position and in particular:

- The current economic position
- Whether budget setting and monitoring processes are robust and effective
- Demand pressures on the budget
- Identifying and achieving cost and income improvements
- Risks to Government funding levels
- Risks to other income streams

16.4 Local government finance issues have been dominated in recent times by cuts in government funding and pressure to keep council tax increases down. Alongside this the longer term position is also made more uncertain by the changes in the way Government Funding is calculated and the "localisation" of Council Tax Benefit with a lower level of Government funding. Although the MTFs shows significant progress to date towards a balanced budget over the medium term, the longer term position remains extremely challenging. Members should also note that freezing Council Tax levels produces a permanent real terms reduction in Council Tax yield.

- 16.5 With relatively low allowance for demand growth, uncertainty over Government funding, increased concerns over income funding streams, and the need to achieve challenging savings targets, the risks inherent in the revenue budget are inevitably increased. The Council has sufficient reserves to deal with such a position in the short term and will be reviewing transformation of the authority to identify further saving opportunities over the next four year budgeting period.
- 16.6 The Council's reserves and their usage is linked to both the capital and revenue budget. A list of the current reserves held by the Council is attached at Appendix 8. Although reserves are likely to reduce overall, this is a result of their use for the purposes they were established. The overall level therefore remains adequate.
- 16.7 It should be noted that the Pension Fund Reserve is, in common with many other Pension Funds, showing a large deficit. The Council has a long term recovery plan for the fund and expects employer funding requirements to be improved by the outcome of the Governments proposed changes to public sector pension schemes. Balancing this, the expected reducing numbers contributing to the fund over time will increase pressure on employer contribution rates. Officers will be continuing discussions with the fund's actuary and the Council's Pension Fund Committee on how best to address this position in the longer term.
- 16.8 Chief Officers have reviewed their budgets in line with departmental finance officers and are confident that the budgets set for their services are robust and with the corporate contingency will meet the strategic objectives and performance targets set out in the Business Plan.
- 16.9 In summary, it is the view of the Chief Financial Officer (being the Director of Corporate Services) that the estimates are robust for the purposes of the required budget/council tax calculations and that the Council's reserves are adequate.

## **17. Business Rates Retail Reliefs**

### **17.1 Merton Council Retail Property Discount 2015/16 (Appendix 12(a) refers)**

The Government announced in the Autumn Statement (3 December 2014) that it wishes local authorities to grant Business Rates (NNDR) relief of up to £1,500 to all occupied retail properties with a rateable value of £50,000 or less that are wholly or mainly being used as shops, restaurants, cafes or drinking establishments. The relief will apply for the 2015/16 financial year. This relief was previously set at up to £1,000 in 2014/15.

**17.2 Merton Council Transitional Relief Discount 2015/16 (Appendix 12(b) refers)**

The Government also announced in the Autumn Statement 2014 that it wishes local authorities to grant Business Rates (NNDR) transitional relief discount to small and medium properties which meet the criteria specified. The relief will apply for the financial years 2015/16 and 2016/17. This discount replaces the statutory Transitional Relief Scheme which comes to an end on 31 March 2015.

**DRAFT RESOLUTIONS****Revenue Report:**

1. Members consider the views of the Overview and Scrutiny Commission set out in a separate report on the agenda (Item \_), and approve the proposed budget for 2015/16 set out in Appendix \_ of the revenue report, together with the proposed Council Tax levy in 2015/16.
2. That it be noted that at its meeting on 8 December 2014 the Council calculated its **Council Tax Base for the year as 69,638.0** in accordance with regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 2012(SI 2012: 2914).
3. That it be noted that the Council calculated the **Wimbledon and Putney Commons Conservators (WPCC) Tax Base for the year as 10,880.0** in accordance with regulation 6 of the Regulations, as the amounts of its Council Tax base for the year for dwellings in those parts of its area to which one or more special items relate.
4. That the Council agrees 4(a) - 4(i) below, which are calculated in accordance with Section 31A to 49B of the Localism Act 2011, amending Section 32 of the Local Government Finance Act 1992.
  - a) being the aggregate of the amounts which the Council estimates for the items set out in Section 31A (2) (a) to (f) of the Act

	£m
Gross Revenue Expenditure of Service Committees	<b>539.453</b>
Corporate Provisions	<b>9.410</b>
Amounts Payable to the Levying Bodies	<b>0.926</b>
Contribution to/(from) Financial Reserves	<b>(4.991)</b>
<b>Gross Expenditure</b>	<b>544.798</b>

- b) being the aggregate of the amounts which the Council estimates for the items set out in Section 31A (3) (a) to (d) of the Act

	£m
<b>Gross Income</b>	<b>467.747</b>

NB: The final analysis of gross expenditure and income may vary from the figures shown above as a result of some minor changes in allocations e.g. overheads

- c) being the amount by which the aggregate at 4(a) above exceeds the aggregate at 4(b) above, calculated by the Council, in accordance with Section 31(4) of the Act, as its Council Tax Requirement for the year

	<b>£m</b>
Council Tax Requirement for the Council's own purposes for 2015/16 (including special expenses re WPCC)	<b>77.051</b>

d) being the aggregate of the sums which the Council estimates will be payable for the year into its General Fund in respect of revenue support grant, and baseline funding (NNDR) to constitute the Council's formula grant

	<b>£m</b>
Revenue Support Grant	<b>30.425</b>
Baseline funding NNDR & Section 31 Grant	<b>34.820</b>
Formula Grant	<b>65.245</b>

e) being the amount at 4(c) above, divided by the amount for Council Tax Base at 2 above, calculated by the Council above, in accordance with Section 31B of the Act as the basic amount of its Council Tax for the year (including special items (WPCC)).

	<b>£</b>
<b>Merton's General Band D Council Tax Levy (including properties within Wimbledon and Putney Commons Conservators area)</b>	<b>1,106.45</b>

f) being the aggregate amount of all special items referred to in Section 34(1) of the Act

	<b>£</b>
<b>Wimbledon and Putney Commons Conservators Special Levy</b>	<b>292,946</b>

g) being the amount at 4(e) above, less the result given by dividing the amount at 4(f) above by the amount of the WPCC Council Tax Base at 2 above in accordance with Section 34 (2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special items (WPCC special levy) relates.

	<b>£</b>
<b>Merton's General Band D Council Tax Levy (excluding WPCC)</b>	<b>1,102.24</b>

h) being the amounts given by adding to the amount at 4(g) above, the amounts of the special item or items relating to dwellings in the area of Wimbledon and Putney Commons Conservators (WPCC) mentioned above at 4(f) divided by the amount at 3 above, calculated in



accordance with Section 34(1) of the Act, as the basic amounts of its Council Tax for the year for dwellings in the area of WPCC.

	<b>£</b>
<b>Wimbledon and Putney Commons Conservators Band D</b>	<b>1,129.17</b>

- i) being the amounts given by multiplying the amounts at 4(g) and 4(h) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 30 and 36 of the Local Government Finance Act 1992, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

Part of the Councils Area	Valuation Bands							
	A £	B £	C £	D £	E £	F £	G £	H £
Part of the Councils Area	734.83	857.30	979.77	1,102.24	1,347.18	1,592.12	1,837.07	2,204.48
Parts inc. WPCC	752.78	878.24	1,003.71	1,129.17	1,380.10	1,631.02	1,881.95	2,258.34

5. To note that the Greater London Authority have issued precepts to the Council in accordance with Section 40 of the Local Government Finance Act 1992 for each category of dwellings in the Council's area as indicated in the table below, and that the Council agrees the Council Tax levy for 2015/16 by taking the aggregate of 4(i) above and the Greater London Authority precept.

Precepting Authority	Valuation Bands							
	A £	B £	C £	D £	E £	F £	G £	H £
G L A	196.67	229.44	262.22	295.00	360.56	426.11	491.67	590.00

For information purposes this would result in the following Council Tax Levy for Merton residents:-

Part of the Council's Area	Valuation Bands							
	A £	B £	C £	D £	E £	F £	G £	H £
Part of the Council's Area	931.49	1,086.74	1,241.99	1,397.24	1,707.74	2,018.24	2,328.73	2,794.48
Parts inc. WPCC	949.45	1,107.69	1,265.93	1,424.17	1,740.65	2,057.13	2,373.62	2,848.34

## Local Government Finance Settlement 2015-16

The provisional 2015-16 Local Government Finance Settlement was announced on 18 December 2014. The final Settlement allocations were confirmed by the Minister for Local Government on 3 February 2015. He confirmed the proposals in the provisional 2015-16 settlement but in addition, the Government are providing a further £74 million to upper-tier authorities to recognise that such councils have asked for additional support, including to help them respond to local welfare needs and to improve social care provision. Merton's RSG allocation increased by £0.202m as a result of this change.

He also confirmed that the council tax referendum principle for 2015-16 will be set at 2%.

The settlement outlines core funding allocations (Settlement Funding Assessments) for local authorities and sets out the impact on local authority "revenue spending power", as defined by Government, for 2015-16.

### Spending Power

The reduction in spending power across England (excluding the GLA) is £0.85 billion (1.7%) in 2015-16. Spending Power is defined by the government as the aggregate of: council tax; SFA; other special and specific grants; and NHS funding to support social care and benefit health. The reduction for London Boroughs is £266 million (3.2%) in 2015-16. There is an overall cap in the reduction of spending power of 6.4% in 2015-16. The Government will continue to pay the "Efficiency Support Grant" to authorities experiencing a reduction of more than 6.4%. There will be certain criteria attached to the receipt of this grant and no London boroughs are eligible.

Spending Power	2014-15 adjusted £m	2015-16 £m	Change £m	Change %
England excluding GLA	49,796	48,951	(845)	-1.7%
England	52,598	51,558	(1,040)	-2.0%
London boroughs	8,248	7,982	(266)	-3.2%
Inner London	3,581	3,410	(171)	-4.8%
Outer London	4,667	4,572	(95)	-2.0%
Merton	169	167	(2)	-1.1%

These figures include:

- The pooled NHS and local authority Better Care Fund of £3.46 billion. The Better Care Fund is a pooled budget, for which spending plans must be agreed locally through Health and Wellbeing Boards.

- Estimates of the amount of income authorities will raise through council tax. This is based on an assuming the historic growth rate in local authority tax bases continues and that there are no increases in council tax rates.
- The assumption that 100% of authorities will take up of the council tax freeze grant - in 2014-15, 59% (100% in London) of all eligible authorities took up the grant.
- This includes the full NHB allocation for London and doesn't reflect the requirement for London boroughs to pool a proportion of their 2015-16 allocation with the London Local Enterprise Partnership.

### Settlement Funding Assessment

Settlement funding assessment (SFA) comprises revenue support grant and the local share of business rates. In England, overall Settlement Funding Assessment (core funding) for England is £20.8 billion in 2015-16. This represents an overall reduction of £3.3billion (-13.6%) from 2014-15 based on the adjusted 2014-15 baseline. In London, boroughs will receive £3.76 billion in 2015-16 in core funding. For London, this is an overall reduction of £0.65billion (14.8%) from the adjusted 2014-15 level. In 2015-16, London boroughs will receive this funding through Revenue Support Grant (£1.758billion i.e. 46.7%) and locally retained business rates (£2.007billion i.e. 53.3%).

Settlement Funding Assessment	2014-15 adjusted £m	2015-16 £m	Change £m	Change %
England	24,112.195	20,832.539	(3,279.7)	-13.6%
London boroughs	4,419.156	3,764.643	(654.5)	-14.8%
Inner London	2,182.039	1,848.888	(333.2)	-15.3%
Outer London	2,237.117	1,915.755	(321.4)	-14.4%
Merton	73.055	63.064	(10.0)	-13.7%

### Business Rates Retention

- The principal scheme architecture remains broadly the same.
- There are no changes to whether an authority is a top up or tariff authority.
- Tariffs and top-ups will rise by 2% to reflect the recent policy announcement in the Autumn Statement 2014.
- The safety net threshold remains at 7.5% of an authority's baseline funding level.
- There remain no changes to individual levy rates, including the 50p cap on the levy rate.

Following proposals in the technical consultation over the summer, the settlement confirms the Government's intentions to:

- **Roll the 2014-15 council tax freeze grant into RSG**, paid only to those authorities which qualified for the Council Tax Freeze Scheme in 2014-15. This mirrors the arrangements for the 2013-14 grant;
- **Roll the 2014-15 Efficiency Support Grant into RSG** as a separate element for qualifying authorities;
- **Roll the 2014-15 Rural Services Delivery Grant into RSG** and combine it with the existing rural funding element. A further £4 million was earmarked within the Settlement for rural authorities; and
- Reduce funding to authorities which have fallen below the threshold for participation in the **Carbon Reduction Commitment Energy Efficiency Scheme**.

In addition, the settlement confirms a number of new policy announcements that affect the overall SFA distribution and amount. These include:

**Capping the small business multiplier:** The recent Autumn Statement announced that the small business rates multiplier would continue to be capped at 2% (as in 2014-15) rather than increase by September RPI (2.3%). The result of this policy is that top up, tariffs and baseline funding will increase by 1.91% with a subsequent lowering of the Settlement Funding Assessment (SFA). Again, a separate Section 31 grant will be established to ensure this does not impact on the overall level of funding for local government.

**Adjustment to funding for fire and rescue authorities:** The Government has decided to take account of the recent revaluation of the Firefighter's Pension Schemes by reducing the fire funding element within RSG by £2.1 million (reflecting an amount equal to 0.24% of pensionable pay for each fire authority).

**Reduction in New Homes Bonus holdback:** The Government proposes to hold back £950 million instead of the previously announced £1 billion to fund the New Homes Bonus grant in 2015-16. The £50 million will go into upper, lower and fire tier elements of RSG. As before, the Government will contribute £250 million to the scheme.

The business rates multiplier will increase by 1.9% as a result of the 2% cap on business rates outlined in the 2014 Autumn Statement. All tariff and top-up payments, business rates baselines and funding baselines will therefore increase by 1.9%.

The size and extent of safety net payments for 2015-16 are not yet known – these will be determined by local forecasts reported in the NNDR1 returns in January 2015. The retrospective levy payments due from tariff authorities for 2014-15 will be calculated after the current financial year using the final NNDR3 returns.

The safety net threshold will remain at 7.5% meaning authorities are guaranteed 92.5% of their baseline funding. The trigger point for a safety net payment is different for each authority as it depends on the relative size of funding and business rates baselines.

Beyond core SFA funding, the settlement also provides details for a range of other special and specific grants (within the Revenue Spending Power spread sheet). Based on the latest available information, London boroughs will receive close to £1.6 billion from a range of revenue grants in 2015-16.

<b>Main specific grants for London Local Government 2015-16</b> £m	<b>£m</b>	<b>Merton</b> <b>£m</b>
Local Council Tax Support and Housing Benefit Admin Subsidy Grant	69.4	1.07
New Homes Bonus	247.5	3.79
Better Care Fund	539.8	11.25
Public Health Grant (Ring-fenced)	577.5	9.24
Other grants	124.0	2.38
<b>Total specific grants</b>	<b>1,558.3</b>	<b>27.73</b>

### **New Homes Bonus**

The Government has also published provisional allocations for 2015-16 - year 5 of the New Homes Bonus scheme. London boroughs' share of the national total has stayed broadly the same at 21%, receiving £248 million of the £1.167 billion national total.

The Autumn Statement 2013 announced that local authorities in London would be required to pool £70 million of New Homes Bonus in 2015-16 to support of the work of London's Local Enterprise Partnership. The Government decided that this would be achieved via pooling an equal proportion of each borough's 2015-16 New Homes Bonus allocation, sufficient to total £70m. The level of contribution from each borough is yet to be confirmed.

London Councils has provided early estimates but point out that these figures should be treated with caution. London Councils will publish a fuller briefing on the NHB topslice and what this will mean for the local bids and proposals across the NHB programme at a later date.

The Government has not yet confirmed the amounts each authority will contribute to the £70m LEP topslice in 2015-16,. However ,it has outlined how it intends to calculate this, and has published provisional allocations. The table following shows London Councils' estimates of the LEP topslice for Merton.

	Provisional full NHB allocation 2015-16	Proportion of London total	Estimated Amount to London LEP	Estimated Net NHB Grant
Merton	3.684	1.5%	-1.042	2.642

### **The local welfare provision grant**

The provisional settlement confirmed that the current intention is not to maintain additional funding for local welfare assistance schemes in 2015-16. A separate element has been identified within RSG worth £129.6 million. However, this is a notional amount and is not ringfenced. Merton's share is c.£0.330m. The Government has indicated that it does not plan to monitor how this is spent.

### **Council Tax Freeze Grant (CTFG) and Referendum Threshold**

The Government has set out its council tax referendum principles for 2015-16. Once again, the threshold for local referendums will be 2%. The Government has extended its Council Tax Freeze Grant scheme for another year. In 2015-16, the Government will compensate authorities who freeze their council tax rate by the equivalent of 1% of their council tax. The value of CTFG in 2015-16 could be in the region of £249 million nationally and £32 million in London.

### **School Revenue Funding Settlement: 2015 to 2016**

The School Revenue Funding Settlement: 2015 to 2016 was published on 17th December 2014, confirming details of the Dedicated Schools Grant (DSG). The Dedicated Schools Grant (DSG) continues to be set out in three blocks, the early years block, the schools block and the high needs block. Overall, DSG is £39.6 billion with London receiving 18.4% (£7.3 billion).

The minimum funding guarantee is to be continued, meaning no school or academy will see a reduction compared with its 2014-15 budget (excluding sixth form funding) of more than 1.5% per pupil before the Pupil Premium is applied. The DfE also announced a £31.7 million grant to help local authorities in England implement the special educational needs and disabilities (SEND) reforms. London will receive 17.9% (£5.7 million) of this funding.

Merton's share of SEND Implementation Grant is c. £0.125m

### **Public Health funding for 0-5 year olds**

The Government announced a baseline agreement exercise for the transfer of commissioning of children's 0-5 public health services to local authorities on 11 December 2014. This is the final part of the transfer of public health responsibilities to local government.

The service transfers to local authorities on 1 October 2015. The 2015-16 funding allocation is, therefore, for the 6 months from 1 October 2015 to 31

March 2016. Overall, the allocation for the six months to 31 March 2016 is £425 million with London receiving £77.3 million (18.2%). A minimum floor for local authorities will be in place such that no local authority is funded to a level below an adjusted spend per head (0-5) of £160. 11 London boroughs are affected by the floor.

## Merton Settlement Funding Assessment

	2014-15 adjusted £m	2015-16 £m	
Upper-Tier Funding	38.82	32.38	
Lower-tier Funding	16.67	13.93	
Fire & Rescue Funding		0.00	
2011-12 Council Tax Freeze Compensation	2.05	2.04	
Early Intervention Funding	5.71	5.20	
GLA General Funding	0.00	0.00	
GLA Transport Funding	0.00	0.00	
London Bus Services Operators Grant	0.00	0.00	
Homelessness Prevention Funding	0.39	0.39	
Lead Local Flood Authority Funding	0.13	0.13	
Learning Disability and Health Reform Funding	7.06	7.03	
Rural Services Delivery Funding	0.00	0.00	
2013-14 Council Tax Freeze Compensation	0.85	0.85	
Returned Holdback	0.09		
2014-15 Council Tax Freeze Compensation	0.85	0.85	
2014-15 Efficiency Support Grant	0.00	0.00	
Carbon Reduction Credits Energy Efficiency Scheme adjustment		-0.07	
Local Welfare Provision	0.44	0.33	
Settlement Funding Assessment	73.06	63.06	
RSG	41.03	30.42	
Baseline Funding Level	32.03	32.64	
Settlement Funding Assessment	73.06	63.06	-13.7%



## 2015-16 SPENDING POWER

## Merton

Spending Power Components	2014-15 adjusted £m	2015-16 £m
Council Tax Requirement excluding parish precepts	75.34	76.15
Settlement Funding Assessment	73.06	63.06
SFA: Adjustment to reflect Section 31 grants for business rates initiatives	0.34	0.48
minus Council Tax Support Funding to Parishes	0.00	0.00
Efficiency Support Grant		0.00
Commons Registration Authorities	0.00	0.00
Inshore Fisheries Conservation Authorities	0.00	0.00
Lead Local Flood Authorities	0.06	0.04
Community Right to Challenge	0.01	
Community Right to Bid	0.01	
Fire Revenue Grant (FireLink and New Dimension elements)	0.00	0.00
Council Tax Freeze Grant 2015-16		0.86
New Homes Bonus	3.09	3.68
New Homes Bonus: returned funding	0.11	0.11
Council Tax Support New Burdens Funding	0.11	0.04
Local Council Tax Support and Housing Benefit Admin Subsidy	1.23	1.07
Social Housing Fraud	0.00	
City of London Offset	0.00	0.00
GLA Transport Revenue Grant	0.00	0.00
Department of Health Revenue grant	0.14	0.10
Public Health Grant (Ring-fenced)	9.24	9.24
Adult Social Care New Burdens	0.86	0.86
Better Care Fund	5.30	11.25
Revenue Spending Power including Better Care Fund	168.89	166.95
Change in Revenue Spending Power 2015-16		-1.94
<b>Change in Revenue Spending Power 2015-16</b>		<b>-1.1%</b>

## **ADULTS' PERSONAL SOCIAL SERVICES: SPECIFIC REVENUE FUNDING & CAPITAL GRANT ALLOCATIONS FOR 2015/16**

### **SPECIFIC REVENUE FUNDING**

#### **Local Reform and Community Voices grant - £100,752**

In 2015/16 this grant is comprised of three funding streams:

- additional funding for Deprivation of Liberty Safeguards (DOLS) in Hospitals;
- additional local Healthwatch funding; and
- funding for the transfer of Independent Complaints Advocacy Service (ICAS) to local authorities

This grant now excludes funding for Independent Mental Health Advocacy and the disregard for Guaranteed Income Payments for Veterans. These streams are included in the Better Care Fund in 2015/16

There is sufficient funding within overall social care allocations (covering both the BCF and the unring-fenced local government finance settlement) for Independent Mental Health Advocacy services and disregards for Guaranteed Income Payments for veterans to be maintained.

#### Independent Mental Health Advocacy (IMHA)

In 2014/15 and 2013/14 the Local Reform and Community Voices grant contained a funding stream for the transfer to local authorities of responsibility for commissioning Independent Mental Health Advocacy services. In 2015/16 this funding stream will be moved into the Better Care Fund.

Local authorities continue to have a duty under the Mental Health Act 1983 (as amended by the Mental Health Act 2007 and the Health and Social Care Act 2012) to make arrangements to enable every qualifying patient who wants one to have access to an IMHA. Qualifying patients include patients detained under provisions (other than emergency provisions) of the Mental Health Act 1983, all patients on Community Treatment Orders and all patients subject to guardianship under the Mental Health Act 1983.

#### Disregard for Guaranteed income Payments for Veterans

In 2014/15 and 2013/14 the Local Reform and Community Voices grant contained a funding stream for the disregard for Guaranteed Income Payments for Veterans. In 2015/16 this funding stream will be moved into the Better Care Fund.

**CARE ACT FUNDING**

As announced in the 2015/16 illustrative local government finance settlement, local authorities will receive £285 million for new burdens arising from the Care Act in 2015/16. This funding will be paid out by the Department of Communities and Local Government.

The total allocation is £864,640:

Care Act Funding 2015/16 (distributed by DCLG)	Early assessments revenue grant 2015-16	Deferred payment agreement revenue grant 2015-16	Carers and Care Act Implementation revenue grant 2015-16
Local authority Merton	£427,983	£263,703	£172,954

**BETTER CARE FUND**Revenue funding

£135 million of revenue funding within the Better Care Fund is linked to a range of duties for local authorities in 2015/16. This should provide for duties included in the Care Act commencing in 2015/16. The funding also includes provision for Independent Mental Health Advocacy and the disregard for Guaranteed Income Payments for veterans, and money to offset financial pressures on the care and support system that may be created by changes to the pensions and benefit systems.

<b>2015/16 BCF Allocation</b>	<b>£000</b>
<b>Total 2015-16 BCF Allocation</b>	<b>12,198</b>
<b>Less Merton CCG Allocation</b>	<b>(5,746)</b>
<b>Sub-total ASC BCF (Including Capital allocation)</b>	<b>6,452</b>
<b>Less Capital Allocation</b> Disabled Facilities Capital grant - £528k Social Care IT grant - £416k	<b>(944)</b>
<b>Total ASC BCF Revenue Proposals</b>	<b>5,508</b>
<b>Less Care Bill Implementation (New Burden)</b>	<b>400</b>
<b>Less Investments rolled forward from 2014-15</b>	<b>3,428</b>
<b>Additional ASC Investments for 2015-16</b>	<b>1,680</b>

The BCF funding will be made available subject to standard conditions :

The Fund being used in accordance with final approved plan and through a section 75 pooled fund agreement;

The full value of the element of the Fund linked to non-elective admissions reduction target will be paid over to CCGs at the start of the financial year. CCGs may only release the full value of this funding into the pool if the admissions reduction target is met. If the target is not met, the CCG may only release into the pool a part of that funding proportionate to the partial achievement of the target. Any part of this funding that is not released into the pool due to the target not being met must be dealt with in accordance with NHS England requirements.

Social Care Capital grant (capital) - £416,000

The Department of Health will make circa £134 million available through the Social Care Capital grant in 2015/16. This funding is part of the Better Care Fund, but will be allocated directly to councils by the Department.

Relevant conditions will be attached to this grant so that they are used in pooled budgets for the purposes of the Fund.

As noted in the original BCF guidance, £50m of the total £134m capital funding has been earmarked for the capital costs (including IT) associated with transition to the capped cost system, which will be implemented in April 2016.

## THE COLLECTION FUND, COUNCIL TAX BASE AND BUSINESS RATES

### 1. Introduction

- 1.1 This appendix summarises three key areas which are fundamental to the Council's revenue resource generation. It sets out the procedures and calculations that underpin each of them.

### 2. Collection Fund

- 2.1 The Collection Fund is a statutory fund separate from the General Fund. It accounts for income from Council Tax, including those properties within the Wimbledon and Putney Commons Conservators area. The bodies on whose behalf the income has been raised are the Council and the Greater London Authority (which includes the services of the Metropolitan Police and the London Fire and Emergency Planning Authority (LFEPA)). The Council's demand on the Collection Fund is by its General Fund. The Greater London Authority's demand is expressed as a precept.
- 2.2 Under the localised arrangements for council tax support, the Collection Fund entries for council tax remain unchanged, and council tax discounts reduce the council tax base and the amount of collectable council tax income. The additional resources to cover the loss of council tax income are provided by council tax support grant which is credited to the General Fund.
- 2.3 The Collection Fund also accounts for National Non-Domestic Rates and there have been significant changes to the treatment of NNDR due to the changes to local government funding arising from business rates retention and the Local Government Finance Act 2012 (Section 3, part 2)
- 2.4 The Collection Fund will account for receipts from business ratepayers, together with payments:
- to central government in respect of the central share
  - to/from central government in respect of transitional protection payments where applicable
  - to relevant precepting authorities in respect of their share of rating income
- 2.5 While there remains a single Collection Fund, local authorities now have to be able to separate the elements relating to council tax and non-domestic rates and calculate separate surpluses and deficits on each.
- 2.6 A billing authority needs to ensure that its collection fund has sufficient resources to meet the demands on it at all times. To the extent that there is insufficient in the collection fund to meet those demands at any time, the billing authority has temporarily to "borrow" from its general fund.

- 2.7 The Collection Fund accounts are kept on an accrual basis and a surplus or deficit for the year in the collection fund is estimated accordingly.
- 2.8 The audited accounts for 2013/14 include the following surplus/deficit for Council Tax and NNDR as at 31 March 2014:-

	Surplus/ (deficit) as at 31/03/14 Outturn	Surplus/ (deficit) as at 31/03/14 Outturn	Total surplus/ (deficit) as at 31/03/14
	Council Tax	NNDR	
	£000	£000	£000
Central Government	N/A	(1,051)	(1,051)
GLA	1,222	(420)	802
Merton	4,446	(631)	3,815
Total	5,668	(2,102)	3,566

2.9 Council Tax

The estimated surplus on the Collection Fund as at 31<sup>st</sup> March 2015 due to Council Tax is £6.113m. This is to be shared £4.813m (78.7%) to Merton and £1.300m (21.3%) to the GLA.

2.10 NNDR

Since 2013/14, it is necessary to calculate the estimated surplus/deficit on the Collection Fund arising from Business Rates. This estimation is required as part of the council's NNDR1 Return which has to be submitted to the Department for Communities and Local Government (DCLG) by 31 January 2015. Part 4 of this return relates to the calculation of the estimated Collection Fund balance as at 31/3/15.

Based on the calculation in the Council's NNDR1 (Part 4) there is an estimated deficit on the Collection Fund as at 31<sup>st</sup> March 2015 due to NNDR of £1.309m. This is to be shared £0.654m (50%) to Central Government, £0.393m (30% to Merton) and £0.262m (20%) to the GLA.

**3. Council Tax Base 2015/16**

- 3.1 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).
- 3.2 Since 2013/14 the Council Tax Base calculation has been affected by the introduction of the new local council tax support scheme and technical reforms to council tax. On 30 November 2012, new regulations set out in the

Local Authorities (Calculation of council Tax Base) Regulations 2012 (SI 2012:2914) came into force. These regulations ensure that new local council tax support schemes, implemented under the Local Government Finance Act 2012, are fully reflected in the council tax base for all authorities.

- 3.3 Under the regulations, the council tax base is the aggregate of the relevant amounts calculated for each valuation band multiplied by the authority's estimated collection rate for the year.
- 3.4 The relevant amounts are calculated as
- number of chargeable dwellings in each band shown on the valuation list on a specified day of the previous year,
  - adjusted for the number of discounts, and reductions for disability, that apply to those Dwellings
- 3.5 All authorities notify the DCLG of their unadjusted Council Tax Base using a CTB Form and the deadline for return was 17 October 2014 and Merton met this deadline.
- 3.6 The CTB form for 2015/16 includes the latest details about the Council Tax Support Scheme and the technical reforms which impacted on discounts and exemptions. Last year this information was not available at the time the CTB form was submitted.
- 3.7 There is a separate council tax base for those properties within the area covered by Wimbledon and Putney Commons Conservators. The Conservators use this, together with the Council Tax bases from RB Kingston, and Wandsworth to calculate the levy which is charged each year.
- 3.8 Assumptions in the MTFs for calculating the 2015/16 Council Tax Base
- 3.8.1 In producing a forecast of council tax yield in future years, there are two key variables to be considered:-
- the year on year change in Council Tax Base
  - the council tax collection rate
- 3.8.2 The draft MTFs reported to Cabinet assumes that the Council Tax Base increases 0.5% per year and that the collection rate is 97.25% in each of the years.
- 3.9 Details of the Council's Tax Base calculation for 2015/16 were reported to Cabinet on 8 December 2014 and a Council Tax Base for Merton as a whole

and for the Wimbledon and Putney Commons Conservators area was agreed as follows:-

<b>Council Tax Base</b>	<b>2014/15</b>	<b>2015/16</b>	<b>Change</b>
			%
Whole Area	68,087.4	69,638.0	2.3%
Wimbledon & Putney Common Conservators	10,708.8	10,880.0	1.6%

### 3.10 Council Tax Yield 2015/16

3.10.1 Based on the latest information about Council Tax proposals for 2015/16 the estimated Council Tax yield for 2015/16 is:-

<b>Council Tax: Whole area</b>	<b>Tax Base</b>	<b>Band D 2015/16</b>	<b>Council Tax Yield 2015/16</b>	<b>Council Tax Yield 2014/15</b>
Merton	69,638.0	£1,102.24	£76.758m	£75.070m
WPCC	10,880.0	£26.93	£0.293m	£0.293m
GLA	69,638.0	£295.00	£20.543m	£20.358m

The amounts collected for the GLA and WPCC are paid over to each of them as precepts.

## 4. Business Rates

### 4.1 Introduction

The Local Government Finance Act 2012 entailed major changes to the funding of local government. From April 2013, the Government reformed the way in which local government is funded through the introduction of the business rates retention scheme. 2015-16 will be the third year of the rates retention scheme. From 2013/14 for London boroughs, 50% of the income is paid to central government, the Greater London Authority (GLA) receives 20%, leaving London boroughs with the remaining 30%.

4.2 The 2013-14 local government finance settlement was the first under the new arrangements. It provided each local authority with its starting position under the business rates retention scheme. This included the following calculations at local authority levels, which are fixed until the first system set that the Government intends will take place in 2020. For 2013/14, the Department for Communities and Local Government (DCLG) calculated a baseline funding level of £31.415m. From Merton's NNDR1 for 2013/14 it was estimated that the total income from business rates would be £81.575m and Merton would keep £24.472m (30%) of this. In addition, Merton receives a "top-up" payment (£7.547m in 2013/14). In providing its estimates of NNDR resources in the Local Government Settlements, the Government updates the baseline position for inflation using the annual increase in the small business rates multiplier which is usually based on September RPI.



- 4.3 The estimates for NNDR income included in the MTFs will be based on Merton's share of the estimated NNDR income submitted on the NNDR1 form. Merton keeps 30% of any growth in the total business rates collected in the borough but if there is a decline in yield Merton will need to meet 30% of the shortfall.
- 4.4 NNDR1  
The statutory framework effectively requires a billing authority, before the beginning of a financial year, to forecast the amount of business rates that it will collect during the course of the year and, from this, to make a number of allowable deductions in order to arrive at a figure for its non-domestic rating income. It is the non-domestic rating income that is shared between the parties to the scheme. The framework also sets out how the billing authority is to treat allowable deductions – requiring that either they are paid to major precepting authorities, or transferred to the authority's General Fund.
- 4.5 The calculations that authorities make before the start of the financial year determine how much they must pay to central government and their major precepting authorities during the course of the year. Since these payments are fixed at the outset of the year, it follows that any difference between forecast amounts and final outturns will result in a surplus, or deficit on the billing authority's Collection Fund. Any such surplus or deficit is shared between government, billing authorities and their major preceptors (excluding policing bodies) in line with their share of the business rates baseline.
- 4.6 The estimate for the actual income figure (or net rate yield) for 2015/16 is based on the NNDR1 return to the DCLG. This had to be finalised by 31 January 2015, and calculates the amounts to be paid to central government, to the GLA and the amount to be retained by Merton to be used as part of the budget setting process.
- 4.7 Latest developments  
On 3 December 2014, the Chancellor announced, as part of his Autumn Statement, the extension of changes to business rates in 2014-15 into 2015./16. The cost of these measures, including the funding of some elements of discretionary relief, will be fully met by Government. Accordingly, authorities will be compensated for any loss to their "local share" of business rates. Compensation will be provided by means of Section 31 grant. In the Autumn Statement it was announced that the government will continue to cap the annual increase in business rates at 2% from April 2015 to March 2016

The September 2014 RPI figure should have resulted in a Small Business Non Domestic Rating Multiplier for 2015/16 of 0.482p in the £. However, due to the cap at 2%, this gives a figure of 0.480p in the £. The supplement to fund Small Business Rate Relief (SBRR) will however be increased from 0.011p in the £ to 0.013p in the £. This gives a full Standard Multiplier of 0.493p in the £. The multipliers are still classed as Provisional and will not be confirmed until February.

The business rate multipliers for 2015/16 are:-

- Small Business Multiplier 48.0p per £ (47.1p in 2014/15)
- Standard Multiplier 49.3p per £ (48.2p in 2014/15)

Large individual properties in London with a rateable value of more than £55,000 will also be subject to a 2p in the £ business rate supplement to help pay for Crossrail.

#### 4.8 **Estimating the net rate yield for 2015/16**

The starting point is the aggregate rateable value for Merton as at 31 December 2014. (£201.858m) This is a fixed figure based on the VO's valuations for all business properties in Merton at that date. A multiplier is then applied to this rateable value as set by central government (the rate in the pound charged for that year, which for 2015/16 will be 48.0p in the £). This gives a gross rates figure of £96.892m.

#### 4.9 Estimating the income figure is extremely difficult, as there are many factors which can significantly affect the overall figure. These include:

- Changes in rateable value from new properties entering rating or properties being taken out of rating
- Revaluations due to the backlog of appeals which, if successful, will be backdated in most cases to April 2010
- Empty and charitable reliefs
- Losses in collection

#### 4.10 Estimated Surplus or Deficit

Due to the variability of some of the factors, it is inevitable that the final figure at the end of each year will be different to the estimate. Therefore, a further calculation is required at the end of each year to estimate the surplus or deficit on the Collection Fund (as is also done for Council Tax).

#### 4.11 2015-16 is the first year for which authorities have to estimate the non-domestic rating surplus, or deficit on the Collection Fund. The Non-Domestic Rating (Rates Retention) Regulations 2013 (SI 2013/452) require billing authorities to notify the Secretary of State and their major precepting authorities of their calculation of non-domestic rating income for 2015-16 and estimate the surplus/deficit on the Collection Fund by 31 January 2015.

Regulation 13 effectively requires an estimate of the surplus/deficit that the authority believes will exist at 31 March 2015, on the basis of a statutory calculation set out in Schedule 4 to the Regulations. The estimated amount will be shared between the authority, its major preceptors and central Government and will be added (or subtracted) from each party's share of 2015-16 non-domestic rating income.

#### 4.12 A copy of Merton's NNDR1 for 2015/16 is attached.

- 4.13 The following table summarises the difference between the estimates from the NNDR1 for 2015/16 and the figures included in the MTFS at the January 2015 Cabinet:-

Implications of NNDR1 2015/16 for Merton in 2015/16

	MTFS £	NNDR1 £	Difference £
NNDR 2015/16	24,798	25,845	1,047
- Top-Up 2015/16	7,841	7,841	0
	32,639	33,686	1,047
Collection Fund Surplus/Deficit(-) 2014/15	(259)	(393)	(134)
	32,380	33,293	913
Section 31 Grant	1,118	1,134	16
Total	33,498	34,427	929

## NATIONAL NON-DOMESTIC RATES RETURN - NDR1

2015-16

Please e-mail to: [ndr.statistics@communities.gsi.gov.uk](mailto:ndr.statistics@communities.gsi.gov.uk) by no later than 31 January 2015.  
In addition, a certified copy of the form should be returned by no later than 31 January 2015 to the same email address

All figures must be entered in whole £

If you are content with your answers please return this form to DCLG as soon as possible

Select your local authority's name from this list:

Mansfield
Medway
Melton
Mendip
Merton
Mid Devon
Merton
E5044
Richard Mason
020 8545 3760
<a href="mailto:richard.mason@merton.gov.uk">richard.mason@merton.gov.uk</a>

Authority Name  
E-code  
Local authority contact name  
Local authority contact number  
Local authority e-mail address

Ver 1.1a

## PART 1A: NON-DOMESTIC RATING INCOME

## COLLECTIBLE RATES

£

1. Net amount receivable from rate payers after taking account of transitional adjustments, empty property rate, mandatory and discretionary reliefs and accounting adjustments **85,414,365**

## TRANSITIONAL PROTECTION PAYMENTS

2. Sums due to the authority **0**

3. Sums due from the authority **0**

## COST OF COLLECTION (See Note A)

4. Cost of collection formula **277,151**

5. Legal costs **37,904**

6. Allowance for cost of collection **315,055**

## SPECIAL AUTHORITY DEDUCTIONS

7. City of London Offset : Not applicable for your authority **0**

## DISREGARDED AMOUNTS

8. Amounts retained in respect of Designated Areas. Not applicable for your authority **0**

9. Amounts retained in respect of Renewable Energy Schemes (See Note B) **0**

of which:

10. sums retained by billing authority **0**

11. sums retained by major precepting authority **0**

## NON-DOMESTIC RATING INCOME

12. Line 1 plus line 2, minus lines 3 and 6 - 9 **85,099,310**

## NATIONAL NON-DOMESTIC RATES RETURN - NDR1

2015-16

Please e-mail to: ndr.statistics@communities.gsi.gov.uk by no later than 31 January 2015.  
In addition, a certified copy of the form should be returned by no later than 31 January 2015 to the same email address

All figures must be entered in whole £

If you are content with your answers please return this form to DCLG as soon as possible

Local Authority : Merton

Ver 1.1a

## PART 1B: PAYMENTS

This page is for information only; please do not amend any of the figures

The payments to be made, during the course of 2105-16 to:

- i) the Secretary of State in accordance with Regulation 4 of the Non-Domestic Rating (Rates Retention) Regulations 2013;
- ii) major precepting authorities in accordance with Regulations 5, 6 and 7; and to be
- iii) transferred by the billing authority from its Collection Fund to its General Fund,

are set out below

	Column 1 Central Government	Column 2 Merton	Column 3 Greater London Authority County Council	Column 4	Column 5 Total
	£	£	£	£	£
<b>Retained NDR shares</b>					
13. % of non-domestic rating income to be allocated to each authority	50%	30%	20%	0%	100%
<b>Non-Domestic Rating Income for 2015-16</b>					
14. Non-domestic rating income from rates retention scheme	42,549,655	25,529,793	17,019,862	0	85,099,310
15. (less) qualifying relief in Enterprise Zones	0	0	0	0	0
16 <b>TOTAL:</b>	42,549,655	25,529,793	17,019,862	0	85,099,310
<b>Other Income for 2015-16</b>					
17. add: cost of collection allowance		315,055			315,055
18. add: amounts retained in respect of Designated Areas		0			0
19. add: amounts retained in respect of renewable energy schemes		0	0		0
20. add: qualifying relief in Enterprise Zones		0	0	0	0
21. add: City of London Offset : Not applicable for your authority		0			0
<b>Estimated Surplus/Deficit on Collection Fund</b>					
22. Estimated Surplus/Deficit at end of 2014-15	-654,669	-392,801	-261,867	0	-1,309,337
<b>TOTAL FOR THE YEAR</b>					
23. Total amount due to authorities	41,894,986	25,452,047	16,757,995	0	84,105,028

**NATIONAL NON-DOMESTIC RATES RETURN - NDR1**

**2015-16**

Please e-mail to: [nndr.statistics@communities.gsi.gov.uk](mailto:nndr.statistics@communities.gsi.gov.uk) by no later than 31 January 2015.  
In addition, a certified copy of the form should be returned by no later than 31 January 2015 to the same email address

All figures must be entered in whole £

If you are content with your answers please return this form to DCLG as soon as possible

Local Authority : Merton

Ver 1.1a

**PART 1C: SECTION 31 GRANT (See Note C)**

This page is for information only; please do not amend any of the figures

Estimated sums due from Government via Section 31 grant, to compensate authorities for the cost of changes to the business rates system announced in the 2013 & 2014 Autumn Statements

	Column 2 Merton	Column 3 Greater London Authority County Council	Column 4	Column 5 Total
	£	£	£	£
<b>2015-16 Multiplier Cap</b>				
24. Cost of 2% cap on 2015-16 small business rates multiplier	372,309	248,206	0	620,515
<b>Small Business Rate Relief</b>				
25. Cost of temporary doubling of SBRR	422,850	281,900	0	704,750
26. Cost to authorities of maintaining relief on "first" property	17,259	11,506	0	28,765
<b>"New Empty" Property Relief</b>				
27. Cost to authorities of giving relief to newly-built empty property	0	0	0	0
<b>"Long Term Empty" Property Relief</b>				
28. Relief on occupation of "long-term empty" property	1,913	1,276	0	3,189
<b>Retail Relief</b>				
29. Relief provided to retail properties	319,715	213,142	0	532,857
<b>TOTAL FOR THE YEAR</b>				
30. Total amount of Section 31 grant due to authorities	1,134,046	756,030	0	1,890,076

**Certificate of Chief Financial Officer / Section 151 Officer**

I confirm that the entries in this form are the best I can make on the information available to me and amounts are calculated in accordance with regulations made under Schedule 7B to the Local Government Act 1988. I also confirm that the authority has acted diligently in relation to the collection of non-domestic rates.

Name of Chief Financial Officer  
or Section 151 Officer :

*Cecilia Howans*

Signature :

*[Handwritten Signature]*

Date :

*30.1.15*



**PROVISIONAL NATIONAL NON-DOMESTIC RATES RETURN - NNDR1**  
**2015-16**

All figures must be entered in whole £

If you are content with your answers please return this form to DCLG as soon as possible

Ver 1.1a

**Local Authority : Merton**

**PART 2: NET RATES PAYABLE**

You should complete column 1 only

**GROSS RATES PAYABLE**

(All data should be entered as +ve unless specified otherwise)

	Column 1 BA Area (exc. Designated areas) Complete this column £	Column 2 Designated areas Do not complete this column £	Column 3 TOTAL (All BA Area) Do not complete this column £
1. Rateable Value at <input type="text" value="31/12/2014"/>	<input type="text" value="201,858,090"/>	<input type="text" value=""/>	<input type="text" value="201,858,090"/>
2. Small business rating multiplier <input type="text" value="48.0"/> for 2015-16 (pence)			
3. Gross rates 2015-16 - (RV x multiplier)	<input type="text" value="96,891,883"/>	<input type="text" value="0"/>	
4. Estimated growth/decline in gross rates (+ = increase, - = decrease)	<input type="text" value="0"/>	<input type="text" value=""/>	
5. Forecast gross rates payable in 2015-16	<input type="text" value="96,891,883"/>	<input type="text" value="0"/>	<input type="text" value="96,891,883"/>

**TRANSITIONAL ARRANGEMENTS (See Note E) - Not applicable in 2015-16**

6. Revenue foregone because increases in rates have been deferred (Show as -ve)	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="text" value="0"/>
7. Additional income received because reductions in rates have been deferred (Show as +ve)	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="text" value="0"/>
8. Net cost of transitional arrangements	<input type="text" value="0"/>	<input type="text" value="0"/>	
9. Changes as a result of estimated growth / decline in cost of transitional arrangements (+ = decline, - = increase)	<input type="text" value="0"/>	<input type="text" value="0"/>	
10. Forecast net cost of transitional arrangements	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="text" value="0"/>

**TRANSITIONAL PROTECTION PAYMENTS (See Note F) - Not applicable in 2015-16**

11. Sum due to/(from) authority	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="text" value="0"/>
---------------------------------	--------------------------------	--------------------------------	--------------------------------

**MANDATORY RELIEFS (See Note G) (All data should be entered as -ve unless specified otherwise)**

**Small Business Rate Relief**

12. Forecast of relief to be provided in 2015-16	<input type="text" value="-2,835,184"/>	<input type="text" value="0"/>	<input type="text" value="-2,835,184"/>
13. of which: relief on existing properties where a 2nd property is occupied	<input type="text" value="-56,704"/>	<input type="text" value="0"/>	<input type="text" value="-56,704"/>
14. Additional yield from the small business supplement (Show as +ve)	<input type="text" value="2,264,539"/>	<input type="text" value="0"/>	<input type="text" value="2,264,539"/>
15. Net cost of small business rate relief (line 12-line 14)	<input type="text" value="-570,645"/>	<input type="text" value="0"/>	<input type="text" value="-570,645"/>

**Charitable occupation**

16. Forecast of relief to be provided in 2015-16	<input type="text" value="-5,201,053"/>	<input type="text" value="0"/>	<input type="text" value="-5,201,053"/>
--	---	--------------------------------	---

**Community Amateur Sports Clubs (CASCs)**

17. Forecast of relief to be provided in 2015-16	<input type="text" value="-107,612"/>	<input type="text" value="0"/>	<input type="text" value="-107,612"/>
--	---------------------------------------	--------------------------------	---------------------------------------

**Rural rate relief**

18. Forecast of relief to be provided in 2015-16	<input type="text" value=""/>	<input type="text" value="0"/>	<input type="text" value="0"/>
--	-------------------------------	--------------------------------	--------------------------------



**PROVISIONAL NATIONAL NON-DOMESTIC RATES RETURN - NNDR1  
2015-16**

All figures must be entered in whole £

If you are content with your answers please return this form to DCLG as soon as possible

Ver 1.1a

**Local Authority : Merton**

**PART 2: NET RATES PAYABLE**

You should complete column 1 only

	Column 1 BA Area (exc. Designated areas)	Column 2 Designated areas	Column 3 TOTAL (All BA Area)
19. Forecast of mandatory reliefs to be provided in 2015-16 (Sum of lines 15 to 18)	-5,879,310	0	
20. Changes as a result of estimated growth/decline in mandatory relief (+ = decline, - = increase)	-309,754	0	
<b>21. Total forecast mandatory reliefs to be provided in 2015-16</b>	<b>-6,189,064</b>	<b>0</b>	<b>-6,189,064</b>
<b>UNOCCUPIED PROPERTY (See Note H) (All data should be entered as -ve unless specified otherwise)</b>			
<b>Partially occupied hereditaments</b>			
22. Forecast of 'relief' to be provided in 2015-16	-4,920	0	-4,920
<b>Empty premises</b>			
23. Forecast of 'relief' to be provided in 2015-16	-1,208,493	0	-1,208,493
24. Forecast of unoccupied property 'relief' to be provided in 2015-16 (Line 22 + line 23)	-1,213,413	0	
25. Changes as a result of estimated growth/decline in unoccupied property 'relief' (+ = decline, - = increase)	-295,061	0	
<b>26. Total forecast unoccupied property 'relief' to be provided in 2015-16</b>	<b>-1,508,474</b>	<b>0</b>	<b>-1,508,474</b>
<b>DISCRETIONARY RELIEFS (See Note J) (All data should be entered as -ve unless specified otherwise)</b>			
<b>Charitable occupation</b>			
27. Forecast of relief to be provided in 2015-16	-406,052	0	-406,052
<b>Non-profit making bodies</b>			
28. Forecast of relief to be provided in 2015-16	-154,447	0	-154,447
<b>Community Amateur Sports Clubs (CASCs)</b>			
29. Forecast of relief to be provided in 2015-16	-192	0	-192
<b>Rural shops etc</b>			
30. Forecast of relief to be provided in 2015-16	0	0	0
<b>Small rural businesses</b>			
31. Forecast of relief to be provided in 2015-16	0	0	0
<b>Other ratepayers</b>			
32. Forecast of relief to be provided in 2015-16	-200,000	0	-200,000
	<i>of which:</i>	<i>of which:</i>	
33. Relief given to Case A hereditaments		0	
34. Relief given to Case B hereditaments	0		

**PROVISIONAL NATIONAL NON-DOMESTIC RATES RETURN - NNDR1**  
**2015-16**

All figures must be entered in whole £

If you are content with your answers please return this form to DCLG as soon as possible

Ver 1.1a

**Local Authority : Merton**

**PART 2: NET RATES PAYABLE**

You should complete column 1 only

Column 1  
BA Area (exc.  
Designated areas)

Column 2  
Designated  
areas

Column 3  
TOTAL  
(All BA Area)

35. Forecast of discretionary relief to be provided in 2015-16 (Sum of lines 27 to 32)

-760,691

0

36. Changes as a result of estimated growth/decline in discretionary relief (+ = decline, - = increase)

-38,034

0

37. Total forecast discretionary relief to be provided in 2015-16

-798,725

0

-798,725

**DISCRETIONARY RELIEFS FUNDED THROUGH SECTION 31 GRANT**  
(See Note K) (All data should be entered as -ve unless specified otherwise)

**"New Empty" properties**

38. Forecast of relief to be provided in 2015-16

0

0

0

**"Long term empty" properties**

39. Forecast of relief to be provided in 2015-16

-6,286

0

-6,286

**Retail relief**

40. Forecast of relief to be provided in 2015-16

-1,050,395

0

-1,050,395

41. Forecast of discretionary reliefs funded through S31 grant to be provided in 2015-16 (Sum of lines 38 to 40)

-1,056,681

0

42. Changes as a result of estimated growth/decline in Section 31 discretionary relief (+ = decline, - = increase)

-5,216

0

43. Total forecast of discretionary reliefs funded through S31 grant to be provided in 2015-16

-1,061,897

0

-1,061,897

**NET RATES PAYABLE**

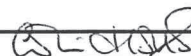
44. Forecast of net rates payable by rate payers after taking account of transitional adjustments, unoccupied property relief, mandatory and discretionary reliefs

£  
87,333,723

£  
0

£  
87,333,723

Checked by Chief Financial / Section 151 Officer :





**PROVISIONAL NATIONAL NON-DOMESTIC RATES RETURN - NNDR1  
2015-16**

All figures must be entered in whole £

If you are content with your answers please return this form to DCLG as soon as possible

Ver 1.1a

**Local Authority : Merton**

**PART 3: COLLECTABLE RATES AND DISREGARDED AMOUNTS**

You should complete column 1 only

	Column 1	Designated areas		Column 4
	BA Area (exc. Designated areas)	Column 2	Column 3	TOTAL (All BA Area)
	Complete this column	Do not complete this column	Do not complete this column	Do not complete this column
	£	£	£	£
<b>NET RATES PAYABLE</b>				
1. Sum payable by rate payers after taking account of transitional adjustments, empty property rate, mandatory and discretionary reliefs	87,333,723	0	0	87,333,723
<b>(LESS) LOSSES</b>				
2. Estimated bad debts in respect of 2015-16 rates payable	-1,250,000	0	0	-1,250,000
3. Estimated repayments in respect of 2015-16 rates payable	-669,358	0	0	-669,358
<b>COLLECTABLE RATES</b>				
4. Net Rates payable less losses	85,414,365	0	0	85,414,365
<b>DISREGARDED AMOUNTS</b>				
5. Renewable Energy	0	0	0	0
6. Transitional Protection Payment		0	0	
7. Baseline		0	0	
<b>DISREGARDED AMOUNTS</b>				<b>Total Designated Areas</b>
8. Total Disregarded Amounts		0	0	0

Checked by Chief Financial / Section 151 Officer :





**PROVISIONAL NATIONAL NON-DOMESTIC RATES RETURN - NNDR1**  
**2015-16**

All figures must be entered in whole £

If you are content with your answers please return this form to DCLG as soon as possible

Ver 1.1a

**Local Authority : Merton**

**PART 4: ESTIMATED COLLECTION FUND BALANCE**

**OPENING BALANCE**

1. Opening Balance (From Collection Fund Statement)

£

£

-2,101,817

**CREDITS**

2. Total amount credited, or to be credited, to the Collection Fund in 2014-15

85,396,766

3. Transitional protection payments received, or to be received in 2014-15

198,099

4. Transfers/payments to the Collection Fund for end-year reconciliations

0

5. Transfers/payments into the Collection Fund in 2014-15 in respect of a previous year's deficit

1,239,801

**6. Total Credits**

86,834,666

**CHARGES**

7. Total amount charged, or to be charged, to the Collection fund in 2014-15

-1,475,366

8. Transitional protection payments made, or to be made, in 2014-15

-24,101

9. Payments made, or to be made, to the Secretary of State in respect of the central share in 2014-15

-42,130,884

10. Payments made, or to be made to, major precepting authorities in respect of business rates income in 2014-15

-16,852,354

11. Transfers made, or to be made, to the billing authority's General Fund in respect of business rates income in 2014-15

-25,278,530

12. Transfers made, or to be made, to the billing authority's General Fund; and payments made, or to be made, to a precepting authority in respect of disregarded amounts in 2014-15

-280,951

13. Transfers/payments from the Collection Fund for end-year reconciliations

0

14. Transfers/payments made from the Collection Fund in 2014-15 in respect of a previous year's surplus

0

**15. Total Charges**

-86,042,186

**16. Adjustment for 5-Year Spread - not applicable for your authority**

0

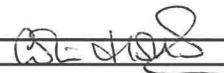
**ESTIMATED SURPLUS/(DEFICIT) ON COLLECTION FUND IN RESPECT OF FINANCIAL YEAR 2014-15**

17. Opening balance plus total credits, less total charges

£

-1,309,337

Checked by Chief Financial / Section 151 Officer :





<b>OTHER CORPORATE ITEMS Cabinet 16 February 2015</b>				
	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Deficiency/Redundancy	(463)	(463)	(463)	(463)
Autoenrollment	300	300	300	300
Corporate expenditure (utilities inflation)	100	300	300	300
Grants	61	204	206	209
Take Chas Dividend	(174)	(1,152)	(1,152)	(1,152)
Bad Debt provision	500	500	500	500
Contingency	1,500	1,500	1,500	1,500
Additional Revenuisation	64	(3)	(3)	(3)
WPCC Levy	293	293	293	293
Depreciation/Impairment	(16,505)	(16,505)	(16,505)	(16,505)
Transport	1,100	1,100	1,100	1,100
Redundancy/Pension Strain	1,000			
P3/P4	400	400	400	400
Provision for Excess Inflation > 1.5%	680	677	673	673
<b>Other Corporate items</b>	<b>(11,144)</b>	<b>(12,849)</b>	<b>(12,851)</b>	<b>(12,848)</b>



<b>TRANSITION IN MTFs FROM COUNCIL 2014 TO CABINET FEBRUARY 2015</b>				
	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Council 5 March 2014</b>	<b>0</b>	<b>7,350</b>	<b>15,246</b>	<b>21,440</b>
Inflation - Pay	30	75	120	165
Inflation - Prices	92	184	276	368
Provision for Excess Inflation > 1.5%	(200)	(200)	(200)	(200)
C&H: Taxicard & Concessionary Fares	(279)	(279)	(279)	(279)
Capital financing costs	(90)	(1,749)	(2,154)	(2,750)
Change in NNDR	56	56	56	56
Collection Fund - t/f of BRates surplus(-)/deficit	393			
Collection Fund - t/f of Ctax surplus(-)/deficit	(4,813)			
Council Tax Freeze Grant 2015/16	7	0	0	0
Council Tax income	(1,334)	(1,340)	(1,347)	(1,354)
Education Services Grant	22	22	22	22
Income	669	1,339	2,008	2,676
Insurance Premiums	200	200	200	200
Net Change in Use of Reserves	4,865	2,326	(6,732)	(479)
New Homes Bonus	(155)	(904)	(615)	(293)
NNDR	(775)	(416)	(424)	(433)
NNDR Section 31 grant	(16)	0	0	0
Replacement Savings	340	0	0	0
RSG	(283)	3,674	8,170	10,720
NEW SAVINGS 2015/16:	(773)	(11,438)	(15,443)	(16,591)
Redundancy/Pension Strain	1,000			
Transport	1,100	1,100	1,100	1,100
Other	(55)	0	0	0
Rounding	(1)		(4)	(1)
<b>CABINET 16 FEBRUARY 2015</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,367</b>

## STATEMENT OF COUNCIL TAX REQUIREMENTS AND BALANCES

	ORIGINAL BUDGET 2010/11	ORIGINAL BUDGET 2011/12	ORIGINAL BUDGET 2012/13	ORIGINAL BUDGET 2013/14	ORIGINAL BUDGET 2014/15	ORIGINAL BUDGET 2015/16	2010/11 Band D Council Tax Equivalent	2011/12 Band D Council Tax Equivalent	2012/13 Band D Council Tax Equivalent	2013/14 Band D Council Tax Equivalent	2014/15 Band D Council Tax Equivalent	2015/16 Band D Council Tax
	£m	£m	£m	£m	£m	£m	£	£	£	£	£	£
<u>Merton</u>												
Net Cost of General Fund Services	148.599	148.193	145.820	153.491	151.258	149.282	2,001.34	1,989.55	1,949.04	2,291.55	2,221.53	2,143.69
Contingency	2.900	1.820	2.000	1.500	1.500	1.500	39.06	24.43	26.73	22.39	22.03	21.54
	151.499	150.013	147.820	154.991	152.758	150.782	2,040.39	2,013.98	1,975.77	2,313.95	2,243.56	2,165.23
<u>Levies</u>												
Lee Valley	0.227	0.220	0.215	0.220	0.214	0.209	3.06	2.95	2.87	3.28	3.14	3.00
London Pensions Fund	0.283	0.254	0.253	0.268	0.266	0.264	3.81	3.41	3.38	4.00	3.91	3.79
Environment Agency	0.148	0.146	0.146	0.157	0.157	0.159	1.99	1.96	1.95	2.34	2.31	2.28
Total Levies	0.658	0.620	0.614	0.645	0.637	0.632	8.86	8.32	8.21	9.63	9.36	9.08
<b>TOTAL BUDGET (before balances, etc adjustment)</b>	<b>152.157</b>	<b>150.633</b>	<b>148.434</b>	<b>155.636</b>	<b>153.395</b>	<b>151.414</b>	<b>2,049.25</b>	<b>2,022.31</b>	<b>1,983.98</b>	<b>2,323.58</b>	<b>2,252.91</b>	<b>2,174.30</b>
<u>Provisions, Contributions and Balances</u>												
Appropriations to/from Reserves	0.000	0.000	0.000	0.000	0.000	(4.991)	0.00	0.00	0.00	0.00	0.00	-71.67
<b>TOTAL BUDGET REQUIREMENT</b>	<b>152.157</b>	<b>150.633</b>	<b>148.434</b>	<b>155.636</b>	<b>153.395</b>	<b>146.423</b>	<b>2,049.25</b>	<b>2,022.31</b>	<b>1,983.98</b>	<b>2,323.58</b>	<b>2,252.91</b>	<b>2,102.63</b>
<u>Less: Central Government Support</u>												
Government (Formula) Grant:												
Revenue Support Grant	(8.588)	(15.730)	(1.180)	0.000	0.000	0.000	-115.66	-211.17	-15.77	0.00	0.00	0.00
National Non-Domestic Rates	(59.145)	(50.888)	(60.841)	0.000	0.000	0.000	-796.56	-683.19	-813.21	0.00	0.00	0.00
RSG + Baseline funding (NNDR) including Section 31 grant	0.000	0.000	0.000	(79.241)	(74.109)	(65.245)	0.00	0.00	0.00	-1,183.03	-1,088.44	-936.92
Total Revenue Support Grant + Baseline NNDR Funding:	(67.733)	(66.617)	(62.021)	(79.241)	(74.109)	(65.245)	-912.23	-894.36	-828.98	-1,183.03	-1,088.44	-936.92
Contribution to/(from) Collection Fund	(2.519)	(1.859)	(3.891)	(2.545)	(4.236)	(4.420)	-33.93	-24.96	-52.01	-38.00	-62.21	-63.47
<b>Council Tax Requirement</b>												
Merton - General	81.905	82.157	82.522	73.850	75.050	76.758	1,103.10	1,102.99	1,102.99	1,102.55	1,102.26	1,102.24
<b>Merton - COUNCIL TAX FUNDING REQUIREMENT</b>	<b>81.905</b>	<b>82.157</b>	<b>82.522</b>	<b>73.850</b>	<b>75.050</b>	<b>76.758</b>	<b>1,103.10</b>	<b>1,102.99</b>	<b>1,102.99</b>	<b>1,102.55</b>	<b>1,102.26</b>	<b>1,102.24</b>
<u>Greater London Authority Precept</u>												
Metropolitan Police Authority	16.657	16.979	17.467	14.753	14.903	14.939	224.34	227.95	233.46	220.25	218.88	214.52
Other Non-Police Services	6.347	6.098	5.481	5.543	5.367	5.391	85.48	81.87	73.26	82.75	80.12	80.48
<b>Greater London Authority Precept</b>	<b>23.004</b>	<b>23.077</b>	<b>22.948</b>	<b>20.295</b>	<b>20.270</b>	<b>20.329</b>	<b>309.82</b>	<b>309.82</b>	<b>306.72</b>	<b>303.00</b>	<b>299.00</b>	<b>295.00</b>
<b>TOTAL COUNCIL TAX REQUIREMENT</b>	<b>104.909</b>	<b>105.234</b>	<b>105.469</b>	<b>94.145</b>	<b>95.320</b>	<b>97.087</b>	<b>1,412.92</b>	<b>1,412.81</b>	<b>1,409.71</b>	<b>1,405.55</b>	<b>1,401.26</b>	<b>1,397.24</b>

## DRAFT MTFS 2015-19: RE-PRICED AND ROLLED FORWARD

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
<b>Departmental Base Budget 2014/15</b>	<b>144,420</b>	<b>144,420</b>	<b>144,420</b>	<b>144,420</b>
Inflation (Pay, Prices)	3,179	6,778	10,380	13,979
Autoenrolment/Nat. ins changes	0	1,000	2,000	2,000
FYE – Previous Years Savings	(4,252)	(9,149)	(10,576)	(10,576)
Replacement Savings	340	0	0	0
Income – Additional Fees/Charges	0	0	0	0
Growth	1,000	1,000	1,000	1,000
Revenuisation	(137)	(239)	(239)	(239)
Taxi card/Concessionary Fares	158	608	1,058	1,508
Education Services Grant	676	676	676	676
NHS t/f of Social Care Funding	(100)	(100)	(100)	(100)
Change in depreciation/Impairment (Contra Other Corporate items)	1,278	1,278	1,278	1,278
Other (inc. reduced service grants)	610	986	1,056	1,129
<b>Re-Priced Departmental Budget</b>	<b>147,172</b>	<b>147,258</b>	<b>150,953</b>	<b>155,075</b>
Treasury/Capital financing	14,118	14,089	15,888	17,151
Pensions	4,205	4,395	4,592	4,799
Other Corporate items	(11,144)	(12,849)	(12,851)	(12,848)
Levies	632	632	632	632
<b>Sub-total: Corporate provisions</b>	<b>7,811</b>	<b>6,267</b>	<b>8,261</b>	<b>9,734</b>
<b>BUDGET REQUIREMENT</b>	<b>154,983</b>	<b>153,525</b>	<b>159,214</b>	<b>164,810</b>
<b>Funded by:</b>				
Revenue Support Grant	(30,425)	(23,161)	(16,691)	(12,256)
Business Rates (inc. Section 31 grant)	(34,820)	(34,432)	(35,121)	(35,823)
C. Tax Freeze Grant 2015/16	(861)	0	0	0
PFI Grant	(4,797)	(4,797)	(4,797)	(4,797)
New Homes Bonus	(2,642)	(2,904)	(2,615)	(2,294)
Council Tax inc. WPCC	(77,051)	(77,435)	(77,821)	(78,208)
Collection Fund – (Surplus)/Deficit	(4,420)	0	0	0
<b>TOTAL FUNDING</b>	<b>(155,016)</b>	<b>(142,730)</b>	<b>(137,044)</b>	<b>(133,378)</b>
<b>GAP excluding Use of Reserves (Cumulative)</b>	<b>(33)</b>	<b>10,795</b>	<b>22,170</b>	<b>31,432</b>
- Savings/Income Proposals 2015/16	(773)	(11,438)	(15,443)	(16,591)
<b>Sub-total</b>	<b>(806)</b>	<b>(643)</b>	<b>6,727</b>	<b>14,841</b>
- Use of Reserves	806	643	(6,727)	(474)
<b>GAP including Use of Reserves (Cumulative)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,367</b>

## APPENDIX 8

### Reserves

Forecast Movement in Reserves 2014/15	Actual Bal at 31/3/14	Net Movt. in year	Bal. at 31/3/15	Net Movt. in year	Bal. at 31/3/16	Net Movt. in year	Bal. at 31/3/17	Net Movt. in year	Bal. at 31/3/18	Net Movt. in year	Bal. at 31/3/19
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
General Fund Reserve	18,837	-4,598	14,239	0	14,239	0	14,239	0	14,239	0	14,239
Earmarked Reserves	35,574	-7,510	28,063	-7,274	20,789	-2,643	18,146	-4,802	13,344	-667	12,677
Grants & Contributions	5,398	-2,260	3,138	-2,274	864	-19	845	-19	826	-19	807
<b>Total Available Gen. Fund Rev. Reser</b>	<b>59,809</b>	<b>-14,368</b>	<b>45,441</b>	<b>-9,548</b>	<b>35,893</b>	<b>-2,662</b>	<b>33,231</b>	<b>-4,821</b>	<b>28,410</b>	<b>-686</b>	<b>27,724</b>
<b>Fixed to Contracts</b>	<b>1,954</b>	<b>0</b>	<b>1,954</b>	<b>0</b>	<b>1,954</b>	<b>0</b>	<b>1,954</b>	<b>0</b>	<b>1,954</b>	<b>0</b>	<b>1,954</b>
<b>Total General Fund revenue reserves</b>	<b>61,763</b>	<b>-14,368</b>	<b>47,395</b>	<b>-9,548</b>	<b>37,847</b>	<b>-2,662</b>	<b>35,185</b>	<b>-4,821</b>	<b>30,364</b>	<b>-686</b>	<b>29,678</b>
<b>Schools Balances &amp; Reserves</b>	<b>19,058</b>	<b>189</b>	<b>19,247</b>	<b>-302</b>	<b>18,945</b>	<b>-258</b>	<b>18,687</b>	<b>-38</b>	<b>18,649</b>	<b>-211</b>	<b>18,438</b>
<b>Capital Reserves</b>											
Capital Grants	7,710	-1,800	5,910	0	5,910	0	5,910	0	5,910	0	5,910
Capital Contributions	466	0	466	0	466	0	466	0	466	0	466
Capital Receipts	26,057	-83	25,974	-1,595	24,379	-3,524	20,855	-2,680	18,175	-2,046	16,129
<b>Total</b>	<b>34,233</b>	<b>-1,883</b>	<b>32,350</b>	<b>-1,595</b>	<b>30,755</b>	<b>-3,524</b>	<b>27,231</b>	<b>-2,680</b>	<b>24,551</b>	<b>-2,046</b>	<b>22,505</b>
Revenue Reserves	80,821	-14,179	66,642	-9,850	56,791	-2,920	53,871	-4,859	49,012	-897	48,115
Capital Reserves	34,233	-1,883	32,350	-1,595	30,755	-3,524	27,231	-2,680	24,551	-2,046	22,505
<b>Overall Useable Reserves</b>	<b>115,054</b>	<b>-16,062</b>	<b>98,991</b>	<b>-11,445</b>	<b>87,546</b>	<b>-6,444</b>	<b>81,102</b>	<b>-7,539</b>	<b>73,563</b>	<b>-2,943</b>	<b>70,620</b>

## APPENDIX 8

Analysis	Actual Bal at 31/3/14 £'000	Net Movt. in year £'000	Bal. at 31/3/15 £'000	Net Movt. in year £'000	Bal. at 31/3/16 £'000	Net Movt. in year £'000	Bal. at 31/3/17 £'000	Net Movt. in year £'000	Bal. at 31/3/18 £'000	Net Movt. in year £'000	Bal. at 31/3/19 £'000
<b>Earmarked Reserves</b>											
Outstanding Council Programme Board	11,105	-2,756	8,349	-3,892	4,456	-2,580	1,876	-673	1,203	-667	536
For use in future years for budget	8,252	-2,500	5,752	806	6,558	643	7,201	-6,727	474	-474	0
Revenue Reserves for Capital / Revn.	5,360	-1,674	3,686	-3,686	0	0	0	0	0	0	0
Energy renewable reserve	1,441	-300	1,141	-1,141	0	0	0	0	0	0	0
Repairs & Renewal Fund	1,424	0	1,424	-500	924	-500	424	-424	0	0	0
Transforming families reserve	784	-373	411	-411	0	0	0	0	0	0	0
Pension Fund additional contribution	1,078	-1,078	0	0	0	0	0	0	0	0	0
Local Land Charges Reserve	1,260	97	1,357	0	1,357	0	1,357	0	1,357	0	1,357
Apprenticeships	949	-471	478	-260	218	-218	0	0	0	0	0
Community Care Reserve	1,733	-247	1,486	-250	1,236	0	1,236	0	1,236	0	1,236
Performance Reward Grant	265	-265	0	0	0	0	0	0	0	0	0
Local Welfare Support Reserve	315	280	595	-200	395	-200	195	-195	0	0	0
Economic Development Strategy	1,322	-536	786	-786	0	0	0	0	0	0	0
Wimbledon Tennis Courts Renewal	52	25	77	25	102	25	127	-127	0	0	0
MertonActionSingleHomelessness	50	-50	0	0	0	0	0	0	0	0	0
Other	183	0	183	0	183	0	183	0	183	0	183
<b>Earmarked Reserves</b>	<b>35,574</b>	<b>-9,849</b>	<b>25,724</b>	<b>-10,295</b>	<b>15,429</b>	<b>-2,830</b>	<b>12,599</b>	<b>-8,146</b>	<b>4,453</b>	<b>-1,141</b>	<b>3,312</b>
Adult Social care contributions	670	-375	295	-295	0	0	0	0	0	0	0
Culture and Environment contributions	1,204	-367	837	-671	166	0	166	0	166	0	166
Culture and Environment grant	747	-136	611	-19	592	-19	573	-19	554	-19	535
Childrens & Education grant	708	-304	405	-405	0	0	0	0	0	0	0
Adult Social care grants	0	0	0	0	0	0	0	0	0	0	0
Housing Planning Development grant	299	-164	135	-135	0	0	0	0	0	0	0
Housing GF grants	106	0	106	0	106	0	106	0	106	0	106
Public Health	1,664	-915	749	-749	0	0	0	0	0	0	0
<b>Grants &amp; Contributions</b>	<b>5,398</b>	<b>-2,260</b>	<b>3,138</b>	<b>-2,274</b>	<b>864</b>	<b>-19</b>	<b>845</b>	<b>-19</b>	<b>826</b>	<b>-19</b>	<b>807</b>
<b>Total</b>	<b>40,972</b>	<b>-12,109</b>	<b>28,863</b>	<b>-12,569</b>	<b>16,293</b>	<b>0</b>	<b>16,293</b>	<b>0</b>	<b>16,293</b>	<b>0</b>	<b>16,293</b>
Insurance Reserve	1,954	0	1,954	0	1,954	0	1,954	0	1,954	0	1,954
<b>Fixed to Contracts</b>	<b>1,954</b>	<b>0</b>	<b>1,954</b>	<b>0</b>	<b>1,954</b>	<b>0</b>	<b>1,954</b>	<b>0</b>	<b>1,954</b>	<b>0</b>	<b>1,954</b>
DSG Reserve	2,728	10	2,738	-500	2,238	-500	1,738	0	1,738	0	1,738
Schools Reserve	168	-116	52	-52	0	0	0	0	0	0	0
Schools PFI Fund	4,071	295	4,366	250	4,616	242	4,858	-38	4,820	-211	4,609
Add Schools own reserves	12,090	0	12,090	0	12,090	0	12,090	0	12,090	0	12,090
<b>Schools Reserves</b>	<b>19,058</b>	<b>189</b>	<b>19,247</b>	<b>-302</b>	<b>18,945</b>	<b>-258</b>	<b>18,687</b>	<b>-38</b>	<b>18,649</b>	<b>-211</b>	<b>18,438</b>

**SAVINGS ANALYSIS**  
**All Savings - All Departments**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
	<b>£'000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Corporate Services	190	1,600	1,163	165
Children, Schools and Families	0	1,934	296	0
Community and Housing	220	2,935	1,736	1,195
Environment and Regeneration	363	4,196	810	(212)
<b>Savings Presented to Cabinet 8 December 2014</b>	<b>773</b>	<b>10,665</b>	<b>4,005</b>	<b>1,148</b>
<b>2015-19: Cumulative Savings</b>	<b>773</b>	<b>11,438</b>	<b>15,443</b>	<b>16,591</b>

## Total Savings

		2015/16	2016/17	2017/18	2018/19
		£000	£000	£000	£000
<b>SI1</b>	Income: increase in current level of charges	34	1,110	315	16
<b>SI2</b>	Income: increase arising from expansion of existing service/new service	511	2,435	-1,396	-415
<b>SS1</b>	Staffing: reduction in costs due to efficiency	34	1,076	200	49
<b>SS2</b>	Staffing: reduction in costs due to deletion/reduction in service	10	1,896	1,664	870
<b>SNS1</b>	Non - Staffing: reduction in costs due to efficiency	181	457	367	81
<b>SNS2</b>	Non - Staffing: reduction in costs due to deletion/reduction in service	3	2,452	840	4
<b>SP1</b>	Procurement / Third Party arrangements - efficiency	0	346	1,859	100
<b>SP2</b>		0	440	156	425
<b>SG1</b>	Grants: Existing service funded by new grant	0	400	0	0
<b>SG2</b>	Grants: Improved Efficiency of existing service currently funded by unringfenced grant	0	0	0	0
<b>SPROP</b>	Reduction in Property related costs	0	53	0	18
		<b>773</b>	<b>10,665</b>	<b>4,005</b>	<b>1,148</b>

## Total Savings by Type

		2015/16	2016/17	2017/18	2018/19
		£000	£000	£000	£000
<b>SI1</b>	Income: increase in current level of charges	34	1,110	315	16
<b>SI2</b>	Income: increase arising from expansion of existing service/new service	511	2,435	-1,396	-415
<b>SS1</b>	Staffing: reduction in costs due to efficiency	34	1,076	200	49
<b>SS2</b>	Staffing: reduction in costs due to deletion/reduction in service	10	1,896	1,664	870
<b>SNS1</b>	Non - Staffing: reduction in costs due to efficiency	181	457	367	81
<b>SNS2</b>	Non - Staffing: reduction in costs due to deletion/reduction in service	3	2,452	840	4
<b>SP1</b>	Procurement / Third Party arrangements - efficiency	0	346	1,859	100
<b>SP2</b>	Procurement / Third Party arrangements - deletion/reduction in service	0	440	156	425
<b>SG1</b>	Grants: Existing service funded by new grant	0	400	0	0
<b>SG2</b>	Grants: Improved Efficiency of existing service currently funded by unringfenced grant	0	0	0	0
<b>SPROP</b>	Reduction in Property related costs	0	53	0	18
	<b>TOTAL</b>	<b>773</b>	<b>10,665</b>	<b>4,005</b>	<b>1,148</b>



## SAVINGS ANALYSIS - OVERVIEW AND SCRUTINY COMMISSION

		2015/16	2016/17	2017/18	2018/19
		£000	£000	£000	£000
<b>SI1</b>	Income: increase in current level of charges	34	191	274	16
<b>SI2</b>	Income: increase arising from expansion of existing service/new service	91	40	0	0
<b>SS1</b>	Staffing: reduction in costs due to efficiency	34	315	200	49
<b>SS2</b>	Staffing: reduction in costs due to deletion/reduction in service	10	239	248	100
<b>SNS1</b>	Non - Staffing: reduction in costs due to efficiency	18	197	231	0
<b>SNS2</b>	Non - Staffing: reduction in costs due to deletion/reduction in service	3	327	76	0
<b>SP1</b>	Procurement / Third Party arrangements - efficiency	0	291	134	0
<b>SP2</b>	Procurement / Third Party arrangements - deletions/reductions in service	0	0	0	0
<b>SG1</b>	Grants: Existing service funded by new grant	0	0	0	0
<b>SG2</b>	Grants: Improved Efficiency of existing service currently funded by unringfenced grant	0	0	0	0
<b>SPROP</b>	Reduction in Property related costs	0	0	0	0
		<b>190</b>	<b>1,600</b>	<b>1,163</b>	<b>165</b>

## SAVINGS ANALYSIS - CHILDREN &amp; YOUNGER PEOPLE PANEL

		2015/16	2016/17	2017/18	2018/19
		£000	£000	£000	£000
SI1	Income: increase in current level of charges	0	200	0	0
SI2	Income: increase arising from expansion of existing service/new service	0	0	0	0
SS1	Staffing: reduction in costs due to efficiency	0	0	0	0
SS2	Staffing: reduction in costs due to deletion/reduction in service	0	694	296	0
SNS1	Non - Staffing: reduction in costs due to efficiency	0	0	0	0
SNS2	Non - Staffing: reduction in costs due to deletion/reduction in service	0	200	0	0
SP1	Procurement / Third Party arrangements - efficiency	0	0	0	0
SP2	Procurement / Third Party arrangements - deletions/reductions in service	0	440	0	0
SG1	Grants: Existing service funded by new grant	0	400	0	0
SG2	Grants: Improved Efficiency of existing service currently funded by unringfenced grant	0	0	0	0
SPROP	Reduction in Property related costs	0	0	0	0
		<b>0</b>	<b>1,934</b>	<b>296</b>	<b>0</b>

## SAVINGS ANALYSIS SUSTAINABLE COMMUNITIES PANEL

		2015/16	2016/17	2017/18	2018/19
		£000	£000	£000	£000
SI1	Income: increase in current level of charges	0	719	41	0
SI2	Income: increase arising from expansion of existing service/new service	200	2,395	-1,396	-415
SS1	Staffing: reduction in costs due to efficiency	0	250	0	0
SS2	Staffing: reduction in costs due to deletion/reduction in service	0	367	260	0
SNS1	Non - Staffing: reduction in costs due to efficiency	163	180	136	81
SNS2	Non - Staffing: reduction in costs due to deletion/reduction in service	0	177	44	4
SP1	Procurement / Third Party arrangements - efficiency	0	55	1,725	100
SP2	Procurement / Third Party arrangements - deletions/reductions in service	0	0	0	0
SG1	Grants: Existing service funded by new grant	0	0	0	0
SG2	Grants: Improved Efficiency of existing service currently funded by unringfenced grant	0	0	0	0
SPROP	Reduction in Property related costs	0	53	0	18
		<b>363</b>	<b>4,196</b>	<b>810</b>	<b>-212</b>

## SAVINGS ANALYSIS - HEALTHIER COMMUNITIES &amp; OLDER PEOPLE PANEL

		2015/16	2016/17	2017/18	2018/19
		£000	£000	£000	£000
SI1	Income: increase in current level of charges	0	0	0	0
SI2	Income: increase arising from expansion of existing service/new service	220	0	0	0
SS1	Staffing: reduction in costs due to efficiency	0	511	0	0
SS2	Staffing: reduction in costs due to deletion/reduction in service	0	596	860	770
SNS1	Non - Staffing: reduction in costs due to efficiency	0	80	0	0
SNS2	Non - Staffing: reduction in costs due to deletion/reduction in service	0	1,748	720	0
SP1	Procurement / Third Party arrangements - efficiency	0	0	0	0
SP2	Procurement / Third Party arrangements - deletions/reductions in service	0	0	156	425
SG1	Grants: Existing service funded by new grant	0	0	0	0
SG2	Grants: Improved Efficiency of existing service currently funded by unringfenced grant	0	0	0	0
SPROP	Reduction in Property related costs	0	0	0	0
		<b>220</b>	<b>2,935</b>	<b>1,736</b>	<b>1,195</b>

**SUMMARY OF TOTAL RISKS**

**2015/16 RISKS**

<b>DELIVERABILITY RISK</b>	High	0.00%	2.59%	0.00%
	Medium	0.00%	7.76%	0.00%
	Low	59.90%	29.75%	0.00%
		Low	Medium	High
<b>REPUTATIONAL RISK</b>				

**2016 /17 RISKS**

<b>DELIVERABILITY RISK</b>	High	2.72%	0.94%	16.95%
	Medium	5.85%	9.35%	29.13%
	Low	10.87%	9.25%	14.95%
		Low	Medium	High
<b>REPUTATIONAL RISK</b>				

**2017 /18 RISKS**

<b>DELIVERABILITY RISK</b>	High	0.25%	0.00%	29.91%
	Medium	10.24%	56.10%	-22.15%
	Low	9.31%	2.02%	14.31%
		Low	Medium	High
<b>REPUTATIONAL RISK</b>				

**2018 /19 RISKS**

<b>DELIVERABILITY RISK</b>	High	0.00%	0.00%	70.73%
	Medium	14.63%	0.00%	-39.29%
	Low	11.85%	0.00%	42.07%
		Low	Medium	High
<b>REPUTATIONAL RISK</b>				



## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
O&S	CSD4	<u>Division</u> Description	<b>Infrastructure &amp; Transactions</b> Rationalise Facilities Management Building Repairs & Maintenance budgets.	617		15			L	L	SNS2
		Service Implication	Requests for building repairs and maintenance works will be assessed and where possible grouped together with planned maintenance activities to reduce cost.								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	Some delays may be experienced in respect to the time taken to complete non urgent repair and maintenance works.								
		Equalities Implications	None								
O&S	CSD5	<u>Division</u> Description	<b>Infrastructure &amp; Transactions</b> Increase income generation from external bookings at Chaucer centre.	-12		40			M	L	SI2
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
O&S	CSD6	<u>Division</u> Description	<b>Infrastructure &amp; Transactions</b> Reduction in the number of vehicles operated by Infrastructure & Transactions division from three to two.	10		5			L	L	SNS1
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								

## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
O&S	CSD7	<u>Division</u>	<b>Infrastructure &amp; Transactions</b>	382		47			L	L	SS2
		<b>Description</b>	Restructure Post & Print section and delete 2 FTE posts.								
		<b>Service Implication</b>	The reduction in resources will increase the time taken to process both incoming and outgoing items of post, which may become critical during peak periods such as Council Tax billing.								
		<b>Staffing Implications</b>	Delete 2 FTE posts which will result in two staff redundancies.								
		<b>Business Plan implications</b>	None								
		<b>Impact on other departments</b>	Reduction in current level of service may impact some time critical processes.								
		<b>Equalities Implications</b>	None								
O&S	CSD8	<u>Division</u>	<b>Infrastructure &amp; Transactions</b>	489		40			L	L	SS2
		<b>Description</b>	Restructure IT Service Delivery section and delete 1 FTE post.								
		<b>Service Implication</b>	The reduction in resources will have a direct impact on the sections ability to support and maintain the Councils IT infrastructure and equipment								
		<b>Staffing Implications</b>	None								
		<b>Business Plan implications</b>	None								
		<b>Impact on other departments</b>	Requests for IT works and services will be assessed and prioritised for completion on the basis of business need.								
		<b>Equalities Implications</b>	None								
<b>Total Infrastructure &amp; Transactions Services Savings</b>						<b>31</b>	<b>383</b>	<b>150</b>	<b>0</b>		



## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
	CSD9	<u>Division</u>	<u>Customer Services</u>								
		Description	Ending of e-Capture Service	53		9			L	L	SNS2
		Service Implication	This service currently converts DWP benefit claims into on-line claims for the HB system. With Universal Credit commencing rollout from Feb 15 we will receive fewer of these types of claims. Sampling of the existing claims indicates that from February next year as little as 20% of cases will still be received and these can be input manually								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								

## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
Page 282	CSD10	<p><u>Division</u> <b>Customer Services</b></p> <p><b>Description</b> Ending of Risk Based Verification</p> <p><b>Service Implication</b> The service currently assesses new HB claims with a low, medium or high rating for error. With Universal Credit being rolled out from February 15 the Council will receive fewer new claims and over the period of the roll out will reduce down to a low amount. We will revert back to manual verification of all evidence for the reduced number of new claims</p> <p><b>Staffing Implications</b> None</p> <p><b>Business Plan implications</b> None</p> <p><b>Impact on other departments</b> None</p> <p><b>Equalities Implications</b> None</p>	53		22			L	L	SNS2
	CSD11	<p><u>Division</u> <b>Customer Services</b></p> <p><b>Description</b> Terminate the Experian trace and search system contract</p> <p><b>Service Implication</b> None</p> <p><b>Staffing Implications</b> None</p> <p><b>Business Plan implications</b> None</p> <p><b>Impact on other departments</b> None</p> <p><b>Equalities Implications</b> None</p> <p>Will have to procure there own service</p>	12		10			L	L	SNS2
	CSD12	<p><u>Division</u> <b>Customer Services</b></p> <p><b>Description</b> Rationalisation of Divisional Budgets (E02180 DJ04 £6k, DE03 £5k, AB02 £4k)</p> <p><b>Service Implication</b> None</p> <p><b>Staffing Implications</b> None</p> <p><b>Business Plan implications</b> None</p> <p><b>Impact on other departments</b> None</p> <p><b>Equalities Implications</b> None</p>	24	15				L	L	SNS1

## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
	CSD13	<p><u>Division</u> <b>Description</b></p> <p><u>Customer Services</u> Reduce Customer Access Point Assistant by 0.6FTE</p> <p><b>Service Implication</b> None due to improved channel migration</p> <p><b>Staffing Implications</b> 0.6 redundancy</p> <p><b>Business Plan implications</b> None</p> <p><b>Impact on other departments</b> None</p> <p><b>Equalities Implications</b></p>	566	15				L	L	SS1
	CSD14	<p><u>Division</u> <b>Description</b></p> <p><u>Customer Services</u> Reduction of 1 FTE Revenues Officer</p> <p><b>Service Implication</b> Automated processes will be implemented in 15/16 which will reduce manual intervention on some changes</p> <p><b>Staffing Implications</b> 1 FTE Redundancy unless there is a vacant post within the next 10 months</p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	1240		30			L	L	SS1
	CSD15	<p><u>Division</u> <b>Description</b></p> <p><u>Customer Services</u> Increase in Court Costs (council tax) - Increase from £110.00 to £115.00</p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	-930		40			L	M	SI1



DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
	CSD19	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Communications</u> My Merton and staff reductions - Delete 1 FTE - Communication Asisstant	256		25		49	M	M	SS1
Total Communication Services Savings						3	57	73	49		
Page 285	CSD20	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Resources</u> Increased income None Directly None Consistent with Business Plan None None		14	16	16	16	L	L	SI1
	CSD21	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Resources</u> Rephase existing Savings None Directly None Consistent with Business Plan None None			42			L	L	sp1

## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
	CSD22	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Resources</u> Treasury Management/Interest income None Directly None Consistent with Business Plan None None		60				M	M	SI2
Page 286	CSD23	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Resources</u> Cut Running costs budgets Some reduction in level of departmental support None Not significant Some reduction in level of departmental support None	102		30	3		L	M	SNS2
	CSD24	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Resources</u> Consultancy Budget The ability to engage specialist external skills will be reduced Ability to use interim staff will be reduced Deliverables will need to be revised to accommodate this There will be a substantial reduction in the ability to advise on more complex projects None	206		100			L	M	SNS2

## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
	CSD25	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Resources</u> Increased Charge to Pension Fund None Directly None Consistent with Business Plan None None			20		L	L	SNS2
Page 287	CSD26	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Resources</u> Delete 1 Business Partner Reduction in level of departmental support Reduction of 1 post Deliverables will need to be revised to accommodate this Reduction in the level of support The reduction will be carried out in a manner that is consistent with the council's equalities policies.	233			78	L	M	SS2
	CSD27	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Resources</u> Further Restructuring Reduction in level of departmental support TBD but in the order of 2 to 4 posts Deliverables will need to be revised to accommodate this Reduction in the level of support as core central legal responsibilities will have to form an increasing proportion of the work carried out. The reduction will be carried out in a manner that is consistent with the council's equalities policies.	2,391			100	H	H	SS2
<b>Total: Resources Savings</b>					<b>74</b>	<b>208</b>	<b>97</b>	<b>116</b>		

## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
	CSD28	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Human Resources</u> COT review Reduced business support Reduced staffing levels Less transactional support Less transactional support Proposals affect a female workforce	425		38			M	M	SS2
Page 288	CSD29	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Human Resources</u> Recruitment and DBS review Reduction in HR managerial support Reduction in staffing Reduction in transactional support Reduction in transactional support Impacts on a largely female workforce	425		50			M	M	SS1
	CSD30	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Human Resources</u> Schools COT support (delivery of schools buy-back service) Removal of dedicated COT support for schools Post reductions No dedicated COT service No dedicated COT service Impacts on female workforce	425			152		H	H	SS2



DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

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 (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
	CSD31	<p><u>Division</u></p> <p><b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><u>Human Resources</u></p> <p>Review of HR business support</p> <p>Less business support for HR</p> <p>Reduction in posts</p> <p>Less business support for HR</p> <p>Possibly less efficiency of response</p> <p>Impacts upon a largely female workforce</p>	90	19				L	L	SS1
Page 289	CSD32	<p><u>Division</u></p> <p><b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><u>Human Resources</u></p> <p>Review of HR business support (printing and stationery)</p> <p>Less business support for HR</p> <p>Reduction in posts</p> <p>Less business support for HR</p> <p>Possibly less efficiency of response</p> <p>Impacts upon a largely female workforce</p>	20		5			L	L	SNS1

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

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 (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
	CSD33	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Human Resources</u> HR transactional service income generation None None None None None		20				H	M	SI1
Page 290	CSD34	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Human Resources</u> Learning & Development admin support Reduction in transactional support shared with LBS Reduction in posts Reduction in transactional support Possible reduction in responsiveness Impacts on a female workforce	169			18		M	M	SS2

## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
	CSD35	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Human Resources</u> Learning and Development budget Targeted L&D offer None Need to ensure underpins TOM's/business plan Need to ensure targeted L&D activity Ensure equal access to L&D	630		18	134		M	M	SP1
Total HR Savings						39	111	304	0		
	CSD36	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Business Improvement</u> Business Systems Team Restructure Phase 1 Reduction in availability for any support work other than non-essential fix-on-fail and potential decrease in Reduction: 1FTE 15/16; 2 FTE 17/8 Incorporated within business plan - assumes reduction in number/customisation of IT Systems through IT Reduction in capacity for adhoc improvement and requires less customised automation in line of business None	1,125	10				L	M	SS2
	CSD37	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Business Improvement</u> PO Restructure Reduction in level of coordination, assurance and support for corporate transformation/change. Loss of 1.5 FTE; Regrading of 1.5 FTE OCPB reserves secured for short term transformation needs. Reduced support available for change/transformation coordination beyond 16/7 Reduced coordination of change projects - interdependencies, benefits, critical paths and delivery assurance support not available. None	209		64			L	M	SS2

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

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 (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
Page 292	CSD38	<u>Division</u>	<b><u>Business Improvement</u></b>						L	L	SNS1
	<b>Description</b>	Reduction in support budget									
	<b>Service Implication</b>	Reduced resource for hardware/software costs									
	<b>Staffing Implications</b>	None									
	<b>Business Plan implications</b>	None									
	<b>Impact on other departments</b>	None									
	<b>Equalities Implications</b>	None									
Page 292	CSD39	<u>Division</u>	<b><u>Business Improvement</u></b>		1,125	50			H	M	SS2
	<b>Description</b>	Business Systems Team Restructure Phase 2									
	<b>Service Implication</b>	Reduction in availability/increase in response times for 'fix-on-fail' support									
	<b>Staffing Implications</b>	Reduction by 1 FTE									
	<b>Business Plan implications</b>	Availability for support calls will be reduced and response times affected. Increase in single points of failure for system support likely.									
	<b>Impact on other departments</b>	Availability for support calls will be reduced and response times affected. Increase in single points of failure for system support likely.									
	<b>Equalities Implications</b>	None									

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

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 (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
Page 293	CSD40	<u>Division</u>	<b><u>Business Improvement</u></b>								
		<b>Description</b>	Secure additional income generated through gazetteer maintenance and Street Naming/Numbering		0		30		M	H	SI1
		<b>Service Implication</b>	Move to cost-neutral gazetteer maintenance								
		<b>Staffing Implications</b>	Sustains 1 existing FTE								
		<b>Business Plan implications</b>	None								
		<b>Impact on other departments</b>	Requires agreement with E&R where income from gazetteer is largely generated.								
		<b>Equalities Implications</b>	None								
	CSD41	<u>Division</u>	<b><u>Business Improvement</u></b>								
<b>Description</b>	Consolidation of systems support		0		20		M	M	SS1		
<b>Service Implication</b>	Seeks to achieve economies of scale with minimal impact on services through centralisation										
<b>Staffing Implications</b>	TBC - rationalisation of functions will be sought										
<b>Business Plan implications</b>	Widen support responsibilities within the Business Systems Team										
<b>Impact on other departments</b>	Migrates technical support arrangements to CS. May offer some dept savings.										
<b>Equalities Implications</b>	None										



DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
	CSD44	<u>Division</u>	<u>Corporate Governance</u>								
		<b>Description</b>	Stop web casting meetings, Remove scrutiny support fund and reduce other supplies and services	68	0	35	0	0	L	M	SNS2
		<b>Service Implication</b>	Reduce support to members								
		<b>Staffing Implications</b>									
		<b>Business Plan implications</b>	none								
		<b>Impact on other departments</b>	reduction in capacity								
		<b>Equalities Implications</b>	none								

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
Page 29	CSD45	<u>Division</u>	<u>Corporate Governance</u>	465	0	60	20	0	M	M	SS1
	Description	share audit and investigation service									
	Service Implication	reduction in management capacity for the authority. Reduction in audit and investigation capacity									
	Staffing Implications	reduction in 0.5 FTE manager and 1fte auditor									
	Business Plan implications	impact on audit assurance capacity									
	Impact on other departments	reduced audit resource									
Equalities Implications	none										
Total Corporate Governance Savings					0	135	30	0			



## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		<u>Division</u>	<u>Policy Unit</u>								
	CSD46	Description	Reduce budget for LCGS to match actual contribution	1,090	3		81		L	L	SNS1
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications									

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

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 (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
Page 298	CSD47	<u>Division</u>	<u>Policy Unit</u>	275		50			L	L	SS1
		Description	Delete 1 post								
		Service Implication	Small reduction in capacity								
		Staffing Implications	Delete 1 post								
		Business Plan implications	None								
		Impact on other departments	None								
Equalities Implications	None										
Total Policy Unit Savings					3	50	81	0			

## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
Page 299	CSD48	Division	Other								
		Description	CHAS Dividend	0	145	258			L	L	SI
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
Total Other Savings/Income					0	145	258	0			
Total - Corporate Services					190	1,600	1,163	165			
Total - Corporate Services (cumulative)					190	1,790	2,953	3,118			

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	Type of Saving (see key)	
C&YP	CSF2014-05	<b>Service Description</b>	<b>Commissioning, Strategy and Performance</b>		700	400			Medium	High	SS2 & SP2
		<b>Service Implication</b>	Reduction in commissioning of early intervention and prevention services.								
C&YP	CSF2014-05	<b>Service Implication</b>	The council would not re-commission a number of early help services historically provided by local VCS providers. Residual early help commissioning would be restricted to evidence based models unlikely to be provided by local providers due to the nature of the work. Reduced investment in early help services could result in increased pressure on children's social care services.		700	400			Medium	High	SS2 & SP2
		<b>Staffing Implications</b>	Reductions in staffing, both in-house and voluntary organisations. Potential risk to sustainability of some local VCS organisations. Potential for increased workloads in children's social care services.								
C&YP	CSF2014-05	<b>Business Plan implications</b>	Reduced service offer for children and families in Merton.		700	400			Medium	High	SS2 & SP2
		<b>Impact on other departments</b>	None.								
C&YP	CSF2014-05	<b>Equalities Implications</b>	Likely to have a disproportionate impact on disadvantaged groups within the community.		700	400			Medium	High	SS2 & SP2
		<b>Implications</b>									
C&YP	CSF2014-06	<b>Service Description</b>	<b>Youth Service</b>		480	480			Medium	High	SS2 & SP2
		<b>Service Implication</b>	Young people will be signposted to VCS youth provision.								
C&YP	CSF2014-06	<b>Service Implication</b>	The Council's minimal youth offer will be targeted to young people at highest risk. Cease commissioned local youth VCS and continue small highly targeted provision to young people at risk.		480	480			Medium	High	SS2 & SP2
		<b>Staffing Implications</b>	Redundancy of both in house and commissioned services staff, circa 12 FTEs.								
C&YP	CSF2014-06	<b>Business Plan implications</b>	Reduced service offering. Potential impact on youth justice and crime.		480	480			Medium	High	SS2 & SP2
		<b>Impact on other departments</b>	Possible property implications.								
C&YP	CSF2014-06	<b>Equalities Implications</b>	Likely to have a disproportionate impact on young people from disadvantaged groups within the community.		480	480			Medium	High	SS2 & SP2
		<b>Implications</b>									

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	Type of Saving (see key)	
C&YP	CSF2014-07	<p><b>Service Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><b>Public Health</b></p> <p>Children's centres deliver the widest outcomes for under fives and getting a good start in life is key to narrowing inequalities in health outcomes.</p> <p>The use of Public Health funding to deliver health outcomes for under fives will enable our children centres to maintain a wider offer than childcare, delivering health outcomes to children and families.</p> <p>None.</p> <p>Continued offer to improve health outcomes for children, young people and families.</p> <p>Realignment of Public Health spend but still focussed on health outcomes in line with health and wellbeing strategy priority 1.</p> <p>None.</p>			400			Low	Medium	SG1
C&YP	CSF2014-08	<p><b>Service Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><b>Schools</b></p> <p>Increased income from schools and/or reduced LA service offer to schools</p> <p>The LA provides some statutory services for schools and 'trades' via SLAs for additional services. This proposal would be achieved through greater income generation from schools and/or reduction of some services to statutory minima thus reducing staffing required.</p> <p>Potential redundancy of staff providing LA support services to schools. If the entire saving was made from staffing, it would equate to an estimated 10 FTEs.</p> <p>Changes in the LA's relationship with schools</p> <p>None.</p> <p>Potential for lesser LA support to schools could impact negatively on equalities and disadvantaged groups</p>	688 917		400			Medium	Medium	SI1/SNS2

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	Type of Saving (see key)
C&YP	CSF2014-09	<p><b>Service Description</b></p> <p><b>Service Implication Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments Equalities Implications</b></p>	3,640		254	296		Medium	High	SS2
<b>Total Children, Schools and Families Savings</b>				<b>0</b>	<b>1,934</b>	<b>296</b>	<b>0</b>			

Savings Type

- SS** Staffing: reduction in costs due to efficiency
- SS0** Staffing: reduction in costs due to deletion/reduction in service
- SNS1** Non - Staffing: reduction in costs due to efficiency
- SNS2** Non - Staffing: reduction in costs due to deletion/reduction in service
- SP1** Procurement / Third Party arrangements - efficiency
- SP2** Procurement / Third Party arrangements - deletion/reduction in service
- SG1** Grants: Existing service funded by new grant
- SG2** Grants: Improved Efficiency of existing service currently funded by unringfenced grant
- SPROP** Reduction in Property related costs
- SI1** Income - increase in current level of charges
- SI2** Income - increase arising from expansion of existing service/new service

Panel

- C&YP**
- O&S**
- HC&OP**
- SC**

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## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R1	<b>Service/Section Description</b> <b>Service Implication</b>  <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b>	<b>Leisure &amp; Culture Development Team</b> Arts Development - further reduce Polka Theatre core grant This continues the year-on-year reductions that we have been requiring Polka Theatre to take and would require this to continue in a planned way for a further 3yrs requiring them to generate this shortfall through alternative funding sources and income generation. This core grant ensures that Polka are able to lever in a significant Arts Council Grant as a Regionally Funded Body of £570k per annum for 2015-18 None  This is in line with the Leisure & Culture Development Team's TOM.  None  None	74	5	5	4	Low	Low	SNS2
SC	E&R2	<b>Service/Section Description</b> <b>Service Implication</b>  <b>Staffing Implications</b>  <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b>	<b>Leisure &amp; Culture Development Team</b> Water sports Centre - Additional income from new business - Marine College & educational activities. This is a new business development as part of the teams transformation work. There will be less capacity in the team and within the facilities available for community type activities, rather more emphasis will be towards commercial products.  Increased staff will be required should the business fully develop, but these costs would be covered within the business plan, still returning the surpluses included in this savings plan.  This is in line with the Leisure & Culture Development Team's TOM.  None  None	(367)	10	10	5	Medium	Low	SI2

## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R3	<b>Service/Section Description</b>	<b>Leisure &amp; Culture Development Team</b> Various Budgets - Reduction in supplies & services &/or increased income over expenditure	175		16		Low	Low	SNS1
		<b>Service Implication</b>	Savings from implementation of the team's TOM making continuous improvement via such activities as movement to online bookings & payments, use of social media, changing the channels by which we deliver services thus seeing reductions in letters, postage, printing, etc.							
		<b>Staffing Implications</b>	Staff will be retrained and deployed to deliver services in the changed way throughout the implementation of the TOM							
		<b>Business Plan implications</b>	This is in line with the Leisure & Culture Development Team's TOM							
		<b>Impact on other departments</b>	Efficiencies made in this team will assist in some savings in the corporate centre e.g. income collection, cheque handling, invoicing,etc. Also as the team changes the way it works there will be less capacity to support other team's projects unless it is also part of our business plans.							
		<b>Equalities Implications</b>	The team recognise that not all our customers will be able to change at the same rate and therefore we will need to put in place arrangements to assist some customers through a transition period							
SC	E&R4	<b>Service/Section Description</b>	<b>Leisure &amp; Culture</b> Morden Leisure Centre	233			100	Low	Low	SP1
		<b>Service Implication</b>	The new Morden Leisure Centre (MLC) is due to be completed in the Spring of 2018 and this will result in a Deed of Variation with the contractors Greenwich Leisure Limited (GLL) to discontinue operation of the existing Morden Park Pools (MPP) and move to operate the new MLC. In doing this we expect to be making savings on the contract sum							
		<b>Staffing Implications</b>	None							
		<b>Business Plan implications</b>	This is in line with the Council's Strategic Plans and is included within the team' s Service and Transformation Plans							
		<b>Impact on other departments</b>	None							
		<b>Equalities Implications</b>	None							



DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R5	<b>Service/Section Description</b> <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b>	<b>Property Management</b> Team transformation and asset review Leaner team structure potential reduction of at least one post [ estates surveyor ]but compensated by graduates Some Increased income from non operational portfolio. Reduced service as resource directed to increased income None	270		82		Medium	Low	SS2 &SI1
SC	E&R6	<b>Service/Section Description</b> <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b>	<b>Property Management</b> Reduced costs incurred as a result of sub-leasing Stouthall until 2024. In summary the Council is saving £38k p.a. for three years, and thereafter £57k p.a. as the rent repayment begins. None None None None None	139	39		18	Low	Low	SPROP

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R7	<b>Service/Section Description</b>	<b>Parking Services</b> Due to additional requests from residents, the budget will be adjusted to reflect the demand for and ongoing expansion of Controlled Parking Zone coverage in the borough. CPZs are only implemented where a majority of residents ask for them and there will be a corresponding increase in PCN fines and permits. There is greater certainty in earlier years where we know of CPZs that are being requested and consulted upon.	(7,176)	260	163	163	Medium	Low	SI2/SNS1
		<b>Service Implication</b>	None							
		<b>Staffing Implications</b>	None							
		<b>Business Plan implications</b>	None							
		<b>Impact on other departments</b>	None							
		<b>Equalities Implications</b>	None							
SC	E&R8	<b>Service/Section Description</b>	<b>Parking Services</b> In response to residents concerns about traffic congestion, enforcement of moving traffic contraventions, following the implementation of ANPR.	(5,446)	1,700	-1,540	-500	Medium	High	SI2
		<b>Service Implication</b>	Improvement of traffic enforcement efficiency and compliance by motorists							
		<b>Staffing Implications</b>	Expansion of FTEs in PCN processing and Debt Registration teams by up to 100%							
		<b>Business Plan implications</b>	Increase in fines from PCNs and expenditure and a need for more accommodation							
		<b>Impact on other departments</b>	Corporate Services: increasing accommodation will require Facilities input along with support from Business Improvement and IT infrastructure							
		<b>Equalities Implications</b>	None							

## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R9	<b>Service/Section Description</b>	<b>Parking Services</b> Change in on-street bay suspension pricing structure. £42 per week change to £25 per day with one off admin fee of £25. This is consistent with the approach of other boroughs.	(215)	500			Low	High	SI1
		<b>Service Implication</b>	Implement a daily charge for suspensions rather than a weekly one to benefit residents by ensuring suspensions are not in place for longer than necessary							
		<b>Staffing Implications</b>	none							
		<b>Business Plan implications</b>	none							
		<b>Impact on other departments</b>	change to charges for skip approval applications will impact on Traffic & Highways administration							
		<b>Equalities Implications</b>	none							
SC	E&R10	<b>Service/Section Description</b>	<b>Parking Services</b> Back office reorganisation	1,177	80			Low	Low	SS1
		<b>Service Implication</b>	Review the current back office structure							
		<b>Staffing Implications</b>	Reduction in staff							
		<b>Business Plan implications</b>	Improve efficiencies by reducing revenue expenditure							
		<b>Impact on other departments</b>	None							
		<b>Equalities Implications</b>	None							
SC	E&R11	<b>Service/Section Description</b>	<b>Parking Services</b> Enforcement of pavement parking	(5,446)	60			Medium	High	SI2
		<b>Service Implication</b>	This saving is as a result of regular complaints from the public. We are currently assessing all roads where this problem exists and adjusting our enforcement policy so that we enforce in roads where vehicles could safely park on the highway but instead choose to park on the pavement.							
		<b>Staffing Implications</b>	None							
		<b>Business Plan implications</b>	There will be an increase in PCN fines for contraventions but that will change as compliance by the motorist improves							
		<b>Impact on other departments</b>	None							
		<b>Equalities Implications</b>	This will improve as it is often the public with disabilities and children in buggies that are adversely affected by pavement parking							

## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

Panel	Ref	Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
SC	E&R12	<p><b>Service/Section Description</b>  <b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><b>Parking Services</b>            End lease of Wycliffe Road            This location was an additional a base for the Civil Enforcement Officers a decision was made to make a saving by ending the lease with the officers using their main base at Civic Centre</p> <p>None</p> <p>reduction in expenditure</p> <p>Reduction in the corporate maintenance and IT needs</p> <p>None</p>	14	14			Low	Low	SPROP
SC	E&R13	<p><b>Service/Section Description</b>  <b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><b>Regulatory Services</b>            Increase income from discretionary fees &amp; charges; Charge for business advice including pre-application planning advice;            Slight increase in time taken for provision of officer advice.</p> <p>None</p> <p>In line with Reg.Services TOM</p> <p>None</p> <p>None</p>	(344)	50			Medium	Medium	SI1
SC	E&R14	<p><b>Service/Section Description</b>  <b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><b>Regulatory Services</b>            Further expansion of the shared service.            This is new business development associated with potential new partners joining the existing shared regulatory services partnership. The estimate is based on two new boroughs joining the partnership.</p> <p>None</p> <p>In line with Reg.Services TOM</p> <p>None</p> <p>None</p>	1,278	100			Medium	Low	SS1/ SNS1

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Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R15	<b>Service/Section Description</b>	<b>Regulatory Services</b> Alter funding of post dedicated to investigating potential recovery of funds under the POCA, to be funded from costs recovered.	50	50			High	Medium	SS1
		<b>Service Implication</b>	None							
		<b>Staffing Implications</b>	None							
		<b>Business Plan implications</b>	None							
		<b>Impact on other departments</b>	None							
		<b>Equalities Implications</b>	None							
SC	E&R16	<b>Service/Section Description</b>	<b>Waste Services - Joint procurement</b> joint procurement of waste, street cleansing, winter maintenance and fleet maintenance services (Phase C)	8,037		1,500		Medium	Medium	SP1
		<b>Service Implication</b>	Potential harmonising of services across the Partnership							
		<b>Staffing Implications</b>	TUPE arrangement to be in place to transfer staff to new contractor.							
		<b>Business Plan implications</b>	To be confirmed							
		<b>Impact on other departments</b>	Impact on Parks and Waste services.							
		<b>Equalities Implications</b>	to be confirmed prior to award of contract							
SC	E&R17	<b>Service/Section Description</b>	<b>Street Cleansing</b> To reduce the costs of the service and maintain current standards of cleaning within Merton it is proposed to alter how we deploy our resources by reducing residential solo sweepers and alter the use of mechanical sweepers by investing in electric sweepers (Gluttons). Still concentrating on the issues that are important to residents such as Litter and Fly tipping. Detritus will continue to be managed in a programmed way.	2,764	157			Low	Medium	SS2
		<b>Service Implication</b>	proposal alters how we deploy our resources allowing the mobile teams to be reactive , moving away from a routine schedule							
		<b>Staffing Implications</b>	7 staff reduction							
		<b>Business Plan implications</b>	This is consistent with the Transformation plan options							
		<b>Impact on other departments</b>	Possible impact on enforcement							
		<b>Equalities Implications</b>	None identified							

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Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R18	<b>Service/Section Description</b>	<b>Waste Services - Caddy Liners</b> Cease the distribution of food caddy liners Caddy liners will be procured by the service and available for collection by the residents	137	70			Low	Medium	SNS2
		<b>Service Implication</b>								
		<b>Staffing Implications</b>	Staff will be retrained and deployed to deliver services in the changed way throughout the implementation of the TOM							
		<b>Business Plan implications</b>	Impact on recycling target							
		<b>Impact on other departments</b>	Libraries may be able to provide a central collection point for liners. This may be a internal recharge. Residual waste may increase resulting in higher landfill cost.							
		<b>Equalities Implications</b>	Impacts on the 52% of residents that partake in the service							
SC	E&R19	<b>Service/Section Description</b>	<b>Waste Services</b> Align income budget to levels of income being generated from the sale of Textiles.	N/A	50			Low	Low	SI2
		<b>Service Implication</b>	None as collected by contractor DM Recycling							
		<b>Staffing Implications</b>	None							
		<b>Business Plan implications</b>	None							
		<b>Impact on other departments</b>	None							
		<b>Equalities Implications</b>	None							
SC	E&R20	<b>Service/Section Description</b>	<b>Waste Services</b> To contribute to a cleaner borough, enforcement of litter dropping under EPA/ ASB legislation with FPN fines for contraventions. This follows on from the Pilot private enforcement and in advance of any decisions on future procurement. Litter dropping by residents remains a significant issue and a big factor in the level of cleanliness on our streets .	(242)	20	-3	-2	Low	Low	SI2
		<b>Service Implication</b>	Fluctuating resource availability for education and encouragement activities							
		<b>Staffing Implications</b>	Training and support to existing internal staff							
		<b>Business Plan implications</b>	Cleaner borough							
		<b>Impact on other departments</b>	Legal services - cost of prosecution for non payment							
		<b>Equalities Implications</b>	Full Qualities Impact assessment needs to be undertaken and approved							

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Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R21	<b>Service/Section Description</b>	<b>Waste Services</b> HRRC Site operations procured to external provider. Contractual savings .	629	30			Low	Low	SP1
		<b>Service Implication</b>	None - Continuation of externalised service - current procurement in progress							
		<b>Staffing Implications</b>	TUPE and impact on transfer station.							
		<b>Business Plan implications</b>	None							
		<b>Impact on other departments</b>	None							
		<b>Equalities Implications</b>	None							
SC	E&R22	<b>Service/Section Description</b>	<b>Waste Services - Dog Waste Option 1</b> Removal of borough wide dog bins including Parks	42	42			Low	Medium	SNS2
		<b>Service Implication</b>	High - dog fouling is identified as one of the main concerns for residents. This waste would be disposed of in general litter bins currently provided.							
		<b>Staffing Implications</b>	Reduction of 1 driver							
		<b>Business Plan implications</b>	Impact on Cleaner borough							
		<b>Impact on other departments</b>	Parks							
		<b>Equalities Implications</b>	None							
SC	E&R23	<b>Service/Section Description</b>	<b>Waste Services - Dog Waste Option 2</b> Removal of dog bins from the highway whilst retaining within parks	42	12			Low	Medium	SNS2
		<b>Service Implication</b>	High - dog fouling is identified as one of the main concerns for residents. This waste would be disposed of in general litter bins currently provided.							
		<b>Staffing Implications</b>	None							
		<b>Business Plan implications</b>	Impact on Cleaner borough							
		<b>Impact on other departments</b>	Parks - How would this waste be collected							
		<b>Equalities Implications</b>	None							

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Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R24	<b>Service/Section Description</b>	<b>Greenspaces</b> Reduction in current levels of staffing in the Greenspaces grounds maintenance and horticulture and sports teams.	1,723	130			Medium	High	SS2
		<b>Service Implication</b>	Reduction in maintenance standards in some parks							
		<b>Staffing Implications</b>	Reduction in staff by 4 FTEs							
		<b>Business Plan implications</b>	Staff establishment is projected to decline over the period of the plan							
		<b>Impact on other departments</b>	None directly							
		<b>Equalities Implications</b>	All sections of the community affected							
SC	E&R25	<b>Service/Section Description</b>	<b>Greenspaces</b> Joint procurement of greenspace services as part 2 of the Phase C SLWP procurement contract with LB Sutton	3,689		160		Medium	Medium	SP1
		<b>Service Implication</b>	Potential harmonising of services.							
		<b>Staffing Implications</b>	TUPE arrangement to be in place to transfer to new contractor.							
		<b>Business Plan implications</b>	To be confirmed							
		<b>Impact on other departments</b>	Impact on Parks and allied services							
		<b>Equalities Implications</b>	To be confirmed prior to award of contract							



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Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R26	<b>Service/Section Description</b>	<b>Greenspaces</b> Introduction of P&D within certain parks responding to demand for the management of parking and controlling excess demand for spaces/ commuter parking . This will require reprofiling of capital investment of £60k.	N/A	60			Medium	Medium	SI2
		<b>Service Implication</b>	Visitors will be required to pay to park in parks' car parks for some periods							
		<b>Staffing Implications</b>	None							
		<b>Business Plan implications</b>	consistent with Transformation plan / commercial approach							
		<b>Impact on other departments</b>	Impacts for Parking Services who will manage the controls/FPNs							
		<b>Equalities Implications</b>	Yes - possible adverse implications for park users on low incomes							
SC	E&R27	<b>Service/Section Description</b>	<b>Greenspaces</b> Additional property rental income	(341)	44			Medium	Low	SI1
		<b>Service Implication</b>	Re-letting of vacant parks properties within commercial property market. Rent review and increase for existing service tenancy properties.							
		<b>Staffing Implications</b>	No direct impact upon staff establishment							
		<b>Business Plan implications</b>	Integral to commercialisation agenda							
		<b>Impact on other departments</b>	Possible impact upon Housing: local rehousing need for some existing tenants							
		<b>Equalities Implications</b>	Not in respect of front-lines services. Tenants affected are predominantly current or former LBM staff who have retired or are near retirement							

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Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R28	<b>Service/Section Description</b>	<b>Building and Development Control</b> Proposed shared services with Wandsworth incorporating: 1) Shared enforcement and admin teams and investigation of other shared service options 2) Increased income generation from planning performance agreements and revised pre application charging 3) Joint re-procurement of M3 Northgate systems 4) Improved efficiency and resilience with larger teams. 5) Eliminate postal consultations 6) Efficiencies delivered through Mobile and flexible working arrangement rollout and other TOM improvements 7) Potential outsourcing of admin scanning functions At this stage it would be premature to predict exactly how the savings will be delivered. However, a consultant has been appointed and is starting the assessment.	1575  (884)		157		Medium	High	SS2, SNS1, SNS2, SP1
		<b>Service Implication</b>	Still to be determined as the scope of the review is still to be finalised. Shared services joint review commissioned with Wandsworth and due to be finalised early 2015. Saving spread over 2 years in same way as Shared regulatory service to allow for management restructure followed by frontline and process savings .							
		<b>Staffing Implications</b>	Still to be determined through the shared services report. Likely impact on management levels, enforcement and admin functions and working arrangements.							
		<b>Business Plan implications</b>	consistent with Transformation Plan							
		<b>Impact on other departments</b>	unknown at present							
		<b>Equalities Implications</b>	unknown at present							
SC	E&R29	<b>Service/Section Description</b>	<b>Building &amp; Development Control</b> Enhanced pre-application process. This is in addition to previous savings proposals. Generating more additional income from Planning Performance Agreements as opposed to the normal pre-application process	(56)	40			Low	High	SI2
		<b>Service Implication</b>	The additional work pressure may impact on performance and delivery of regeneration projects as the PPA income is meant to be reinvested in the service to deliver such projects and this will not be the case.							
		<b>Staffing Implications</b>	No changes although there will be additional pressure on existing staff to deliver.							
		<b>Business Plan implications</b>	Potential impact on performance figures especially in relation to major schemes. Reduced ability to deliver regeneration projects in the borough.							
		<b>Impact on other departments</b>	none							
		<b>Equalities Implications</b>	none							

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Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R30	<b>Service/Section Description</b> <b>Service Implication</b>  <b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b> <b>Equalities Implications</b>	<b>Building &amp; Development Control - Planning Enforcement</b> Reduce staffing levels within the enforcement team by 2 FTE's There are currently 4 FTE's dealing with enforcement so the team will be halved resulting in insufficient resources available to undertake the current work load. A significant backlog will quickly develop. Reduce the staff dealing with enforcement investigations in the team by 1 team leader and 1 officer.  It will not be possible to investigate the current level of enforcement cases and a backlog will quickly develop resulting in more complaints and possible ombudsman awards against the Council  Joint enforcement investigations will be severely hindered.  none	190	80			Low	High	SS2
SC	E&R31	<b>Service/Section Description</b> <b>Service Implication</b>  <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b>	<b>Senior Management &amp; Support</b> Deletion of the 2 management support posts and absorption into existing resources.  Less resource available to support service managers.  Both posts are recently vacant and are delivering in year savings. Some of the budget will be used to deliver transformation projects in 15/16 None  None  None	755	70			Low	Low	SS1

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Panel	Ref	Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
SC	E&R32	<p><b>Service/Section Description</b>  <b>Service Implication</b></p> <p><b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b></p>	<p><b>Wifi Concessionary Contract</b>  Income from wifi concessionary contract to be let from 2015/16  Pan London contract into which Merton have joined will deliver income from public wifi service operated by private contractor utilising LBM street assets [principally lamp columns in town centres]. Some guaranteed and some non-guaranteed income.  None  Consistent with transformation Plan  Traffic and highways will be required to asses structural integrity and this is factored in. The non-guaranteed income element would sit with Corporate Services (Communications).</p>	N/A	20	5		Medium	Low	SI2
SC	E&R33	<p><b>Service/Section Description</b>  <b>Service Implication</b>  <b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b></p>	<p><b>Various Budgets - Increase in income from commercialisation of services</b>  Increase in commercial income across a range of budgets following recruitment of commercial sales manager from 15/16. This includes events in parks / commercial waste / leisure/ building control and other income streams to be developed  Will work closely with Business managers in EandR and across Council  2 year Fixed term contract due to commence early 2015 funded from Transformation budgets alongside Marketing Manager.  Consistent with transformation Plan  Will work with other income generating staff across the council  None anticipated</p>	N/A	250			High	Low	S11/SI2
SC	E&R34	<p><b>Service/Section Description</b>  <b>Service Implication</b>  <b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b></p>	<p><b>Traffic &amp; Highways</b>  Alternative delivery model of highway safety inspection service  Further review of Highway Safety Inspection Service  Review of JDs, working practices and working hours. Increased level of complaints and work load and may result in an increase in Insurance claims. Potential reduction of 1fte.  Reduction in Service Delivery with a focus on maintaining Statutory Duties.  Increase in Third Party insurance claims  May have an impact on vulnerable road users such as the elderly and the disabled.</p>	99		30		Medium	Medium	SS2

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Panel	Ref	Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
SC	E&R35	<p><b>Service/Section Description</b>  <b>Service Implication</b></p> <p><b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b></p>	<p><b>Traffic &amp; Highways</b>  Reduce street lighting contract costs  Development of Specification and preparation of Tender and Contract Documents.  Reduced specification  No in-house resource to develop specifications and tender documents.</p> <p>The new Contract will need to include all Council owned lighting (lighting in car parks, parks etc.) to stimulate a better response from the market.</p> <p>We will require input from Procurement Team</p> <p>None</p>	335	25	25		Medium	Medium	SP1
SC	E&R36	<p><b>Service/Section Description</b>  <b>Service Implication</b></p> <p><b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b></p>	<p><b>Traffic &amp; Highways</b>  Reduction in reactive work budget  Some non urgent repairs such as replacement of damaged posts and bollards will no longer take place and other repairs will take longer.  Increase in complaints against the Council</p> <p>Increase in whole Life costing of Highway asset. Increase with dis-satisfaction with the Council</p> <p>Increase in Third Party insurance claims</p> <p>None</p>	650	60			High	High	SNS2
SC	E&R37	<p><b>Service/Section Description</b>  <b>Service Implication</b></p> <p><b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b></p>	<p><b>Traffic &amp; Highways</b>  Introduction of Lane rental approach to Highways works to assist in reducing congestion.</p> <p>Development of Lane Rental Scheme in Merton to manage street work activities and reduce impact of street work on congestion and traffic flows through Merton .</p> <p>Will require external support and advice to develop and implement the scheme</p> <p>Lane Rental would involve charging those working in the street for the time they occupy the Highway. Lane Rental has only operated as Pilot Scheme in London at present (except on TfL Road Network)</p> <p>Legal Services</p> <p>None</p>	N/A		50		Medium	Medium	SI2

## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R38	<b>Service/Section Description</b>	<b>Traffic &amp; Highways</b> Income from Section 278/Developers agreements where traffic works are required as part of development . Charging for work currently not charged for	N/A	50			Medium	Medium	SI2
		<b>Service Implication</b>	transition from Highway permitting to minimise duration and volume of highway openings.							
		<b>Staffing Implications</b>	None - delivered within existing resources							
		<b>Business Plan implications</b>	Increased income							
		<b>Impact on other departments</b>	Will require close liaison with DC/BC team							
		<b>Equalities Implications</b>	None							
SC	E&R39	<b>Service/Section Description</b>	<b>Traffic &amp; Highways</b> Pre-application income. This is in addition to any previous pre-app savings proposal.	N/A	50			Medium	Medium	SI2
		<b>Service Implication</b>	Charging for pre-application services inputted from the T&H service as part of the pre application service.							
		<b>Staffing Implications</b>	Delivered within existing resources							
		<b>Business Plan implications</b>	Increased income							
		<b>Impact on other departments</b>	Will require close liaison with DC/BC team							
		<b>Equalities Implications</b>	None							
SC	E&R40	<b>Service/Section Description</b>	<b>Future Merton</b> Consultancy income. This is in addition to any previous savings proposal.	N/A	60			Medium	Medium	SI2
		<b>Service Implication</b>	Limited capacity for staff to attract work to the team and b. to complete new work against pressures of an existing challenging work programme							
		<b>Staffing Implications</b>	Capacity implications on other priorities							
		<b>Business Plan implications</b>	Impact on ability to deliver regeneration programme							
		<b>Impact on other departments</b>	Housing supply and Planning support impacts							
		<b>Equalities Implications</b>								

**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18**

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R41	<b>Service/Section Description</b> <b>Service Implication</b>  <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b>	<b>Future Merton</b> Staff restructure Restructure with T&H already underway - only deliverable with a cut in the work programme 2 FTEs  Reduced capacity to deliver regeneration and growth  Planning, Facilities, Highways, Building Control and Partnership groups	1,023		80		Medium	Medium	SS2
SC	E&R42	<b>Service/Section Description</b> <b>Service Implication</b>  <b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b> <b>Equalities Implications</b>	<b>Future Merton</b> Align Vestry Hall income budget with current levels of income being achieved.  None None None None	(211)	20			Low	Low	SI2

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
O&S	E&R43	<b>Service/Section Description</b>	<b>Safer Merton</b> Reductions in staffing across Safer Merton	840		70		High	High	SS2
		<b>Service Implication</b>	Reduction of our Community Safety offer to a statutory minimum which would be ASB , Annual Strategic Assessment, some Domestic Violence work, and limited strategic / partnership activity.							
		<b>Staffing Implications</b>	2-3 FTEs to be deleted							
		<b>Business Plan implications</b>	This is in line with the team's TOM. Significant reductions in work on offenders and victims, neighbourhood watch and crime analysis.Partnership work would reduce including joint operations , LMAPs work , Neighbourhood Watch coordination.							
		<b>Impact on other departments</b>	Council wide							
		<b>Equalities Implications</b>	Crime affects all members of the Community . Higher levels of crime are reported in more deprived parts of the borough and any reduction in capacity would potentially affect these areas more .							
<b>Total Environment and Regeneration Savings</b>					<b>4,196</b>	<b>810</b>	<b>-212</b>			

<b>Total Environment and Regeneration Savings Target</b>	<b>4,333</b>	<b>4,876</b>	<b>2,302</b>
<b>(SURPLUS)/ SHORTFALL</b>	<b>137</b>	<b>4,066</b>	<b>2,514</b>

Savings Type

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

Panel

- O&S Overview & Scrutiny
- C&YP Children & Young People
- HC&OP Healthier Communities & Older People
- SC Sustainable Communities



## DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
HC&OP	CH19	<p><b>Service</b></p> <p><b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><b>Adult Social Care Placements Income</b></p> <p>Realignment of Placements Income Budgets . Client and CCG contribution income budgets are currently under-stated and will be adjusted to meet this income savings target.</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p>	(11,666)	220	0	0	0	L	M	SI2
HC&OP	CH20	<p><b>Service</b></p> <p><b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><b>Access and Assessment Employees</b></p> <p>Staff Savings - 12 FTE to be deleted in 2016/17, 12 FTE in 17/18, 12 FTE in 18/19 - These savings will come from across Access and Assessment, covering all service areas.</p> <p>Reduction in the ability to carry out assessments and reviews, social work support, safeguarding activities, DOLs responsibilities and financial assessments.</p> <p>Redundancies - Some staff would be subject to redundancy</p> <p>This will have an impact on the department's ability to meet it's statutory duties. Conceivable implications include longer waiting lists, delays in assessments and other support and a potential reduction in reviews which may in turn impact our finances. Work will be done to mitigate this impact.</p> <p>The primary impact is on service users and partners, such as the NHS.</p> <p>These changes impact on staff. A detailed EA would be undertaken at the time of any restructure. There is also an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	6,200	0	511	500	483	L	H	SS2

## DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH21	<p><b>Service Description</b></p> <p><b>Direct Provision Employees</b></p> <p>Staff Savings - 11 FTE to be deleted</p>	1,706	0	274	0	0	L	H	SS2
		<p><b>Service Implication</b></p> <p>Less activities available both at day centres and in the community. Clients would spend more time in larger congregated settings with less choice of activities. These savings would be made across the three LD and PD day centres.</p> <p><b>Staffing Implications</b></p> <p>Redundancies - Some staff would be subject to redundancy</p> <p><b>Business Plan implications</b></p> <p>Our business plan talks about working with people to promote independence. This model would reduce the ability to deliver that enhanced service. We will try to mitigate this by working closely with the voluntary sector and with volunteers.</p> <p><b>Impact on other departments Equalities Implications</b></p> <p>The primary impact is on service users.</p> <p>These changes impact on staff. A detailed EA would be undertaken at the time of any restructure. There is also an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>								
HC&OP	CH22	<p><b>Service Description</b></p> <p><b>Commissioning Employees</b></p> <p>Staff Savings - 4 FTE to be deleted</p> <p><b>Service Implication</b></p> <p>Reduced capacity to monitor quality within provider services, reduced capacity to monitor performance within services and a reduced capacity to proactively work to sustain and develop a local provider market.</p> <p><b>Staffing Implications</b></p> <p>Redundancies - Some staff would be subject to redundancy</p> <p><b>Business Plan implications</b></p> <p>Would impact on our statutory duties under the Care Act - we would attempt to mitigate this by investigating alternative models of quality and performance monitoring.</p> <p><b>Impact on other departments Equalities Implications</b></p> <p>None - main impact is on service users, carers and providers</p> <p>As staff would be at risk there is an equalities implication. A detailed EA would be undertaken at the time of any restructure. In addition, part of the monitoring role relates to monitoring the ability of provider services to meet the needs of the diverse population and thus meeting our equalities duty. This may be impacted.</p>	996	0	156	0	0	L	H	SS2

## DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH23	<p><b>Service Directorate</b></p> <p><b>Description</b> Staff Savings - 0.46 FTE to be deleted</p> <p><b>Service Implication</b> None, post now funded by Public Health</p> <p><b>Staffing Implications</b> None</p> <p><b>Business Plan implications</b> None</p> <p><b>Impact on other departments</b> None</p> <p><b>Equalities Implications</b> None</p>	657	0	21	0	0	L	L	SS2 / SNS1
HC&OP	CH24	<p><b>Service Learning Disabilities - High Cost Packages</b></p> <p><b>Description</b> Review of High Cost Packages using the progression model This would be a holistic review of 17 identified high cost placements (those receiving packages of care of over £1,500 per week and not health funded). We will use the progression model as the basis of these reviews. We are designing these figures based on a 6% reduction in support for the identified client group.</p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b> Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.</p> <p><b>Business Plan implications</b> All reviews will be based around promoting independence using the progression model which is in line with the business plan.</p> <p><b>Impact on other departments</b> None</p> <p><b>Equalities Implications</b> There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	1,618	0	100	0	0	H	H	SNS2

## DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH25	<p><b>Service Description</b>  <b>Learning Disabilities - Medium Cost Packages</b>  Review of Medium Cost Support Packages (£400 - £1,500 per week) using the progression model</p> <p><b>Service Implication</b>  This would be a holistic review of identified medium cost placements (those receiving packages of care of between £400 - £1,500 per week and not health funded). We will use the progression model as the basis of these reviews. We are designing these figures based on a 10% reduction in support for the relevant clients within the identified client group.</p> <p><b>Staffing Implications</b>  Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.</p> <p><b>Business Plan implications</b>  All reviews will be based around promoting independence using the progression model which is in line with the business plan.</p> <p><b>Impact on other departments</b>  None</p> <p><b>Equalities Implications</b>  There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	7,019	0	400	0	0	H	H	SNS2
HC&OP	CH26	<p><b>Service Description</b>  <b>Learning Disabilities - Direct Payments</b>  Review of all Direct Payments in Learning Disabilities using the progression model.</p> <p><b>Service Implication</b>  We will review the Direct payments received by clients to assess whether it is still set at the appropriate level for their needs and whether the full payment is being utilised. We will use the progression model as the basis of these reviews. We anticipate this being a reduction of 7% for individual support packages within this client group. There are currently 98 packages in this group.</p> <p><b>Staffing Implications</b>  Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.</p> <p><b>Business Plan implications</b>  All reviews will be based around promoting independence using the progression model which is in line with the business plan.</p> <p><b>Impact on other departments</b>  None</p> <p><b>Equalities Implications</b>  There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	704	0	£50	£0	£0	H	H	SNS2

## DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH27	<b>Service Description</b>	<p><b>Mental Health - Care Packages</b></p> <p>Review of support packages within all areas of Mental Health services.</p> <p>1,554</p> <p>0</p> <p>76</p> <p>0</p> <p>0</p>	0	76	0	0	H	H	SNS2
		<b>Service Implication</b>								
<b>Staffing Implications</b>	Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.									
<b>Business Plan implications</b>	All reviews will be based around promoting independence using the recovery model which is in line with the business plan.									
<b>Impact on other departments Equalities Implications</b>	None; the impact will primarily be on service users. There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.									
HC&OP	CH28	<b>Service Description</b>	<p><b>Older People - Home Care</b></p> <p>Review of Home Care within support packages</p> <p>4,455</p> <p>0</p> <p>387</p> <p>0</p> <p>0</p>	0	387	0	0	H	H	SNS2
		<b>Service Implication</b>								
<b>Staffing Implications</b>	Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.									
<b>Business Plan implications</b>	All reviews will be based around promoting independence using the enablement model which is in line with the business plan.									
<b>Impact on other departments Equalities Implications</b>	None There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.									

## DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH29	<p><b>Service Description</b>  <b>Older People - Managing Crisis</b>  Managing crisis (including hospital discharge) admissions to residential care.</p> <p><b>Service Implication</b>  This would include a number of activities designed to reduce admissions to residential care placements. We would be looking to families to continue to support people at home for longer. This would fit in with our overall approach to enable independence.</p> <p><b>Staffing Implications</b>  This would require more intensive work from staff.</p> <p><b>Business Plan implications</b>  Any new processes would be based around promoting independence using the enablement model which is in line with the business plan.</p> <p><b>Impact on other departments</b>  None; the impact will primarily be on service users</p> <p><b>Equalities Implications</b>  There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	5,267	0	125	0	0	H	H	SNS2
HC&OP	CH30	<p><b>Service Description</b>  <b>Older People - Direct Payments</b>  Review of Direct Payments support packages</p> <p><b>Service Implication</b>  Review of all Direct Payments in Older People using the enablement model. We will review the Direct Payments received by clients to assess whether it is still set at the appropriate level for their needs and whether the full payment is being utilised. We will use the enablement model as the basis of these reviews. We anticipate this being an average reduction of 15% for individual support packages within this client group. There are currently 225 packages</p> <p><b>Staffing Implications</b>  Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.</p> <p><b>Business Plan implications</b>  All reviews will be based around promoting independence using the enablement model which is in line with the business plan.</p> <p><b>Impact on other departments</b>  None</p> <p><b>Equalities Implications</b>  There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	2,338	0	345	0	0	H	H	SNS2

## DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH31	<p><b>Service Description</b>  <b>Physical Disabilities - Direct Payments</b>  Review of all Direct Payments for clients with physical disabilities using the progression model.</p> <p><b>Service Implication</b>  We will review the Direct Payments received by clients to assess whether it is still set at the appropriate level for their needs and whether the full payment is being utilised. We will use the progression model as the basis of these reviews. We anticipate this being a reduction of 10% for individual support packages within this client group. There are currently 150 packages of this type.</p> <p><b>Staffing Implications</b>  Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.</p> <p><b>Business Plan implications</b>  All reviews will be based around promoting independence using the enablement model which is in line with the business plan.</p> <p><b>Impact on other departments Equalities Implications</b>  None</p> <p>There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	1,414	0	134	0	0	H	H	SNS2
HC&OP	CH32	<p><b>Service Description</b>  <b>Physical Disabilities - Home Care</b>  Review of Home Care within support packages</p> <p><b>Service Implication</b>  The saving would be delivered through a review of home care provision within support packages. There are currently 89 Physical Disabilities clients within Merton receiving home care within their support packages. The proposed savings represents an average reduction of 8% in home care for this group.</p> <p><b>Staffing Implications</b>  Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.</p> <p><b>Business Plan implications</b>  All reviews will be based around promoting independence using the enablement model which is in line with the business plan.</p> <p><b>Impact on other departments Equalities Implications</b>  None</p> <p>There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	595	0	48	0	0	H	H	SNS2

## DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH33	<p><b>Service Description</b>  <b>Physical Disabilities - High Cost Packages</b>            Review of PD Residential and 1-1 packages</p> <p><b>Service Implication</b>            This saving would be delivered through a targeted review of a small number of PD customers in residential care. These reviews would look at renegotiating unit costs, transferring users to other types of accommodation in the community and reducing or removing 1-1 costs</p> <p><b>Staffing Implications</b>            Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.</p> <p><b>Business Plan implications</b>            All reviews will be based around promoting independence using the enablement model which is in line with the business plan.</p> <p><b>Impact on other departments</b>            None</p> <p><b>Equalities Implications</b>            There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	856	0	£60	0	0	H	H	SNS2
HC&OP	CH34	<p><b>Service Description</b>  <b>Substance Misuse Placements</b>            Actively manage throughput in residential rehab placements</p> <p><b>Service Implication</b>            A reduction in the placements available for Substance misuse clients</p> <p><b>Staffing Implications</b>            This would require more intensive work from staff.</p> <p><b>Business Plan implications</b>            This would have an impact on the services provided for this client group</p> <p><b>Impact on other departments</b>            None</p> <p><b>Equalities Implications</b>            There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	128	0	6	0	0	H	H	SNS2



## DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH35	<p><b>Service Description</b></p> <p><b>CSF Supporting People contracts</b></p> <p>We would reduce funding for contracts within the Supporting People area which support vulnerable young people</p> <p><b>Service Implication</b></p> <p>There would be reduced support available for young people - both in terms of the numbers we could support and the range of support we would be able to offer to those we could accommodate.</p> <p><b>Staffing Implications</b></p> <p>None</p> <p><b>Business Plan implications</b></p> <p>Less resources to be called off by those services which support vulnerable young people.</p> <p><b>Impact on other departments</b></p> <p>There is a potential impact on the CSF department.</p> <p><b>Equalities Implications</b></p> <p>There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	162	0	0	100	0	H	H	SP2
HC&OP	CH36	<p><b>Service Description</b></p> <p><b>Single homeless contracts (YMCA, Spear, Grenfell)</b></p> <p>Reduce funding for contracts within the Supporting People area which support single homeless people</p> <p><b>Service Implication</b></p> <p>Reduced support available for single homeless people - both in terms of the numbers we could support and the range of support we could provide. In turn this would reduce their housing options</p> <p><b>Staffing Implications</b></p> <p>None</p> <p><b>Business Plan implications</b></p> <p>The risk is that this could increase pressure on the Housing Needs budget.</p> <p><b>Impact on other departments</b></p> <p>There is a potential internal pressure within the department on the HNES</p> <p><b>Equalities Implications</b></p> <p>There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	734	0	£0	£56	£200	H	H	SP2

## DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH37	<p><b>Service Description</b> <b>Direct Provision</b> Residential and supported living management - staff reductions</p> <p><b>Service Implication</b> We would expect to keep front line support staff but reduce management. This would mean less resource to provide outreach and the emphasis would be primarily on providing core services.</p> <p><b>Staffing Implications</b> Redundancies - Some staff would be subject to redundancy. Fewer posts and potentially more responsibility for remaining staff.</p> <p><b>Business Plan implications</b> Emphasis is on providing core services as outlined in the business plan</p> <p><b>Impact on other departments</b> None</p> <p><b>Equalities Implications</b> There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	1,266	0	0	£200		M	H	SS2
HC&OP	CH38	<p><b>Service Description</b> <b>Assessment and Commissioning</b> Placements budget reductions - An overall reduction in the placements budget of about 2% (NB: other savings from specific elements of the placements budget are listed above)</p> <p><b>Service Implication</b> We anticipate this being a further reduction of 2% across all support packages although this will be targeted. The exact areas of reduction would be based on the previous work looking at specific areas to be delivered in advance of 2016/17.</p> <p><b>Staffing Implications</b> Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.</p> <p><b>Business Plan implications</b> We would continue to follow the appropriate model of promoting independence for the client group.</p> <p><b>Impact on other departments</b> None</p> <p><b>Equalities Implications</b> There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	34,392	0	£17	£720	£0	H	H	SNS2

## DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH39	<p><b>Service</b></p> <p><b>Description</b> Extra Care Sheltered Housing</p> <p><b>Service Implication</b> A review of, and reduction in, the extra care sheltered housing provision.</p> <p><b>Staffing Implications</b> This would lead to a reduction in the extra support provided through the extra care sheltered housing block contracts and in house service.</p> <p><b>Business Plan implications</b> There would be potential redundancies within the in-house provision</p> <p><b>Impact on other departments</b> This provision is currently an alternative to residential care.</p> <p><b>Equalities Implications</b> After reviewing the contract the support we would continue to offer would be focused on those who meet our eligibility criteria.</p> <p>None</p> <p>There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	753	0	£0	£0	£450	H	H	SP2 / SS2
<b>Total Adult Social Care Savings</b>				220	2,710	1,576	1,133			
HC&OP	CH40	<p><b>Service</b></p> <p><b>Description</b> Housing Strategy</p> <p><b>Service Implication</b> Housing Strategy officer - deletion of 1 FTE</p> <p><b>Staffing Implications</b> Delays in completing key research that provide essential</p> <p><b>Business Plan implications</b> Housing strategy Team will be reduced to one officer. Current post holder will be leaving by end of November 2014</p> <p><b>Impact on other departments</b> Delayed production of statutory strategies</p> <p>Reduced joint working on future cross departmental strategies and policies, i.e. Gypsy and Travellers, Older persons, rough sleepers, single homeless and young people.</p> <p><b>Equalities Implications</b> Reduced monitoring of Equalities data in relation to the housing needs service and strategy service</p>	94	0	43	0	0	L	M	SS2

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

Panel	Ref	Description of Saving		Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
		<u>Service</u>	<b>Environmental Health Housing</b>								
HC&OP	CH41	<p><b>Description</b>  <b>Service Implication</b>    <b>Staffing Implications</b>    <b>Business Plan implications</b>  <b>Impact on other departments</b>    <b>Equalities Implications</b></p>	<p>Environmental health Technical officer deletion of 1 FTE                      Reduction in response times to service requests from private sector tenants. Less field work carried out and reduced detection and reduction of category one health and safety hazards. Reduction in response times to Disabled Facilities Grant applications.                      Increase in case loads for EHH officers and redundancy costs.                      Reduction in response times. DFG applications at risk. Number of statutory notices served at risk.                      Poorer standards in private sector housing may have health and social care implications, as well as increased risk of episodes of homelessness due to more health and safety hazards making properties unreasonable to occupy. Other E&amp;R departments may also notice an impact.                      The service users approaching the Council for assistance with disrepair issues and Disabled Facility Grant requests are more likely to be from vulnerable backgrounds i.e. older people, disabled people. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	218	0	33	0	0	L	H	SS2

## DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH42	<p><b>Service Description</b></p> <p><b>Housing Options</b> Housing options adviser deletion of 1.5 FTE</p> <p><b>Service Implication</b> The loss of front line operational staff may affect the Council's ability to respond to housing need particularly in its ability to respond in a timely manner to prevent homelessness. The likely outcome will be a reduction in homelessness preventions and an increased use of temporary accommodation with a corresponding increase in non-controllable general fund expenditure.</p> <p><b>Staffing Implications</b> This will lead to redundancy costs for the Council and possible increases in caseloads for remaining staff.</p> <p><b>Business Plan implications</b> Homelessness Preventions: Currently 550 households prevented from becoming homelessness each year, the reduction of 1.5 officers would see a decrease in the number of homeless preventions being achieved.</p> <p><b>Impact on other departments</b> Increased homelessness has impacts in both CSF and adult social care. Increased rough sleeping will impact on crime and disorder.</p> <p><b>Equalities Implications</b> BME communities are over represented nationally in homeless statistics and this may lead to a further increase in episodes of homelessness for these groups. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	543	0	53	0	0	M	H	SS2

## DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
HC&OP	CH43	<b>Service</b>	<b>Housing Needs and Enablement Service and Environmental Health Housing</b>	1,102	0	0	100	62	H	H	SS2
		<b>Description</b>	Further Staff reductions. This will represent a reduction in staff from any areas of the HNES & EHH.								
		<b>Service Implication</b>	The loss of front line operational staff will affect the Council's ability to respond to housing need, particularly in its ability to respond in a timely manner to prevent homelessness and sustain tenancies in the private rented sector.								
		<b>Staffing Implications</b>	Redundancies - Some staff would be subject to redundancy. This would also lead to an increased workload for the remaining staff.								
		<b>Business Plan implications</b>	This would impact services across the division - impacting our ability to prevent homelessness, maintain standards in private sector accommodation and maintain our statutory housing strategies.								
		<b>Impact on other departments</b>	Increased homelessness has impacts in both children and adult social care. Increased rough sleeping will impact on crime and disorder.								
		<b>Equalities Implications</b>	There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact. There would also be an equalities implication in terms of the staff who would be impacted by any redundancies.								
<b>Total Housing General Fund Savings</b>					129	100	62				
HC&OP	CH44	<b>Service</b>	<b>Library &amp; Heritage Service</b>	59	0	26	0	0	M	M	SS2
		<b>Description</b>	Deletion of all administrative support								
		<b>Service Implication</b>	All admin functions will be undertaken by managers and staff. General library enquiries will be funnelled through to libraries instead of being managed centrally. All hall bookings will be managed through a new online booking system. Bookstart and other functions will be facilitated by a library.								
		<b>Staffing Implications</b>	Deletion of 1xFTE								
		<b>Business Plan implications</b>	None identified provided that new online hall booking system is installed correctly and does not impact on current income levels.								
		<b>Impact on other departments</b>	Single point of contact for Bookstart enquiries will be dispersed to a library team with a lead contact.								
		<b>Equalities Implications</b>	Support will be provided in libraries and by telephone for customers who cannot make online bookings.								

## DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
HC&OP	CH45	<p><b>Service Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><b>Library &amp; Heritage Service</b></p> <p>Reduction in activities programme</p> <p>Reduced budget available for activities means that they will need to be delivered more efficiently. More cost effective solutions will be pursued for certain schemes.</p> <p>None identified.</p> <p>None identified. All schemes will continue but delivered in more cost effective ways.</p> <p>None identified.</p> <p>None identified.</p>	2	0	2	0	0	L	M	SNS1
HC&OP	CH46	<p><b>Service Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><b>Library &amp; Heritage Service</b></p> <p>Withdrawal from annual CIPFA public library user survey (PLUS)</p> <p>The PLUS survey used to provide informed benchmarking information. However, only a third of London boroughs now participate in the annual survey and benchmarking information can better be obtained through the Annual Residents Survey. The service will continue to undertake user surveys but in a more cost efficient manner.</p> <p>None identified.</p> <p>Some impact on benchmarking and ability to measure customer satisfaction but nothing specific.</p> <p>None identified.</p> <p>Reduced information on customer satisfaction although some information can be retrieved through other sources.</p>	3	0	3	0	0	L	M	SNS1

## DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
HC&OP	CH47	<p><b>Service</b> <b>Description</b> <b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b> <b>Equalities</b> <b>Implications</b></p>	<p><b>Library &amp; Heritage Service</b></p> <p>Reduction in volunteering contract</p> <p>A reduction in the contract to the voluntary sector to provide this service. The proposal will have no effect on the Home Visits Library Service but will mean that the recruitment of volunteers will be fully managed by the library service. The proposal should streamline the volunteer recruitment process but will increase capacity constraints.</p> <p>Some impact on staff meaning that they will have to undertake more administrative processes in the volunteer recruitment process.</p> <p>Volunteering recruitment and retention are key service priorities. It is felt that the changes being proposed would lead to improved recruitment time for volunteers but will increase capacity challenges.</p> <p>None identified.</p> <p>None identified.</p>	38	0	20	0	0	M	M	SNS1
HC&OP	CH48	<p><b>Service</b> <b>Description</b> <b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b> <b>Equalities</b> <b>Implications</b></p>	<p><b>Library &amp; Heritage Service</b></p> <p>Reduction in media fund</p> <p>The reduction will lead to less stock being procured. Some of this will be managed through improved procurement systems, availability of stock through the wider London network of libraries and the likely transfer of more customers to using e-book services.</p> <p>None identified.</p> <p>Stock borrowing and active usage are key service objectives. These reductions will likely lead to less choice and could lead to a reduction in usage and customer satisfaction.</p> <p>None identified.</p> <p>Reduced customer choice will be mitigated somewhat by improving procurement methods.</p>	239	0	45	0	0	M	M	SNS1



## DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH49	<p><b>Service</b> <b>Library &amp; Heritage Service</b></p> <p><b>Description</b> Additional staff savings</p> <p><b>Service Implication</b> Savings to be delivered through process re-engineering and redistributing responsibilities across service structure.</p> <p><b>Staffing Implications</b> Deletion of 1.5xFTE</p> <p><b>Business Plan implications</b> No specific implications but could have an effect on usage, customer satisfaction and income.</p> <p><b>Impact on other departments</b> None identified.</p> <p><b>Equalities Implications</b> More customer support will be provided online and via self-service. Recruitment of additional volunteers will attempt to mitigate any service reductions.</p>	1,070	0	0	38	0	M	M	SS2
HC&OP	CH50	<p><b>Service</b> <b>Library &amp; Heritage Service</b></p> <p><b>Description</b> Deletion of Projects &amp; Procurement Manager post</p> <p><b>Service Implication</b> The Projects &amp; Procurement Manager post is a fixed term post in place to ensure the smooth rollout of new self-service technology and to progress library redevelopments along with managing efficiency savings already agreed. The contract ends in March 2017 and the post has been put forward for savings upon its expiry.</p> <p><b>Staffing Implications</b> Deletion of 0.6xFTE</p> <p><b>Business Plan implications</b> The post is crucial to ensuring that efficiency savings are delivered but is proposed to be deleted upon completion of these works.</p> <p><b>Impact on other departments</b> None identified.</p> <p><b>Equalities Implications</b> None identified.</p>	184	0	0	22	0	M	M	SS2
<b>Total Libraries Savings</b>					96	60	-			
<b>Total Community &amp; Housing Savings</b>				220	2,935	1,736	1,195			

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**Savings Type**

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

**Panel**

<b>C&amp;YP</b>	<b>Children &amp; Young People</b>
<b>O&amp;S</b>	<b>Overview and Scrutiny</b>
<b>HC&amp;OP</b>	<b>Healthier Communities &amp; Older People</b>
<b>SC</b>	<b>Sustainable Communities</b>

# **Draft Departmental Budget Summaries 2015-16**

## SUMMARY - SUBJECTIVE ANALYSIS

## FULL TIME EQUIVALENTS

Total FTE Staff

2014/15	2015/16
2,228.7	2,246.1

## SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees	90,273	998	3,868	95,139
Premises	8,804	87	(696)	8,194
Transport	12,824	106	668	13,598
Supplies and Services	159,261	1,175	26,490	186,925
Third Party Payments	79,750	1,005	4,273	85,029
Transfer Payments	108,354	0	(4,419)	103,934
Support Services	30,251	0	(124)	30,127
Depreciation and Impairment Losses	15,226	0	1,280	16,506
<b>GROSS EXPENDITURE</b>	<b>504,743</b>	<b>3,371</b>	<b>31,339</b>	<b>539,453</b>
<b>Income</b>				
Government Grants	(250,308)	0	(24,724)	(275,032)
Other Reimbursements and Contributions	(22,368)	0	(2,826)	(25,194)
Customer and Client Receipts	(55,874)	0	(1,984)	(57,858)
Interest	(44)	0	0	(44)
Recharges	(30,802)	0	(142)	(30,944)
Reserves	(929)	0	953	24
<b>GROSS INCOME</b>	<b>(360,324)</b>	<b>0</b>	<b>(28,725)</b>	<b>(389,049)</b>
<b>NET EXPENDITURE</b>	<b>144,417</b>	<b>3,371</b>	<b>2,615</b>	<b>150,404</b>
Corporate Provisions	18,125	(0)	(13,511)	4,612
<b>NET EXPENDITURE</b>	<b>162,542</b>	<b>3,371</b>	<b>(10,897)</b>	<b>155,016</b>
<b>Funded by:</b>				
Revenue Support Grant	(39,738)	0	9,313	(30,425)
Business Rates	(34,371)	0	(449)	(34,820)
New Homes Bonus	(3,199)	0	557	(2,642)
Council Tax	(75,049)	0	(1,709)	(76,758)
Council Tax Freeze Grant 2015/16	0	0	(861)	(861)
Council Tax Freeze Grant 2014/15	(858)	0	858	0
WPCC Levy	(293)	0	0	(293)
Collection Fund	(4,236)	0	(184)	(4,420)
PFI Grant	(4,797)	0	0	(4,797)
	<b>(162,542)</b>	<b>0</b>	<b>7,526</b>	<b>(155,016)</b>
<b>NET</b>	<b>0</b>	<b>3,371</b>	<b>(3,371)</b>	<b>0</b>

Other Variations: Contingency/Other

Major Items: Corporate Provisions	£000	fte
Corporate borrowing and Investment	(23)	0.0
Further provision for revaluisation/RCCO	52	0.0
Pension Fund and Auto-enrolment	(9,392)	0.0
Contingency and centrally held provisions	(105)	0.0
Change in Grants	117	0.0
Appropriation to/from Reserves	(4,991)	0.0
Depreciation and impairment	(1,279)	0.0
CHAS - dividend	(174)	0.0
Redundancy/Pension Strain	1,100	0.0
Pay provision not yet allocated	95	0.0
Transport - Additional provision	0	0.0
Levies	(5)	0.0
<b>TOTAL</b>	<b>(14,604)</b>	<b>0</b>

<b>SUMMARY</b>				
<b>FULL TIME EQUIVALENTS</b>		<b>2014/15</b>	<b>2015/16</b>	
Total FTE Staff		2,228.7	2,246.1	
<b>SERVICE AREA ANALYSIS</b>				
	<b>2014/15</b>		<b>Other</b>	<b>2015/16</b>
	<b>Estimate</b>	<b>Inflation</b>	<b>Variations</b>	<b>Estimate</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Corporate Services	11,285	251	2,489	14,024
Education Services				
Children's Services	48,040	1,175	1,679	50,894
Environment and Regeneration	22,853	752	380	23,985
Adult Social Care				
Cultural Services	61,333	1,193	(1,126)	61,400
Housing General Fund				
Single Status	100	0	0	100
Pay Award	807	0	(807)	0
<b>TOTAL NET SERVICE EXPENDITURE</b>	<b>144,417</b>	<b>3,371</b>	<b>2,615</b>	<b>150,403</b>
<i>Corporate Provisions/Appropriations</i>	18,125	0	(13,511)	4,613
<b>NET EXPENDITURE</b>	<b>162,542</b>	<b>3,371</b>	<b>(10,897)</b>	<b>155,015</b>
<b>Funded by:</b>				
Revenue Support Grant	(39,738)	0	9,313	(30,425)
Business Rates	(34,371)	0	(449)	(34,820)
New Homes Bonus	(3,199)	0	557	(2,642)
Council Tax	(75,049)	0	(1,709)	(76,758)
Council Tax Freeze Grant 2015/16	0	0	(861)	(861)
Council Tax Freeze Grant 2014/15	(858)	0	858	0
WPCC Levy	(293)	0	0	(293)
Collection Fund	(4,236)	0	(184)	(4,420)
PFI Grant	(4,797)	0	0	(4,797)
	<b>(162,542)</b>	<b>0</b>	<b>7,526</b>	<b>(155,016)</b>
<b>NET</b>	<b>0</b>	<b>3,371</b>	<b>(3,371)</b>	<b>0</b>
NB				
<b>Public Health</b>	<b>0</b>	<b>0</b>	<b>320</b>	<b>320</b>
Appropriations to/from reserves	0		(320)	(320)
<b>Net Public Health</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Variations: Contingency/Other				
<b>Major Items: Corporate Provisions</b>		<b>£000</b>	<b>fte</b>	
Corporate borrowing and Investment		(23)	0.0	
Further provision for revaluation/RCCO		52	0.0	
Pension Fund and Auto-enrolment		(9,392)	0.0	
Contingency and centrally held provisions		(105)	0.0	
Change in Grants		117	0.0	
Appropriation to/from Reserves		(4,991)	0.0	
Depreciation and impairment		(1,279)	0.0	
CHAS - dividend		(174)	0.0	
Redundancy/Pension Strain		1,000	0.0	
Pay provision not yet allocated		189	0.0	
Transport - Additional provision		1,100	0.0	
Levies		(5)	0.0	
<b>TOTAL</b>		<b>(13,510)</b>	<b>0</b>	

## CORPORATE ITEMS ANALYSIS

	2014/15 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Cost of Borrowing including Minimum Revenue Provision	14,103	0	14	14,117
Further provision for revaluisation/RCCO	2,303	0	52	2,354
Pension Fund	13,134	0	(9,392)	3,742
Pensions: Auto-enrolment	300	0	0	300
Centrally held provision for Utilities inflation	300	0	(200)	100
Adjustment re Income re P3/P4	400	0	0	400
Pay provision not yet allocated	0	0	189	189
Provision for excess inflation	448	0	95	543
Bad Debt Provision	500	0	0	500
Redundancy/Pension Strain	0	0	1,000	1,000
Transport - Additional provision	0	0	1,100	1,100
Contingency	1,500	0	0	1,500
Change in Corporate Specific and Special Grants	(47)	0	117	70
<b>Levies:-</b>				
Lee Valley	214		(5)	209
London Pensions Fund	266		(2)	264
Environment Agency	157		2	159
WPCC	293		0	293
<b>GROSS EXPENDITURE</b>	<b>33,871</b>	<b>0</b>	<b>(7,029)</b>	<b>26,842</b>
<b>Income</b>				
Investment Income	(522)		(37)	(559)
Depreciation & Impairment	(15,227)		(1,279)	(16,505)
Appropriations to/from reserves (excluding Public Health)	0		(4,991)	(4,991)
CHAS Dividend	0		(174)	(174)
<b>GROSS INCOME</b>	<b>(15,749)</b>	<b>0</b>	<b>(6,481)</b>	<b>(22,230)</b>
<b>NET EXPENDITURE</b>	<b>18,123</b>	<b>0</b>	<b>(13,510)</b>	<b>4,612</b>



**2015/2016 ESTIMATES**

**CORPORATE SERVICES  
DEPARTMENT**

## SUMMARY: CORPORATE SERVICES DEPARTMENT

### FULL TIME EQUIVALENTS (FTE)

Number of Permanent Staff

Number of Fixed term contracts

Number of FTE Sutton TUPE staff

Total FTE

2014/15	2015/16
457.5	454.6
18.0	71.0
40.6	39.0
<b>516.1</b>	<b>564.6</b>

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees	23,220	22	2,930	26,172
Premises	2,882	35	(130)	2,787
Transport	143	2	(5)	139
Supplies and Services	11,078	172	412	11,661
Third Party Payments	1,333	20	(10)	1,343
Transfer Payments	98,188	0	(4,478)	93,710
Support Services	9,259	0	(827)	8,432
Depreciation and Impairment Losses	1,919	0	125	2,045
<b>GROSS EXPENDITURE</b>	<b>148,022</b>	<b>251</b>	<b>(1,983)</b>	<b>146,290</b>
<b>Income</b>				
Government Grants	(99,909)	0	4,743	(95,165)
Other Reimbursements and Contributions	(5,393)	0	(138)	(5,531)
Customer and Client Receipts	(6,183)	0	(343)	(6,526)
Interest	0	0	0	0
Recharges	(25,253)	0	210	(25,043)
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(136,738)</b>	<b>0</b>	<b>4,472</b>	<b>(132,265)</b>
<b>NET EXPENDITURE</b>	<b>11,285</b>	<b>251</b>	<b>2,489</b>	<b>14,024</b>

## SUMMARY: CORPORATE SERVICES DEPARTMENT

**FULL TIME EQUIVALENTS (FTE)**  
**Number of Permanent Staff**  
**Number of Fixed term contracts**  
**Number of FTE Sutton TUPE staff**  
**Total FTE**

2014/15	2015/16
457.5	454.6
18.0	71.0
40.6	39.0
<b>516.1</b>	<b>564.6</b>

**SERVICE AREA ANALYSIS**

	CHANGE BETWEEN YEARS			2015/16 Estimate £000
	2014/15 Original Estimate £000	Inflation £000	Other Variations £000	
Customer Services	2,465	30	(100)	2,394
Infrastructure & Transactions	(0)	77	(1)	77
Business Improvement	69	14	2,189	2,272
Corporate Governance	1,610	18	164	1,793
Resources	1,942	73	210	2,225
HR	4	13	273	291
Corporate Items	5,195	24	(246)	4,973
<b>TOTAL EXPENDITURE</b>	<b>11,285</b>	<b>251</b>	<b>2,489</b>	<b>14,024</b>
Contingency / Other	0	0	0	0
Capital Financing Adjustment	0	0	0	0
Levies	0	0	0	0
<b>NET EXPENDITURE</b>	<b>11,285</b>	<b>251</b>	<b>2,489</b>	<b>14,024</b>



## INFRASTRUCTURE & TRANSACTIONS

The Infrastructure & Transactions Division consists of Facilities Management, IT Service Delivery, Post & Print Room and Transactional services. Safety services was transferred to Infrastructure and Transactions in December 2014.

### FULL TIME EQUIVALENTS (FTE)

**Number of Permanent Staff**

**Number of Fixed term contracts**

**Total FTE**

2014/15	2015/16
82.7	90.7
0.0	0.0
82.7	90.7

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees	3,365	0	290	3,655
Premises	2,733	33	(121)	2,645
Transport	33	1	3	36
Supplies and Services	2,688	41	84	2,812
Third Party Payments	207	3	0	210
Transfer Payments	0	0	0	0
Support Services	875	0	(38)	837
Depreciation and Impairment Losses	1,916	0	128	2,045
<b>GROSS EXPENDITURE</b>	<b>11,815</b>	<b>77</b>	<b>345</b>	<b>12,238</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	(2,063)	0	(343)	(2,406)
Interest	0	0	0	0
Recharges	(9,752)	0	(3)	(9,755)
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(11,815)</b>	<b>0</b>	<b>(346)</b>	<b>(12,161)</b>
<b>NET EXPENDITURE</b>	<b>(0)</b>	<b>77</b>	<b>(1)</b>	<b>77</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Previous years savings	(462)	(2.2)
New savings	(31)	
Transfer between departments	169	9.3
Technical adjustments	235	0.9
Depreciation adjustments	128	
Overheads adjustments	(41)	
Use of reserves		
<b>TOTAL</b>	<b>(1)</b>	<b>8.0</b>

## CUSTOMER SERVICES

The Customer Services Division consists of: Merton Link (including the Cash Office, Translation Services and Contact Centre), Support Team, Local Taxation (including Business Rates, Baliff Team and Recovery Team), Benefits Administration, Registrars, Debt Recovery, Corporate Communications, Web Team and Consultation & Community Engagement

### FULL TIME EQUIVALENTS (FTE)

**Number of Permanent Staff**

**Number of Fixed term contracts**

**Total FTE**

2014/15	2015/16
137.4	137.3
6.0	11.0
143.4	148.3

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees	5,038	0	75	5,113
Premises	20	0	0	20
Transport	63	1	0	64
Supplies and Services	1,447	22	(44)	1,425
Third Party Payments	461	7	(10)	458
Transfer Payments	367	0	(367)	0
Support Services	2,465	0	(555)	1,910
Depreciation and Impairment Losses	3	0	(3)	0
<b>GROSS EXPENDITURE</b>	<b>9,865</b>	<b>30</b>	<b>(903)</b>	<b>8,992</b>
<b>Income</b>				
Government Grants	(1,981)	0	462	(1,519)
Other Reimbursements and Contributions	(930)	0	0	(930)
Customer and Client Receipts	(2,184)	0	0	(2,184)
Interest	0	0	0	0
Recharges	(2,305)	0	341	(1,964)
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(7,400)</b>	<b>0</b>	<b>803</b>	<b>(6,597)</b>
<b>NET EXPENDITURE</b>	<b>2,465</b>	<b>30</b>	<b>(100)</b>	<b>2,394</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Previous years savings	(40)	(0.4)
New savings	(33)	(1.0)
Transfer between departments		
Technical adjustments	120	6.3
Depreciation adjustments	(3)	
Overhead adjustments	(214)	
Use of Reserves	70	
<b>TOTAL</b>	<b>(100)</b>	<b>4.9</b>

## CORPORATE GOVERNANCE

The Corporate Governance Division consists of the South London Legal Partnership, Internal Audit, Investigations, Democracy Services, Electoral Services and Information Governance. Safety Services was transferred to Infrastructure and Transactions in December 2014.

**FULL TIME EQUIVALENTS (FTE)**  
**Number of Permanent Staff**  
**Number of Fixed term contracts**  
**Total FTE**

2014/15	2015/16
134.5	123.3
0.0	4.0
134.5	127.3

**SUBJECTIVE ANALYSIS OF ESTIMATES**

	2014/15 2014/15 £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees	6,599	0	7	6,606
Premises	10	0	(3)	7
Transport	35	0	(3)	32
Supplies and Services	1,654	18	(122)	1,549
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	509	0	31	540
Depreciation and Impairment Losses	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>8,807</b>	<b>18</b>	<b>(90)</b>	<b>8,735</b>
<b>Income</b>				
Government Grants	(170)	0	170	0
Other Reimbursements and Contributions	(4,412)	0	(114)	(4,527)
Customer and Client Receipts	(530)	0	0	(530)
Interest	0	0	0	0
Recharges	(2,085)	0	199	(1,886)
Reserves	0	0		0
<b>GROSS INCOME</b>	<b>(7,197)</b>	<b>0</b>	<b>254</b>	<b>(6,942)</b>
<b>NET EXPENDITURE</b>	<b>1,610</b>	<b>18</b>	<b>164</b>	<b>1,793</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Previous years savings	(156)	(5.7)
New savings		
Transfer between departments	(181)	(5.5)
Technical adjustments	37	4.0
Depreciation adjustments		
Overhead adjustments	230	
Use of Reserves	234	
<b>TOTAL</b>	<b>164</b>	<b>-7.2</b>

## BUSINESS IMPROVEMENT

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

### FULL TIME EQUIVALENTS

**Number of Permanent Staff**  
**Number of Fixed term contracts**  
**Total FTE**

2014/15	2015/16
30.9	31.5
11.0	13.0
41.9	44.5

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees	1,541	0	2,036	3,576
Premises	0	0	0	0
Transport	3	0	0	3
Supplies and Services	928	14	288	1,230
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	318	0	68	386
Depreciation and Impairment Losses	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>2,791</b>	<b>14</b>	<b>2,391</b>	<b>5,196</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	(84)	0	0	(84)
Interest	0	0	0	0
Recharges	(2,638)	0	(202)	(2,840)
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(2,722)</b>	<b>0</b>	<b>(202)</b>	<b>(2,924)</b>
<b>NET EXPENDITURE</b>	<b>69</b>	<b>14</b>	<b>2,189</b>	<b>2,272</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Previous years savings	(81.0)	(1.0)
New savings	(10.0)	
Transfer between departments		
Technical adjustments	173.0	
Depreciation adjustments		
Overheads adjustments	(134.0)	
Use of reserves	2,241.0	3.5
<b>TOTAL</b>	<b>2,189.0</b>	<b>2.5</b>

## RESOURCES

The Resources Division consists of Policy & Strategy, Commercial Services, Business Planning, Accountancy and Business Partners . The Pensions service is now managed by LB Wandsworth.

### FULL TIME EQUIVALENTS

**Number of Permanent Staff**  
**Number of Fixed term contracts**  
**Total FTE**

2014/15	2015/16
67.2	67.3
1.0	3.0
68.2	70.3

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees	3,821	0	250	4,071
Premises	105	2	(6)	100
Transport	4	0		4
Supplies and Services	3,834	69	207	4,110
Third Party Payments	169	3	0	171
Transfer Payments	9	0	0	9
Support Services	718	0	(116)	602
Depreciation and Impairment Losses	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>8,660</b>	<b>73</b>	<b>335</b>	<b>9,068</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(50)	0	(4)	(54)
Customer and Client Receipts	(753)	0	0	(753)
Interest	0	0	0	0
Recharges	(5,914)	0	(122)	(6,036)
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(6,718)</b>	<b>0</b>	<b>(126)</b>	<b>(6,843)</b>
<b>NET EXPENDITURE</b>	<b>1,942</b>	<b>73</b>	<b>210</b>	<b>2,225</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Previous years savings	(5)	
New savings	(17)	
Transfer between departments		
Technical adjustments	272	2.1
Depreciation adjustments	0	
Overhead adjustments	(238)	
Use of Reserves	198	
<b>TOTAL</b>	<b>210</b>	<b>2.1</b>

## HR

The HR division consists of: Strategic HR, Business Partnerships, Corporate Learning & Development, Diversity, iTrent Client team, Recruitment & Resourcing, Central Operations Team. The function also interfaces with Staff Side. The HR service is shared with the LB of Sutton. The payroll service is shared with LB of Sutton and LB of Kingston and Richmond.

**FULL TIME EQUIVALENTS (FTE)**  
**Number of Permanent Staff**  
**Number of Fixed term contracts**  
**Number of FTE Sutton TUPE staff**  
**Total FTE**

2014/15	2015/16
4.8	4.5
0.0	40.0
40.6	39.0
<b>45.4</b>	<b>83.5</b>

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees	2,185	6	272	2,463
Premises	15	0		15
Transport	5	0	(5)	(0)
Supplies and Services	218	3	0	221
Third Party Payments	259	4	0	263
Transfer Payments	0	0	0	0
Support Services	451	0	29	480
Depreciation and Impairment Losses	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>3,132</b>	<b>13</b>	<b>296</b>	<b>3,442</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	(20)	(20)
Customer and Client Receipts	(569)	0	0	(569)
Interest	0	0	0	0
Recharges	(2,559)	0	(3)	(2,562)
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(3,128)</b>	<b>0</b>	<b>(23)</b>	<b>(3,151)</b>
<b>NET EXPENDITURE</b>	<b>4</b>	<b>13</b>	<b>273</b>	<b>291</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Previous years savings	(5)	
New savings	(39)	-1.9
Transfer between departments		
Technical adjustments	31	
Depreciation adjustments		
Overheads adjustments	26	
Use of reserves - for Apprentices	260	40.0
<b>TOTAL</b>	<b>273</b>	<b>38</b>

## CORPORATE ITEMS

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

### FULL TIME EQUIVALENTS(FTE) Number of Permanent Staff

2014/15	2015/16
0	0

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees*	672	16	0	688
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	308	5	0	313
Third Party Payments	238	4	0	242
Transfer Payments	97,812	0	(4,112)	93,700
Support Services	3,923	0	(246)	3,677
Depreciation and Impairment Losses	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>102,953</b>	<b>24</b>	<b>(4,358)</b>	<b>98,620</b>
<b>Income</b>				
Government Grants	(97,758)		4,112	(93,647)
Other Reimbursements and Contributions	0		0	0
Customer and Client Receipts	0		0	0
Interest	0		0	0
Recharges	(0)		0	(0)
Reserves	0		0	0
<b>GROSS INCOME</b>	<b>(97,758)</b>	<b>0</b>	<b>4,112</b>	<b>(93,647)</b>
<b>NET EXPENDITURE</b>	<b>5,195</b>	<b>24</b>	<b>(246)</b>	<b>4,973</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Technical adjustments	0	
Overheads adjustments	(246)	
<b>TOTAL</b>	<b>(246)</b>	<b>0.0</b>

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



## **2015/2016 ESTIMATES**

### **CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT**



## CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

This Page contains the Budget for the whole Children, Schools and Families Department including funding provided directly to Merton's Schools

**FULL TIME EQUIVALENTS**

Number of Permanent Staff  
Number of DSG Staff  
Number of Fixed term contracts  
Total FTE

	2014/15	2015/16
Number of Permanent Staff	425.5	439.2
Number of DSG Staff	75.4	73.7
Number of Fixed term contracts	20.0	23.0
Total FTE	520.9	536.0

**SUBJECTIVE ANALYSIS OF ESTIMATES**

	2014/15 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000	2015/16 DSG Estimate £000	2015/16 LA Estimate £000
<b>Expenditure</b>						
Employees	25,140	22	1,258	26,420	4,180	22,240
Premises	1,426	6	31	1,463	209	1,254
Transport	3,340	47	(12)	3,375	60	3,315
Supplies and Services	138,679	892	24,479	164,050	155,704	8,346
Third Party Payments	27,129	208	3,236	30,573	12,404	18,169
Transfer Payments	417	0	(57)	360	0	360
Support Services	4,570	0	44	4,614	224	4,390
Depreciation and Impairment Losses	5,235	0	2	5,237	0	5,237
<b>GROSS EXPENDITURE</b>	<b>205,936</b>	<b>1,175</b>	<b>28,981</b>	<b>236,092</b>	<b>172,781</b>	<b>63,311</b>
<b>Income</b>						
Government Grants	(147,012)	0	(28,314)	(175,326)	(171,274)	(4,052)
Other Reimbursements and Contributions	(6,507)	0	(824)	(7,331)	(1,136)	(6,195)
Customer and Client Receipts	(4,421)	0	1,900	(2,521)	(371)	(2,150)
Interest	(44)	0	0	(44)	0	(44)
Recharges	0	0	0	0	0	0
Reserves	88	0	(64)	24	0	24
<b>GROSS INCOME</b>	<b>(157,896)</b>	<b>0</b>	<b>(27,302)</b>	<b>(185,198)</b>	<b>(172,781)</b>	<b>(12,417)</b>
<b>NET EXPENDITURE</b>	<b>48,040</b>	<b>1,175</b>	<b>1,679</b>	<b>50,894</b>	<b>0</b>	<b>50,894</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(771)	-6.5
Overhead adjustments	43	
Depreciation adjustments	39	
Technical adjustments	750	
Growth	1,000	
Use of Reserves adjustment	618	
<b>TOTAL</b>	<b>1,679</b>	<b>(6.5)</b>

**SUMMARY: CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT**

SERVICE AREA ANALYSIS	2014/15		Other	2015/16	2015/16	2015/16
	Estimate £000	Inflation £000	Variations £000	Estimate £000	DSG Estimate £000	LA Estimate £000
Senior Management	1,296	12	198	1,506	0	1,506
Childrens Social Care	13,128	34	(25)	13,137	97	13,040
Commissioning, Strategy and Performance	13,131	93	903	14,127	4,035	10,092
Education	34,857	123	376	35,356	21,794	13,562
Schools	(21,200)	0	328	(20,872)	(25,926)	5,054
Other Childrens, Schools and Families	6,828	913	(101)	7,640	0	7,640
<b>TOTAL NET EXPENDITURE</b>	<b>48,040</b>	<b>1,175</b>	<b>1,679</b>	<b>50,894</b>	<b>0</b>	<b>50,894</b>

## CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

### Senior Management

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

#### FULL TIME EQUIVALENTS

Number of Permanent Staff  
Number of DSG Staff  
Number of Fixed term contracts  
Total FTE

2014/15	2015/16
4.0	4.0
0.0	0.0
0.0	0.0
4.0	4.0

#### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000	2015/16 DSG Estimate £000	2015/16 LA Estimate £000
<b>Expenditure</b>						
Employees	494	0	115	609	0	609
Premises	0	0	0	0	0	0
Transport	1	0	0	1	0	1
Supplies and Services	743	12	110	865	0	865
Third Party Payments	0	0	7	7	0	7
Transfer Payments	0	0	0	0	0	0
Support Services	58	0	(34)	24	0	24
Depreciation and Impairment Losses	0	0	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>1,296</b>	<b>12</b>	<b>198</b>	<b>1,506</b>	<b>0</b>	<b>1,506</b>
<b>Income</b>						
Government Grants	0	0	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0	0	0
Customer and Client Receipts	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
<b>GROSS INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET EXPENDITURE</b>	<b>1,296</b>	<b>12</b>	<b>198</b>	<b>1,506</b>	<b>0</b>	<b>1,506</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Overhead adjustments	(34)	
Transfer between departments	0	
Shared legal services devolved budgets	0	
Technical adjustments	232	
<b>TOTAL</b>	<b>198</b>	<b>0.0</b>

## CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

### Children's Social Care

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

#### FULL TIME EQUIVALENTS

Number of Permanent Staff  
Number of DSG Staff  
Number of Fixed term contracts  
Total FTE

2014/15	2015/16
186.2	186.1
2.0	2.0
19.0	22.0
207.2	210.1

#### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000	2015/16 DSG Estimate £000	2015/16 LA Estimate £000
<b>Expenditure</b>						
Employees	9,503	3	335	9,841	91	9,750
Premises	125	2	(34)	93	0	93
Transport	187	3	(2)	188	2	186
Supplies and Services	1,160	12	(88)	1,084	4	1,080
Third Party Payments	1,781	14	(553)	1,242	0	1,242
Transfer Payments	398	0	(57)	341	0	341
Support Services	1,745	0	(1)	1,744	0	1,744
Depreciation and Impairment Losses	11	0	0	11	0	11
<b>GROSS EXPENDITURE</b>	<b>14,910</b>	<b>34</b>	<b>(400)</b>	<b>14,544</b>	<b>97</b>	<b>14,447</b>
<b>Income</b>						
Government Grants	(982)	0	101	(881)	0	(881)
Other Reimbursements and Contributions	(609)	0	83	(526)	0	(526)
Customer and Client Receipts	(5)	0	5	0	0	0
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	(186)	0	186	0	0	0
<b>GROSS INCOME</b>	<b>(1,782)</b>	<b>0</b>	<b>375</b>	<b>(1,407)</b>	<b>0</b>	<b>(1,407)</b>
<b>NET EXPENDITURE</b>	<b>13,128</b>	<b>34</b>	<b>(25)</b>	<b>13,137</b>	<b>97</b>	<b>13,040</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(220)	(4.5)
Overhead adjustments	(1)	
Depreciation adjustments	0	
Transfer between departments	716	
Technical adjustments	(520)	
<b>TOTAL</b>	<b>(25)</b>	<b>(4.5)</b>

## CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

### Commissioning, Strategy and Performance

This page contains the budgets for access to resources service; policy, planning and performance; joint commissioning and partnerships; as well as contract procurement and school organisation.

#### FULL TIME EQUIVALENTS

Number of Permanent Staff  
Number of DSG Staff  
Number of Fixed term contracts  
Total FTE

2014/15	2015/16
47.4	43.2
5.9	5.9
1.0	1.0
54.3	50.0

#### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000	2015/16 DSG Estimate £000	2015/16 LA Estimate £000
<b>Expenditure</b>						
Employees	2,165	0	43	2,208	205	2,003
Premises	532	2	(116)	418	20	398
Transport	39	0	(3)	36	2	34
Supplies and Services	6,333	63	(2,080)	4,316	52	4,264
Third Party Payments	5,862	28	1,372	7,262	3,752	3,510
Transfer Payments	0	0	0	0	0	0
Support Services	576	0	(104)	472	32	440
Depreciation and Impairment Losses	0	0	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>15,507</b>	<b>93</b>	<b>(888)</b>	<b>14,712</b>	<b>4,063</b>	<b>10,649</b>
<b>Income</b>						
Government Grants	(106)	0	29	(77)	0	(77)
Other Reimbursements and Contributions	(310)	0	27	(283)	(28)	(255)
Customer and Client Receipts	(1,960)	0	1,735	(225)	0	(225)
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
<b>GROSS INCOME</b>	<b>(2,376)</b>	<b>0</b>	<b>1,791</b>	<b>(585)</b>	<b>(28)</b>	<b>(557)</b>
<b>NET EXPENDITURE</b>	<b>13,131</b>	<b>93</b>	<b>903</b>	<b>14,127</b>	<b>4,035</b>	<b>10,092</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(311)	0.0
Overhead adjustments	(104)	
Transfer between departments	52	
Revenuisation	1,000	
Technical adjustments	266	
<b>TOTAL</b>	<b>903</b>	<b>0.0</b>

## CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

### Education

To page contains the budgets for school improvement; early years and children's centres; education inclusion; as well as special educational needs and disability integrated service.

#### FULL TIME EQUIVALENTS

Number of Permanent Staff  
Number of DSG Staff  
Number of Fixed term contracts  
Total FTE

2014/15	2015/16
185.7	203.8
67.5	65.9
0.0	0.0
253.2	269.6

#### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000	2015/16 DSG Estimate £000	2015/16 LA Estimate £000
<b>Expenditure</b>						
Employees	10,199	0	756	10,955	3,230	7,725
Premises	734	3	169	906	143	763
Transport	3,113	44	(7)	3,150	56	3,094
Supplies and Services	13,972	58	1,341	15,371	13,544	1,827
Third Party Payments	9,435	18	2,307	11,760	8,652	3,108
Transfer Payments	19	0	0	19	0	19
Support Services	2,175	0	183	2,358	192	2,166
Depreciation and Impairment Losses	191	0	(19)	172	0	172
<b>GROSS EXPENDITURE</b>	<b>39,838</b>	<b>123</b>	<b>4,730</b>	<b>44,691</b>	<b>25,817</b>	<b>18,874</b>
<b>Income</b>						
Government Grants	(250)	0	(3,493)	(3,743)	(3,573)	(170)
Other Reimbursements and Contributions	(2,337)	0	(959)	(3,296)	(79)	(3,217)
Customer and Client Receipts	(2,394)	0	98	(2,296)	(371)	(1,925)
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
<b>GROSS INCOME</b>	<b>(4,981)</b>	<b>0</b>	<b>(4,354)</b>	<b>(9,335)</b>	<b>(4,023)</b>	<b>(5,312)</b>
<b>NET EXPENDITURE</b>	<b>34,857</b>	<b>123</b>	<b>376</b>	<b>35,356</b>	<b>21,794</b>	<b>13,562</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(240)	(2.0)
Overhead adjustments	182	
Transfer between departments	100	
Depreciation adjustments	18	
Technical adjustments	316	
<b>TOTAL</b>	<b>376</b>	<b>(2.0)</b>

## CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

## Schools

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

## FULL TIME EQUIVALENTS

Number of Permanent Staff  
Number of DSG Staff  
Number of Fixed term contracts  
Total FTE

2014/15	2015/16
0.0	0.0
0.0	0.0
0.0	0.0
0.0	0.0

## SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000	2015/16 DSG Estimate £000	2015/16 LA Estimate £000
<b>Expenditure</b>						
Employees	639	0	15	654	654	0
Premises	34	0	12	46	46	0
Transport	0	0	0	0	0	0
Supplies and Services	116,251	0	25,853	142,104	142,104	0
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Support Services	0	0	0	0	0	0
Depreciation and Impairment Losses	5,033	0	21	5,054	0	5,054
<b>GROSS EXPENDITURE</b>	<b>121,957</b>	<b>0</b>	<b>25,901</b>	<b>147,858</b>	<b>142,804</b>	<b>5,054</b>
<b>Income</b>						
Government Grants	(142,104)	0	(25,597)	(167,701)	(167,701)	0
Other Reimbursements and Contributions	(1,053)	0	24	(1,029)	(1,029)	0
Customer and Client Receipts	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
<b>GROSS INCOME</b>	<b>(143,157)</b>	<b>0</b>	<b>(25,573)</b>	<b>(168,730)</b>	<b>(168,730)</b>	<b>0</b>
<b>NET EXPENDITURE</b>	<b>(21,200)</b>	<b>0</b>	<b>328</b>	<b>(20,872)</b>	<b>(25,926)</b>	<b>5,054</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Depreciation adjustments	21	
Technical adjustments	307	
<b>TOTAL</b>	<b>328</b>	<b>0.0</b>

## CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

### Other Children Schools and Families Budgets

This budget covers asylum seeker costs, past and present pension and redundancy costs, ESG income and PFI unitary charges.

#### FULL TIME EQUIVALENTS

Number of Permanent Staff  
 Number of DSG Staff  
 Number of Fixed term contracts  
 Total FTE

2014/15	2015/16
2.2	2.2
0.0	0.0
0.0	0.0
2.2	2.2

#### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000	2015/16 DSG Estimate £000	2015/16 LA Estimate £000
<b>Expenditure</b>						
Employees	2,140	18	(6)	2,152	0	2,152
Premises	0	0	0	0	0	0
Transport	0	0	0	0	0	0
Supplies and Services	221	747	(656)	312	0	312
Third Party Payments	10,050	148	103	10,301	0	10,301
Transfer Payments	0	0	0	0	0	0
Support Services	16	0	0	16	0	16
Depreciation and Impairment Losses	0	0	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>12,427</b>	<b>913</b>	<b>(559)</b>	<b>12,781</b>	<b>0</b>	<b>12,781</b>
<b>Income</b>						
Government Grants	(3,570)	0	647	(2,923)	0	(2,923)
Other Reimbursements and Contributions	(2,198)	0	0	(2,198)	0	(2,198)
Customer and Client Receipts	(61)	0	61	0	0	0
Interest	(44)	0	0	(44)	0	(44)
Recharges	0	0	0	0	0	0
Reserves	274	0	(250)	24	0	24
<b>GROSS INCOME</b>	<b>(5,599)</b>	<b>0</b>	<b>458</b>	<b>(5,141)</b>	<b>0</b>	<b>(5,141)</b>
<b>NET EXPENDITURE</b>	<b>6,828</b>	<b>913</b>	<b>(101)</b>	<b>7,640</b>	<b>0</b>	<b>7,640</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	0	
Overhead adjustments	0	
Use of Reserves adjustment	(250)	
Technical adjustments	149	
<b>TOTAL</b>	<b>(101)</b>	<b>0.0</b>





## **2015/2016 ESTIMATES**

# **ENVIRONMENT AND REGENERATION DEPARTMENT**

## SUMMARY: ENVIRONMENT & REGENERATION

### FULL TIME EQUIVALENTS (FTE)

Permanent Staff

Fixed Term Contract

Total FTE

2014/15	2015/16
625	644
12	11
636	654

### SERVICE AREA ANALYSIS

#### CHANGE BETWEEN YEARS

	2014/2015 Original Estimate £000	Inflation £000	Other Variations £000	2015/2016 Estimate £000
Street Scene and Waste	25,561	381	(8,209)	17,733
Public Protection and Development	(5,741)	119	(2,322)	(7,944)
Sustainable Communities	1,785	217	12,194	14,196
Safer Merton	1,248	0	(1,248)	0
Senior Management and Support	0	35	(35)	0
<b>TOTAL EXPENDITURE</b>	<b>22,853</b>	<b>752</b>	<b>380</b>	<b>23,985</b>

## ENVIRONMENT AND REGENERATION DEPARTMENT

### Departmental Summary

#### FULL TIME EQUIVALENTS (FTE)

Permanent Staff  
Fixed Term Contract  
Total FTE

2014/15	2015/16
625	644
12	11
636	654

#### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/2015 Original Estimate £000	Inflation £000	Other Variations £000	2015/2016 Estimate £000
<b>Expenditure</b>				
Employees	21,896	492	1,040	23,428
Premises	3,402	29	(465)	2,966
Transport	8,140	39	682	8,861
Supplies and Services	4,329	46	353	4,728
Third Party Payments	9,504	146	638	10,289
Transfer Payments	16	0	(7)	9
Support Services	8,065	0	759	8,825
Depreciation and Impairment Losses	7,333	0	1,250	8,583
<b>GROSS EXPENDITURE</b>	<b>62,685</b>	<b>752</b>	<b>4,252</b>	<b>67,689</b>
<b>Income</b>				
Government Grants	(410)	0	(71)	(481)
Other Reimbursements and Contributions	(2,413)	0	(1,246)	(3,658)
Customer and Client Receipts	(33,618)	0	(3,290)	(36,908)
Interest	0	0	0	0
Recharges	(2,440)	0	(216)	(2,656)
Reserves	(950)	0	950	(0)
<b>GROSS INCOME</b>	<b>(39,832)</b>	<b>0</b>	<b>(3,872)</b>	<b>(43,704)</b>
<b>NET EXPENDITURE</b>	<b>22,853</b>	<b>752</b>	<b>380</b>	<b>23,985</b>

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(1,591)	(13)
Depreciation adjustments	1,250	
Overheads adjustments	544	
Transfer between departments	(157)	(1)
Technical adjustments	(346)	
Use of Reserves adjustments	680	3
<b>TOTAL</b>	<b>380</b>	<b>(14.2)</b>

## ENVIRONMENT AND REGENERATION DEPARTMENT

**Street Scene and Waste:** Transport Services, Waste Management and Operations.

### FULL TIME EQUIVALENTS (FTE)

Permanent Staff

Fixed Term Contract

Total FTE

2014/15	2015/16
351	314
0	1
351	315

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/2015 Original Estimate £000	Inflation £000	Other Variations £000	2015/2016 Estimate £000
<b>Expenditure</b>				
Employees	10,868	240	(1,770)	9,338
Premises	1,437	1	(1,162)	276
Transport	7,627	30	574	8,231
Supplies and Services	1,532	12	(407)	1,137
Third Party Payments	8,270	98	(1,694)	6,674
Transfer Payments	2	0	0	2
Support Services	4,073	0	(902)	3,171
Depreciation and Impairment Losses	6,436	0	(5,243)	1,193
<b>GROSS EXPENDITURE</b>	<b>40,245</b>	<b>381</b>	<b>(10,604)</b>	<b>30,022</b>
<b>Income</b>				
Government Grants	(288)	0	288	0
Other Reimbursements and Contributions	(1,894)	0	878	(1,016)
Customer and Client Receipts	(12,005)	0	732	(11,273)
Recharges	(497)	0	497	0
Reserves	0	0		0
<b>GROSS INCOME</b>	<b>(14,684)</b>	<b>0</b>	<b>2,395</b>	<b>(12,289)</b>
<b>NET EXPENDITURE</b>	<b>25,561</b>	<b>381</b>	<b>(8,209)</b>	<b>17,733</b>

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(443)	
Depreciation adjustments	141	
Overheads adjustments	357	
Transfer between departments	(92)	
Technical adjustments	(8,447)	(36.6)
Use of reserves adjustments	275	1.0
<b>TOTAL</b>	<b>(8,209)</b>	<b>(35.6)</b>

## ENVIRONMENT AND REGENERATION DEPARTMENT

**Public Protection:** Regulatory Services Partnership, Parking Control, Safer Merton.

### FULL TIME EQUIVALENTS (FTE)

Permanent Staff \*

Fixed Term Contract

Total FTE

2014/15	2015/16
132	146
4	1
136	147

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/2015 Original Estimate £000	Inflation £000	Other Variations £000	2015/2016 Estimate £000
<b>Expenditure</b>				
Employees	5,226	94	257	5,577
Premises	691	1	(49)	643
Transport	226	3	(44)	185
Supplies and Services	670	12	(116)	566
Third Party Payments	326	9	282	617
Transfer Payments	2	0	(2)	(0)
Support Services	1,635	0	(161)	1,474
Depreciation and Impairment Losses	76	0	136	212
<b>GROSS EXPENDITURE</b>	<b>8,852</b>	<b>119</b>	<b>303</b>	<b>9,274</b>
<b>Income</b>				
Government Grants	(0)	0	(108)	(108)
Other Reimbursements and Contributions	(99)	0	(1,180)	(1,279)
Customer and Client Receipts	(14,387)	0	(1,443)	(15,830)
Recharges	0	0	0	0
Reserves	(106)	0	106	(0)
<b>GROSS INCOME</b>	<b>(14,592)</b>	<b>0</b>	<b>(2,625)</b>	<b>(17,217)</b>
<b>NET EXPENDITURE</b>	<b>(5,741)</b>	<b>119</b>	<b>(2,322)</b>	<b>(7,944)</b>

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(611)	(7.3)
Depreciation adjustments	(3)	
Overheads adjustments	41	
Transfer between departments	(45)	(1.0)
Technical adjustments	(1,704)	(15.1)
Use of Reserves adjustments	0	
<b>TOTAL</b>	<b>(2,322)</b>	<b>(23.4)</b>

\* The 2015/16 figure includes 18fte of LB Richmond staff that transferred to Merton as part of the Regulatory Services Partnership.

## ENVIRONMENT AND REGENERATION DEPARTMENT

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

### FULL TIME EQUIVALENTS (FTE)

**Permanent Staff**  
**Fixed Term Contract**  
**Total FTE**

2014/15	2015/16
115	173
2	7
117	180

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/2015 Original Estimate £000	Inflation £000	Other Variations £000	2015/2016 Estimate £000
<b>Expenditure</b>				
Employees	4,203	126	3,245	7,574
Premises	1,271	27	748	2,046
Transport	260	6	159	425
Supplies and Services	1,750	19	1,056	2,825
Third Party Payments	780	39	2,179	2,998
Transfer Payments	12	0	(5)	7
Support Services	1,982	0	2,051	4,033
Depreciation and Impairment Losses	683	0	6,496	7,179
<b>GROSS EXPENDITURE</b>	<b>10,941</b>	<b>217</b>	<b>15,929</b>	<b>27,087</b>
<b>Income</b>				
Government Grants	(52)	0	(321)	(373)
Other Reimbursements and Contributions	(218)	0	(1,145)	(1,363)
Customer and Client Receipts	(7,220)	0	(2,584)	(9,804)
Recharges	(821)	0	(529)	(1,350)
Reserves	(844)	0	844	(0)
<b>GROSS INCOME</b>	<b>(9,156)</b>	<b>0</b>	<b>(3,735)</b>	<b>(12,891)</b>
<b>NET EXPENDITURE</b>	<b>1,785</b>	<b>217</b>	<b>12,194</b>	<b>14,196</b>

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(534)	(5.9)
Depreciation adjustments	1,112	
Overheads adjustments	329	
Transfer between departments	(20)	
Technical adjustments	11,052	73.7
Use of Reserves adjustments	255	0.4
<b>TOTAL</b>	<b>12,194</b>	<b>68.2</b>

## ENVIRONMENT AND REGENERATION DEPARTMENT

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

### FULL TIME EQUIVALENTS (FTE)

**Permanent Staff**  
**Fixed Term Contract**  
**Total FTE**

2014/15	2015/16
<b>16</b>	<b>0</b>
<b>6</b>	<b>0</b>
<b>22</b>	<b>0</b>

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/2015 Original Estimate £000	Inflation £000	Other Variations £000	2015/2016 Estimate £000
<b>Expenditure</b>				
Employees	841	0	(841)	0
Premises	2	0	(2)	0
Transport	7	0	(7)	0
Supplies and Services	179	0	(179)	0
Third Party Payments	129	0	(129)	0
Transfer Payments	0	0	0	0
Support Services	230	0	(230)	0
Depreciation and Impairment Losses	139	0	(139)	0
<b>GROSS EXPENDITURE</b>	<b>1,525</b>	<b>0</b>	<b>-1,525</b>	<b>0</b>
<b>Income</b>				
Government Grants	(70)	0	70	0
Other Reimbursements and Contributions	(201)	0	201	0
Customer and Client Receipts	(6)	0	6	0
Recharges	0	0	0	0
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(277)</b>	<b>0</b>	<b>277</b>	<b>0</b>
<b>NET EXPENDITURE</b>	<b>1,248</b>	<b>0</b>	<b>(1,248)</b>	<b>0</b>

Other variations are analysed as follows:

Major Items	£000	fte
Saving	0	
Depreciation adjustments	0	
Overheads adjustments	0	
Technical adjustments	(1,248)	(22.0)
<b>TOTAL</b>	<b>(1,248)</b>	<b>(22)</b>

## ENVIRONMENT AND REGENERATION DEPARTMENT

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

### FULL TIME EQUIVALENTS (FTE)

Permanent Staff

Fixed Term Contract

Total FTE

2014/15	2015/16
11	11
0	2
11	13

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/2015 Original Estimate £000	Inflation £000	Other Variations £000	2015/2016 Estimate £000
<b>Expenditure</b>				
Employees	758	32	149	939
Premises	1	0	0	1
Transport	20	0	0	20
Supplies and Services	197	3	(1)	199
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	146	0	1	147
Depreciation and Impairment Losses	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>1,122</b>	<b>35</b>	<b>149</b>	<b>1,306</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Recharges	(1,122)	0	(184)	(1,306)
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(1,122)</b>	<b>0</b>	<b>(184)</b>	<b>(1,306)</b>
<b>NET EXPENDITURE</b>	<b>0</b>	<b>35</b>	<b>(35)</b>	<b>0</b>

Other variations are analysed as follows:

Major Items	£000	fte
Saving	(3)	
Overheads adjustments	(183)	
Technical adjustments	1	
Use of Reserves adjustments	150	2.0
<b>TOTAL</b>	<b>(35)</b>	<b>2.0</b>





## **2015/2016 ESTIMATES**

# **COMMUNITY AND HOUSING DEPARTMENT**

**SUMMARY: COMMUNITY AND HOUSING**

	<b>2014/15</b>	<b>2015/16</b>
Number of FTE Staff	531.05	466.32
Number of FTE PCT TUPE staff	24.24	22.74
Number of Fixed Term contract	0.00	2.00
<b>Total FTE</b>	<b>555.29</b>	<b>491.06</b>

**SERVICE AREA ANALYSIS**

	<b>2014/15 Original Estimate £000</b>	<b>Inflation £000</b>	<b>Other Variations £000</b>	<b>2015/16 Estimate £000</b>
Adult Social Care	55,498	1,058	(878)	55,678
Libraries and Heritage	3,193	37	(141)	3,089
Merton Adult Education	39	46	(5)	80
Housing General Fund	2,207	49	(105)	2,151
Senior Management	396	3	3	402
<b>NET EXPENDITURE</b>	<b>61,333</b>	<b>1,193</b>	<b>(1,126)</b>	<b>61,400</b>

## COMMUNITY AND HOUSING DEPARTMENT Total

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

### FULL TIME EQUIVALENTS

	2014/15	2015/16
Number of FTE Staff	531.05	466.32
Number of FTE PCT TUPE staff	24.24	22.74
Number of Fixed Term contract	0.00	2.00
<b>Total FTE</b>	<b>555.29</b>	<b>491.06</b>

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees	19,110	462	(553)	19,019
Premises	1,094	17	(133)	978
Transport	1,202	18	3	1,223
Supplies and Services	5,175	65	1,246	6,486
Third Party Payments	41,784	631	409	42,824
Transfer Payments	9,732	0	123	9,855
Support Services	8,356	0	(100)	8,256
Depreciation and Impairment Losses	739	0	(98)	641
<b>GROSS EXPENDITURE</b>	<b>87,192</b>	<b>1,193</b>	<b>897</b>	<b>89,282</b>
<b>Income</b>				
Government Grants	(2,977)	0	(1,083)	(4,060)
Other Reimbursements and Contributions	(8,055)	0	(619)	(8,674)
Customer and Client Receipts	(11,651)	0	(252)	(11,903)
Interest	0	0	0	0
Recharges	(3,109)	0	(136)	(3,245)
Reserves	(67)	0	67	0
<b>GROSS INCOME</b>	<b>(25,859)</b>	<b>0</b>	<b>(2,023)</b>	<b>(27,882)</b>
<b>NET EXPENDITURE</b>	<b>61,333</b>	<b>1,193</b>	<b>(1,126)</b>	<b>61,400</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(2,154)	(48.14)
Growth	157	0
Overheads adjustments	(236)	0
Depreciation adjustments	(98)	0
Rebasing of Income	(220)	0
Technical adjustments	(153)	0
Transfers between departments	0	0
Grants	27	0
Other	1,006	0
Use of Reserves Adjustment	545	0.00
<b>TOTAL</b>	<b>(1,126)</b>	<b>(48.14)</b>

## COMMUNITY AND HOUSING DEPARTMENT Adult Education

Provides high quality learning and training needs of Merton communities for ages 16-65. Funded by LSC, MAE is able to support financially qualifying learners and or offer free courses. Services are provided through two main town centres Whatley Avenue, Wimbledon's Marlborough hall, and four neighbourhood centres, Cobham Court, Mictam's Canons house, Pollards Hill and Morden libraries.

### FULL TIME EQUIVALENTS

Number of FTE Staff

2014/15	2015/16
29.36	27.29
0.00	0.00
<b>29.36</b>	<b>27.29</b>

Number of Fixed Term contract

**Total FTE**

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15		Other	2015/16
	Original	Inflation	Variations	Estimate
	£000	£000	£000	£000
<b>Expenditure</b>				
Employees	1,785	38	68	1,891
Premises	174	3	(11)	166
Transport	3	0	1	4
Supplies and Services	345	5	0	350
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	311	0	24	335
Depreciation and Impairment Losses	97	0	(5)	92
<b>GROSS EXPENDITURE</b>	<b>2,715</b>	<b>46</b>	<b>77</b>	<b>2,838</b>
<b>Income</b>				
Government Grants	(1,873)	0	(82)	(1,955)
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	(803)	0	0	(803)
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(2,676)</b>	<b>0</b>	<b>(82)</b>	<b>(2,758)</b>
<b>NET EXPENDITURE</b>	<b>39</b>	<b>46</b>	<b>(5)</b>	<b>80</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(14)	(0.50)
Growth	0	
Overheads adjustments	24	
Depreciation adjustments	(5)	
Rebasing of Income	0	
Technical adjustments	(10)	
Transfers between departments	0	
Grants	0	
Other	0	
Use of Reserves Adjustment	0	
<b>TOTAL</b>	<b>(5)</b>	<b>(0.50)</b>

## COMMUNITY AND HOUSING DEPARTMENT

### Library & Heritage Services

Services are provided through three main town centre libraries, Mitcham, Morden, Wimbledon and four neighbourhood libraries, Donald Hope, Pollards Hill, Raynes Park and West Barnes. Additional services available are home visits and school services. Also available is the Heritage Service located at Morden Library.

#### FULL TIME EQUIVALENTS

	2014/15	2015/16
Number of FTE Staff	47.00	45.71
Number of Fixed Term Contract	0.00	1.00
<b>Total FTE</b>	<b>47.00</b>	<b>46.71</b>

#### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees	1,327	21	(23)	1,325
Premises	401	6	(10)	397
Transport	4	0	0	4
Supplies and Services	582	9	(126)	465
Third Party Payments	65	1	(38)	28
Transfer Payments	0	0	0	0
Support Services	689	0	7	696
Depreciation and Impairment Losses	566	0	(76)	490
<b>GROSS EXPENDITURE</b>	<b>3,634</b>	<b>37</b>	<b>(266)</b>	<b>3,405</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(114)	0	114	0
Customer and Client Receipts	(327)	0	11	(316)
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(441)</b>	<b>0</b>	<b>125</b>	<b>(316)</b>
<b>NET EXPENDITURE</b>	<b>3,193</b>	<b>37</b>	<b>(141)</b>	<b>3,089</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(22)	0.00
Growth	0	
Overheads adjustments	7	
Depreciation adjustments	(76)	
Rebasing of Income	0	
Technical adjustments	(50)	
Transfers between departments	0	
Grants	0	
Other	0	
Use of Reserves Adjustment	0	
<b>TOTAL</b>	<b>(141)</b>	<b>0.00</b>

**COMMUNITY AND HOUSING DEPARTMENT**  
**Housing General Fund**

**Housing Needs and Enabling Service**

**FULL TIME EQUIVALENTS**

Number of FTE Staff

**2014/15**    **2015/16**

32.50    30.53

Number of Fixed Term Contract

0.00    0.00

**Total FTE**

**32.50**    **30.53**

**SUBJECTIVE ANALYSIS OF ESTIMATES**

	<b>2014/15 Original Estimate £000</b>	<b>Inflation £000</b>	<b>Other Variations £000</b>	<b>2015/16 Estimate £000</b>
<b>Expenditure</b>				
Employees	1,310	23	(111)	1,222
Premises	38	1	0	39
Transport	28	1	(1)	28
Supplies and Services	200	3	0	203
Third Party Payments	1,154	21	221	1,396
Transfer Payments	338	0	(34)	304
Support Services	277	0	(26)	251
Depreciation and Impairment Losses	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>3,345</b>	<b>49</b>	<b>49</b>	<b>3,443</b>
<b>Income</b>				
Government Grants	(969)	0	(171)	(1,140)
Other Reimbursements and Contributions	(5)	0	0	(5)
Customer and Client Receipts	(97)	0	(50)	(147)
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	(67)	0	67	0
<b>GROSS INCOME</b>	<b>(1,138)</b>	<b>0</b>	<b>(154)</b>	<b>(1,292)</b>
<b>NET EXPENDITURE</b>	<b>2,207</b>	<b>49</b>	<b>(105)</b>	<b>2,151</b>

Other Variations are analysed as follows:

<b>Major Items</b>	<b>£000</b>	<b>fte</b>
Savings	(104)	(1.00)
Growth	0	
Overheads adjustments	(26)	
Depreciation adjustments	0	
Rebasing of Income	0	
Technical adjustments	19	
Transfers between departments	0	
Grants	0	
Other	6	
Use of Reserves Adjustment	0	
<b>TOTAL</b>	<b>(105)</b>	<b>(1.00)</b>

## COMMUNITY AND HOUSING DEPARTMENT

### Adult Social Care

This area includes Older People, Mental Health, Learning Disability, Physical Disability and sensory Impaired clients. It also includes No Recourse to Public Fund, aids support and substance misuse clients, concessionary fares and clients receiving other services.

#### FULL TIME EQUIVALENTS

	2014/15	2015/16
Number of FTE Staff	420.19	360.79
Number of FTE PCT TUPE staff	24.24	22.74
Number of Fixed Term Contract	0.00	1.00
<b>Total FTE</b>	<b>444.43</b>	<b>384.53</b>

#### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees	14,464	379	(486)	14,357
Premises	481	7	(112)	376
Transport	1,167	17	3	1,187
Supplies and Services	3,914	46	1,372	5,332
Third Party Payments	40,565	609	226	41,400
Transfer Payments	9,394	0	157	9,551
Support Services	7,041	0	(109)	6,932
Depreciation and Impairment Losses	76	0	(17)	59
<b>GROSS EXPENDITURE</b>	<b>77,102</b>	<b>1,058</b>	<b>1,034</b>	<b>79,194</b>
<b>Income</b>				
Government Grants	(135)	0	(830)	(965)
Other Reimbursements and Contributions	(7,936)	0	(733)	(8,669)
Customer and Client Receipts	(10,424)	0	(213)	(10,637)
Interest	0	0	0	0
Recharges	(3,109)	0	(136)	(3,245)
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(21,604)</b>	<b>0</b>	<b>(1,912)</b>	<b>(23,516)</b>
<b>NET EXPENDITURE</b>	<b>55,498</b>	<b>1,058</b>	<b>(878)</b>	<b>55,678</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(2,014)	(46.64)
Growth	157	
Overheads adjustments	(245)	
Depreciation adjustments	(17)	
Rebasing of Income	(220)	
Technical adjustments	(111)	
Transfers between departments	0	
Grants	27	
Other	1,000	
Use of Reserves Adjustment	545	
<b>TOTAL</b>	<b>(878)</b>	<b>(46.64)</b>

## COMMUNITY AND HOUSING DEPARTMENT Senior Management

This area includes the cost of the Director and Executive Assistant

### FULL TIME EQUIVALENTS

Number of FTE Staff  
Number of Fixed Term Contract  
**Total FTE**

2014/15	2015/16
2.00	2.00
0.00	0.00
<b>2.00</b>	<b>2.00</b>

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees	224	1	(1)	224
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	134	2	0	136
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	38	0	4	42
Depreciation and Impairment Losses	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>396</b>	<b>3</b>	<b>3</b>	<b>402</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET EXPENDITURE</b>	<b>396</b>	<b>3</b>	<b>3</b>	<b>402</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	0	
Growth	0	
Overheads adjustments	4	
Depreciation adjustments	0	
Rebasing of Income	0	
Technical adjustments	(1)	
Transfers between departments	0	
Grants	0	
Other	0	
Use of Reserves Adjustment		
<b>TOTAL</b>	<b>3</b>	<b>0.00</b>



**COMMUNITY AND HOUSING DEPARTMENT**  
**Public Health**

Public Health services comprise• Mandatory Services : Sexual health, NHS health checks, National Child Measurement Programme, Support to Clinical Commissioning groups, and assurance of health emergency preparedness. • Universal Services : Smoking cessation, Drugs and alcohol, Obesity

**FULL TIME EQUIVALENTS**

Number of FTE Staff

Number of Fixed Term Contracts

**Total FTE**

2014/15	2015/16
13.77	14.77
0.00	0.00
<b>13.77</b>	<b>14.77</b>

**SUBJECTIVE ANALYSIS OF ESTIMATES**

	2014/15 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees	922	0	73	995
Premises	0	0	2	2
Transport	7	0	(5)	2
Supplies and Services	4,431	0	290	4,721
Third Party Payments	4,374	0	(219)	4,155
Transfer Payments	0	0	0	0
Support Services	110	0	62	172
Depreciation and Impairment Losses	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>9,844</b>	<b>0</b>	<b>203</b>	<b>10,047</b>
<b>Income</b>				
Government Grants	(9,236)	0	0	(9,236)
Other Reimbursements and Contributions	(608)	0	117	(491)
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(9,844)</b>	<b>0</b>	<b>117</b>	<b>(9,727)</b>
<b>NET EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>320</b>	<b>320</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	0	
Growth	0	
Overheads adjustments	62	
Depreciation adjustments	0	
Rebasing of Income	0	
Technical adjustments	0	
Transfers between departments	0	
Grants	0	
Other	(62)	
Use of Reserves Adjustment	320	
<b>TOTAL</b>	<b>320</b>	<b>0.00</b>

## Standard Subjective Analysis – The Key

### Introduction

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

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

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

## Glossary of the standard Subjective analysis

### Details of Expenditure groups and what is included:

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

#### Direct employee expenses

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

#### Indirect employee expenses

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

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

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

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

#### Direct Transport costs

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

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

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

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

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

#### Government Grants

- Specific and special government grants

#### Other Reimbursements and contributions

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

#### Customer and Client Receipts

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

#### Interest

#### Recharges

- Value of costs recharged to internal users

#### Reserves

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

## Risk Analysis for General Fund

- 1 The Council's draft budget for 2015/16, has been analysed to identify key areas of risk. Costs that are regarded as fixed have been disregarded along with Schools' budgets.

	£m
<b>Employees</b>	91.0
Premises Related Expenditure	8.0
Transport Related Expenditure	13.5
Supplies and Services	31.2
Third Party Payments	72.6
Transfer Payments	103.9
Support Services	29.9
Depreciation and Impairment Costs	16.5
Cost of Borrowing	14.1
Pension Fund	4.5
Contingency	1.5
Corporate Provisions	4.6
<b>Incomes</b>	
Government Grants	103.8
Other Grants, Reimbursements and Contributions	24.1
Customer and Client Receipts	57.5
Interest	0.0
Recharges	30.9
Balances	0.0
Asset Rentals: Depreciation & Impairment	16.5
<b>Overall Total</b>	<b>624.1</b>

2. In addition the savings proposals for 2015/19 have been assessed in terms of deliverable risk. The level of deliverable risk is:

Risk Rating	New 2015/16 £000	New 2016/17 £000	New 2017/18 £000	New 2018/19 £000	Previous 2015/19 £000	Total 2015/19 £000
Low	693	3,739	1,027	619	1,141	7,219
Medium	0	4,758	1,770	(283)	4,146	10,421
High	20	2,198	1,208	812	5,208	9,446
<b>Total</b>	<b>713</b>	<b>10,275</b>	<b>4,005</b>	<b>1,148</b>	<b>10,495</b>	<b>27,086</b>

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

	£m	Min %	Mid %	Max %
<b>Employees</b>	91.0	0.25	0.50	0.75
Premises Related Expenditure	8.0	1.50	2.50	3.50
Transport Related Expenditure	13.5	2.00	3.00	4.00
Supplies and Services	31.2	1.50	2.50	3.50
Third Party Payments	72.6	3.00	5.00	7.00
Transfer Payments	103.9	3.00	4.00	5.00
<b>Incomes</b>				
Government Grants	103.8	1.00	2.00	3.00
Other Grants, Reimbursements and Contributions	24.1	1.00	2.00	3.00
Customer and Client Receipts	57.5	1.50	2.50	3.50
<b>Savings</b>				
Low Deliverability Risk	7.2	1.50		
Medium Deliverability Risk	10.4		3.00	
High Deliverability Risk	9.4			7.50
Safety Net Threshold	2.4	100.00	100.00	100.00

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

	£m	Min £m	Mid £m	Max £m
<b>Employees</b>	91.0	0.23	0.46	0.68
Premises Related Expenditure	8.0	0.12	0.20	0.28
Transport Related Expenditure	13.5	0.27	0.41	0.54
Supplies and Services - DSG	31.2	0.47	0.78	1.09
Third Party Payments	72.6	2.18	3.63	5.08
Transfer Payments	103.9	3.12	4.16	5.20
<b>Incomes</b>				
Government Grants	103.8	1.04	2.08	3.11
Other Grants, Reimbursements and Contributions	24.1	0.24	0.48	0.72
Customer and Client Receipts	57.5	0.86	1.44	2.01
<b>Savings</b>				
Low Deliverability Risk	7.2	0.11		
Medium Deliverability Risk	10.4		0.31	
High Deliverability Risk	9.4			0.71
Safety Net Threshold	2.4	2.40	2.40	2.40
Total		11.05	16.31	21.84

## Merton Council Retail Property Discount 2015/16

The Government announced in the Autumn Statement (3 December 2014) that it wishes local authorities to grant Business Rates (NNDR) relief of up to £1,500 to all occupied retail properties with a rateable value of £50,000 or less that are wholly or mainly being used as shops, restaurants, cafes or drinking establishments. The relief will apply for the 2015/16 financial year. This relief was previously set at up to £1,000 in 2014/15.

### Which properties will benefit from relief?

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

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

### Eligibility Criteria

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

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



- Pubs
- Bars

### **Ineligible businesses/organisations**

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

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

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

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

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

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

Post office sorting office

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

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

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

### **How much relief will be available?**

The total amount of government-funded relief available for each property for each of the years under this scheme is £1,000 for 2014/15 and £1,500 for 2015/16. The amount does not vary with rateable value and there is no taper. The relief will be applied against the net bill after all other reliefs.

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

### **Application Process**

No formal application form is necessary where we are satisfied the qualifying criteria above is met. From 1 April 2014, we identified all retail properties we considered met the criteria and applied the discount. A form was sent to all these ratepayers, enclosing the qualifying criteria and information concerning State Aid. They were required to return the form to state they met the criteria, and that the amount of relief is did not exceed State Aid limits. (See the De Minimis Regulations (1407/2013))

We will not require re-applications for the 2015/16.

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

### **Decision Making and Appeals**

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

### **Budget**

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

## **Merton Council Transitional Relief Discount 2015/16**

The Government announced in the Autumn Statement (3 December 2014) that it wishes local authorities to grant Business Rates (NNDR) transitional relief discount to small and medium properties which meet the criteria specified. The relief will apply for the financial years 2015/16 and 2016/17. This discount replaces the statutory Transitional Relief Scheme which comes to an end on 31 March 2015.

### **Which properties will benefit from relief?**

Properties that will benefit are those with a rateable value up to and including £50,000 who would have received transitional relief in 2015/16 or 2016/17 had the existing transitional relief scheme continued in its current format. In line with the existing thresholds in the transitional relief scheme, the £50,000 rateable value threshold should be based on the rateable value shown for 1/4/10 or the substituted day in the cases of splits and mergers.

### **How much relief will be available?**

A cap on increases for small properties (with a rateable value of less than £25,500) in both 2015/16 and 2016/17 will be 15% for other properties (with a rateable value up to and including £50,000) the cap will be 25% (before the increase for the change in the multiplier.)

The scheme applies only to properties up to and including £50,000 rateable value based on the value shown for 1 April 2010 or the substituted day in the cases of splits and mergers. Changes in rateable value which take effect from a later date should be recalculated using the normal rules in the transitional relief scheme. The relief will be calculated on a daily basis.

### **Recalculations of relief**

In accordance with the current transitional relief scheme, the amount of relief awarded will be recalculated in the event of a change of circumstances. This could include, for example, a backdated change to the rateable value or the hereditament. This change of circumstances could arise during the year in question or during a later year.

### **Application Process**

No formal application form is necessary where we are satisfied the qualifying criteria above is met. From 1 April 2015, we will identify all properties we consider meet the criteria and apply the discount. A form will be sent to all these ratepayers, enclosing the qualifying criteria and information concerning State Aid. They will be required to return the form to state they met the criteria, and that the amount of relief did not exceed State Aid limits. (See the De Minimis Regulations (1407/2013))

We will not require re-applications for 2016/17.

### **Decision Making and Appeals**

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

### **Budget**

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



# Equality Analysis

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?	<p>Proposed budget savings</p> <p>Savings reference numbers CSD1,2,3,4,&amp; 6 have all been assessed as not having any potential equalities impact implications.</p> <p>Savings reference CSD5 will have a positive impact but does not require a full assessment.</p> <p>Savings reference numbers CSD7 &amp; 8 are proposals to reduce resources and therefore require an equalities analysis to be completed.</p>
Which Department/ Division has the responsibility for this?	Corporate Services – Infrastructure & Transactions Division

Stage 1: Overview	
Name and job title of lead officer	Mark Humphries, Assistant Director Infrastructure & Transactions
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>CSD7 – Restructure of Post &amp; Print section resulting in the deletion of 2 FTE posts. 2 members of staff are vulnerable to redundancy from a total of 13. Reduction in resources will be covered through improvements to efficiency bought about by the use of new systems and technology.</p> <p>CSD8 – Restructure of IT Service Delivery section resulting in the deletion of 1 FTE post which be covered through an existing vacancy. Reduction in resources will be covered through improvements to efficiency bought about by the use of new equipment and IT technology.</p>
2. How does this contribute to the council's corporate priorities?	Exploiting the benefit of new technology and systems in order to deliver services in a more efficient and cost effective manner.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>CSD7 – Two members of staff vulnerable to redundancy. No impact on service delivery.</p> <p>CSD8 – No implications for staff as we currently have one vacant post as a result of a recent resignation. The proposed reduction in resources will have some impact in respect to the level of IT support that we will be able to provide our internal customers.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall	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).

CSD7 – As part of the Councils wider transformation programme we will be utilising automated processes and new high efficiency equipment which will deliver efficiency gains and should provide improvements in service delivery with less resources.

CSD8 – As part of the Councils agreed IT strategy and implementation plan, we have been upgrading the IT infrastructure and the deploying new 'plug and play' desktop equipment will reduce the requirement for specialist resources to support the councils IT operations and improve efficiency. Information from previous benchmarking exercise with other local authorities used to compare the both the operating costs and quality of the IT service provided.

## Stage 3: Assessing impact and analysis

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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"/>		X		<u>CSD5 Potential for wider community to use the centre</u> <u>CSD7 &amp; 8</u> Existing policies and procedures will be applied to ensure fairness.
Disability	<input checked="" type="checkbox"/>		X		<u>CSD5 Potential for wider community to use the centre</u> <u>CSD7 &amp; 8</u> Following selection process a disabled member of staff may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness.
Gender Reassignment					None.
Marriage and Civil Partnership					None.
Pregnancy and Maternity					None.
Race	<input checked="" type="checkbox"/>		X		<u>CSD5 Potential for wider community to use the centre</u>

					<u>CSD7 &amp; 8</u> Following selection process a member of staff from BAME may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness.
<b>Religion/ belief</b>	<u>X</u>		X		<u>CSD5 Potential for wider community to use the centre</u> <u>CSD7 &amp; 8</u> Following selection process a member of staff from a particular religious background may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness.
<b>Sex (Gender)</b>	<u>X</u>		X		<u>CSD5 Potential for wider community to use the centre</u> <u>CSD7 &amp; 8</u> Disproportionate number of females employed within the Division. Following selection process a member of staff from a particular gender may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness.
<b>Sexual orientation</b>	<u>X</u>		X		<u>CSD5 Potential for wider community to use the centre</u> <u>CSD7 &amp; 8</u> Existing policies and procedures will be applied to ensure fairness.
<b>Socio-economic status</b>	<u>X</u>			X	None.

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

Any deletion of posts, where not achieved through existing vacancies or natural wastage, will be achieved through the use of the Council's managing change process and undertaken in full consultation with Human Resources and StaffSide.

### 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?
Deletion of FTEs may impact on the staff profile	Work with Human Resources and Staff side to implement the Managing Workforce Change policy to minimise adverse equality impact					

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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 [3](#) Assessment

It has been determined that any impact from implementing the proposed savings will predominately be on staff and procedures and policies for managing any reorganisations will be followed and guidance and support sought from colleagues within the HR division.





Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Mark Humphries – Assistant Director Infrastructure & Transactions	Signature: Mark Humphries	Date: 7 <sup>th</sup> January 2015
Improvement action plan signed off by Director/ Head of Service	Caroline Holland	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 budget savings resulting in resource reduction – CS13 & 14. Proposed increase in Court Costs – CS15.
Which Department/ Division has the responsibility for this?	Corporate Services/Customer Services

Stage 1: Overview	
Name and job title of lead officer	Sean Cunniffe, Head of Customer Contact
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	CS13 – Integration of service into back office decision making process resulting in deletion of 0.6FTE posts within Customer Access Point Assistant. Individual is vulnerable to redundancy. CS14 – Deletion of 1.0FTE post within Revenues team as a result of the automation of a number of processes resulting in efficiency gains. Assumed post will be deleted through natural wastage. CS15 – Increase in court costs to cover administrative charge.
2. How does this contribute to the Council's corporate priorities?	Taking advantage of new ways of working and providing 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.	CS13 – one member of staff vulnerable to redundancy. No impact on service delivery. CS14 – one member of staff if vacancy has not arisen through natural wastage before implementation. No impact on service delivery. CS15 – households struggling financially to pay their Council Tax will be faced with an increased charge for debt recovery action.
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).

CS13 – service being undertaken by others as an efficiency gain. No the impact should see an improvement in service delivery.

CS14 – service part automated resulting in efficiency gain. No impact on service delivery.

CS15 – benchmarked against comparable others and sought permission of Court to increase our costs.

## 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			YES		Existing policies and procedures will be applied to ensure fairness.
Disability			YES		Following selection process a disabled member of staff may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness.
Gender Reassignment					None
Marriage and Civil Partnership					None
Pregnancy and Maternity					None
Race			YES		Following selection process a member of staff from B&ME may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness.
Religion/ belief			YES		Following selection process a member of staff from a particular religious background may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness.
Sex (Gender)			YES		Disproportionate number of females employed within the Division. Following selection process a member of staff from a particular gender

				may be vulnerable to redundancy. Existing policies and procedures will be applied to ensure fairness.
<b>Sexual orientation</b>			YES	Existing policies and procedures will be applied to ensure fairness.
<b>Socio-economic status</b>			YES	There is a potential impact on the socio-economic status of some with the modest increase in Court costs. However, for those truly vulnerable and unable to meet their Council Tax demand a series of benefits exist.

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

Any deletion of posts, where not achieved through existing vacancies or natural wastage, will be achieved through the use of the managing change process and in full consultation with Human Resources and StaffSide.

### 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?
Socio-economic status	Implementation of Social Inclusion Strategy	% change in number of cases issued with court orders	Mar 2016	Existing	DK	Yes

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

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

<p>This Equality Analysis has resulted in an Outcome <u>2</u> Assessment</p> <ul style="list-style-type: none"> <li>Impact is predominately on staff and procedures and policies for reorganizations will be followed and guidance and support sought from HR colleagues</li> <li>Increase of charges for court costs has been referred to the Magistrates Court for a decision, but the increase requested is to bring us in line with some of our neighboring boroughs. Care is taken with our most vulnerable customers and support from Merton CAB is available for those with debt issues and recent manage my money workshops have been set up.</li> </ul>
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Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Sean Cunniffe – Head of Customer Contact	Signature: Sean Cunniffe	Date: 05 January 2015
Improvement action plan signed off by Director/ Head of Service	Caroline Holland	Signature: Caroline Holland	Date: 05/01/2015



# 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 budget savings for Communications
Which Department/ Division has the responsibility for this?	Corporate Services – Customer Services

## Stage 1: Overview

Name and job title of lead officer	Sophie Poole Head of Communications
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 proposals as part of the savings proposals over the next four years include:</p> <p>A reduction in the My Merton spend by reviewing suppliers and costs, with no intended impact on the overall My Merton offer</p> <p>A reduction of one communications assistant as well as a further £49k reduction in communications staff spend, which will reduce the council’s internal communications resource</p> <p>A reduction in the council’s marketing spend, as a result of switching to digital channel Comms channels, as well as anticipating channel shift as part of the customer contact programme, but</p>
2. How does this contribute to the council’s corporate priorities?	The three proposals contribute to helping the council find £32m over the next four years, as well as identifying the most efficient and effective ways to communicate with our customers.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>The savings proposals will have an impact on two main groups:</p> <p><b>Service departments</b>, as the communications team reduces both in terms of people and resource, there will need to be a change in the expectation of when, what and how we communicate with their customers.</p> <p><b>Groups of residents</b> will be effected in that the usual channels we use to communicate with them, will change.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall	Corporate Communications is in house and part of the corporate resources department.

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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).

We will be moving to providing a structure which relies on services and managers using more online and self service options such as the Panacea, marketing solution software which will reduce the need to commission designers. This set up is similar to the changes in IT and HR services.

**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			X		Elderly and vulnerable residents without access.to online
Disability					
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
Religion/ belief					
Sex (Gender)					
Sexual orientation					
Socio-economic status			x		Residents without online facilities will find it more difficult to access council services electronically.

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

We will ensure communications is targeted where possible, to reduce the overall comms expenditure.

#### 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?
Impact on age	Consultation is undertaken with the group to ensure there is fairness and consistency in the process.		Ongoing	no	Sophie Poole	
Impact on social economic status	Consultation is undertaken with the group to ensure there is fairness and consistency in the process.		ongoing	no	Sophie Poole	

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 <a href="#">add</a> Assessment
<p>The proposal will have a negative impact on:</p> <ul style="list-style-type: none"> <li>• Older people who may not have access to online facilities, therefore may not be able to access information via digital communications channels</li> <li>• Residents who are from more deprived areas, may not have access to online facilities and therefore may not be able to access information via digital communications channels</li> </ul>

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

# Equality Analysis

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

What are the proposals being assessed?	Proposed budget savings
Which Department/ Division has the responsibility for this?	Corporate Service/Resources

Stage 1: Overview	
Name and job title of lead officer	Paul Dale, Assistant Director of Resources
1. What are the aims, objectives and desired outcomes of your proposal? Also explain proposals e.g. (reduction/removal of service, deletion of posts, changing criteria etc)	Reduction in spending to meet savings targets to balance the council budget whilst minimising the impact on service. The measures are: <ul style="list-style-type: none"> <li>• Increased general income £62k</li> <li>• Increased Treasury income £60k</li> <li>• Increased income from pension fund £20k</li> <li>• Re-phasing existing running cost savings £42k</li> <li>• Further running cost savings £33k</li> <li>• Reducing consultancy budget £100k</li> <li>• Delete 1 business partner post £78k</li> <li>• Delete further 2-3 posts £100k</li> </ul>
2. How does this contribute to the council's corporate priorities?	These are all "back office" savings and help minimise the impact on front line services.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The division's customers are primarily internal, however, the PSP team works closely with external stakeholders including statutory and voluntary agencies that are members of the Merton Partnership.
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).

This work is based on a budget review and a desktop estimate of the potential impact of streamlining of processes resulting from introducing new financial systems

## 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		The workforce in Resources has a significant proportion of older staff
Disability			x		Staff potentially affected by the proposals may have declared that they have a disability.
Gender Reassignment				x	
Marriage and Civil Partnership				x	
Pregnancy and Maternity				x	
Race			x		Staff potentially affected by the proposals are from a BAME background
Religion/ belief				x	
Sex (Gender)			x		The workforce has a slightly higher number of female staff
Sexual orientation				x	
Socio-economic status				x	

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

Staffing reduction will be managed through the council's change management procedures which are designed to ensure that adverse equalities impacts are minimised.

## 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?
Potential impact on workforce profile	Implement the council's change management procedures to ensure that adverse equalities impacts are minimised.					

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

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

This Equality Analysis has resulted in an Outcome <u>3</u> Assessment
<ul style="list-style-type: none"> <li>The majority of the proposals are 'back office' proposals however potentially 3-4 posts may be deleted which may have an adverse effect on the division's workforce profile in terms of Age, Disability, Race and Sex. The division will work with Human Resources to minimize the impacts by implementing the council's change management procedures.'</li> </ul>



Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Add name/ job title	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	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 budget savings for HR
Which Department/ Division has the responsibility for this?	Corporate Services – Human Resources

Stage 1: Overview	
Name and job title of lead officer	Dean Shoesmith Joint Head HR Shared Services
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The proposals set out for HR in Corporate Services to savings schedule are set to meet the savings required by the council from 2015/19. The proposals will result in a different delivery model which may result in a reduction of service. HR Services will have to be restructured to realise the proposed savings and will result in the deletion of posts.
2. How does this contribute to the council's corporate priorities?	The proposal reflects the savings required from the Shared HR service. The Council's priority is to have a balanced budget for the years 2015/19.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The HR Service provides advice and services to internal/external customers, partners and staff. The proposals will support the Council in meeting the required savings to balance the budget.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The HR Service is shared with London Borough of Sutton. London Borough is the host for the share service. Parts of the transactional services are shared with Merton/Sutton/Kingston and Richmond.

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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).

#### Impact on staff within HR - HR Workforce data

The proposed savings will have impact on gender (women) as 82% of the HR workforce are female so any changes/deletions of posts will have an impact on this protected characteristic.

66% of the HR workforce are in the age band 45- 64 – any changes would have an impact on this group of staff.

#### Impact on service delivery and customers

Managers and staff would be required to use more online and self service options.

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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 Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
	Age			x	
Disability					5.7% HR have declared a disability
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
Religion/ belief					

<b>Sex (Gender)</b>			x		82% workforce female so changes will have an impact
<b>Sexual orientation</b>					
<b>Socio-economic status</b>					

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

Difficult to mitigate due to the required savings

### 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?
Impact on gender	Consultation is undertaken with the group to ensure there is fairness and consistency in the process.		Ongoing	no	Dean Shoes mith	
Impact on age	Consultation is undertaken with the group to ensure there is fairness and consistency in the process.		ongoing	no	Dean Shoes mith	

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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 <a href="#">add</a> Assessment
<p>The proposal will have a negative impact on:</p> <ul style="list-style-type: none"> <li>female workers as the majority of employees in the division are female.</li> <li>age profile of the division the proposal will have a negative impact on employees 45 – 64 years of age.</li> </ul> <p>In order to realise the savings required the proposals attached will have to be progressed.</p>

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Kim Brown Joint Head Policy Development	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Dean Shoesmith Joint Head HR – Shared Services	Signature:	Date:

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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?	Business Improvement Savings Proposals for 2015/6
Which Department/ Division has the responsibility for this?	Business Improvement, Corporate Services

Stage 1: Overview	
Name and job title of lead officer	Sophie Ellis, Assistant Director of Business Improvement
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	CSD36 – Restructure of Business Systems Team to reduce costs of service by £10,000. Reduction of 1 FTE and reduction in availability for non-essential support work. This is in line with the existing departmental/service TOM.
2. How does this contribute to the council's corporate priorities?	This proposal supports the Corporate Capacity priority by ensuring the service provided by the BI division offers excellent 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.	The proposal is likely to have a small impact on our internal customers (users of the Business System support function who rely on us for system maintenance and improvement) since there may be some small reduction in capacity for adhoc improvement. More critically businesses will be required to ensure they adopt non-customised automation in line of business systems to decrease the level of technical support required.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	N/A

## Stage 2: Collecting evidence/ data

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

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

The proposal is based upon a robust business case that presents analysis of customer demand and existing resources to determine how the service can be best configured to meet the needs of the organisation within a finite financial envelope. In developing the business case, customers were consulted across the organisation, as well as staff within the service itself both informally and in line with the council's policies and procedures.

Two equalities assessments were conducted during the development of the proposal – one prior to the proposal going out for consultation, and one after consultation. The analysis showed that 14% of the affected group is classified as belonging to a BME group. This indicated that there will be no disproportionate impact on BME groups. The Council's policy on Managing Organisational Change is being applied to ensure that the reorganisation is managed to avoid adverse impact or unlawful discrimination on any group.

## 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		✓		✓	



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

Equalities analysis as part of managing the organisational change indicated that there was no disproportionate impact.

## Stage 4: Conclusion of the Equality Analysis

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

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

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

**Stage 5: Improvement Action Pan**

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
None	The Council’s policy on Managing Organisational Change is being applied to ensure that the reorganisation is managed to avoid adverse impact or unlawful discrimination on any group.	Post implementation equalities analysis	March 2015	Existing	SE	Y

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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 <a href="#">add</a> Assessment
Two equalities assessments were conducted during the development of the proposal – one prior to the proposal going out for consultation, and one after consultation. The analysis showed that 14% of the affected group is classified as belonging to a BME group. This indicated that there will be no disproportionate impact on BME groups. The Council’s policy on Managing Organisational Change is being applied to ensure that the

reorganisation is managed to avoid adverse impact or unlawful discrimination on any group.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Add name/ job title	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	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?	Business Improvement Savings Proposals for 2016/7
Which Department/ Division has the responsibility for this?	Business Improvement, Corporate Services

Stage 1: Overview	
Name and job title of lead officer	Sophie Ellis, Assistant Director of Business Improvement
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>CSD39 – Implement restructure of Business Systems Team to reduce costs of service by £50,000. Reduction of 2 FTE and reduction in availability for support work.</p> <p>CSD37– Restructure of Programme Office, reducing salary levels of management post and a reduction of 1.5FTE to achieve savings of £64,000. Reduction in level of coordination, support, assurance for the improvement portfolio.</p> <p>CSD38– Reduction in support budget of £5,000, reducing resources for hardware/software.</p> <p>CSD40 – Secure additional income of £30,000; to be generated through services reliant upon gazetteer maintenance in consultation with E&amp;R services in order to move to cost-neutral gazetteer maintenance.</p> <p>CSD41 – Further consolidation of system support and maintenance function to reduce cost of service by £20,000 through further rationalisation of organisation-wide functions to achieve economies of scale.</p>
2. How does this contribute to the council’s corporate priorities?	This proposal supports the Corporate Capacity priority by ensuring the service provided by the BI division offers excellent 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>The proposals are likely to have an impact on our internal customers (users of the Business System support function who rely on us for system maintenance and improvement) as follows:</p> <p>CSD 39 - Availability for support calls will be reduced and response times affected. Increase in single points of failure for system support likely.</p>

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	<p>CSD37 - Reduced coordination of change projects - interdependencies, benefits, critical paths and delivery assurance support not available. This will be mitigated in the short term through investment in fixed term resources by M2015.</p> <p>CSD40 – Will impact on income generated within E&amp;R services that rely on the information provided through the gazetter as there will be an expectation that this is utilised to support the function.</p> <p>CSD41 – This will involve the migration of any remaining disparate technical support arrangements to Corporate Services which may impact on business influence but also potentially offer some dept savings.</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>N/A</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).

Proposal CSD39 is based upon a robust business case that presents analysis of customer demand and existing resources to determine how the service can be best configured to meet the needs of the organisation within a finite financial envelope. In developing the business case, customers were consulted across the organisation, as well as staff within the service itself both informally and in line with the council's policies and procedures.

In addition for CSD39, two equalities assessments were conducted during the development of the proposal – one prior to the proposal going out for consultation, and one after consultation. The analysis showed that 14% of the affected group is classified as belonging to a BME group. This indicated that there will be no disproportionate impact on BME groups. The Council's policy on Managing Organisational Change is being applied to ensure that the reorganisation is managed to avoid adverse impact or unlawful discrimination on any group.

Proposal CSD37 is based upon a robust business case that presents analysis of customer demand and existing resources to determine how the service can be best configured to meet the needs of the organisation within a finite financial envelope. In developing the business case, customers were consulted across the organisation, as well as staff within the service itself both informally and in line with the council's policies and procedures.

In addition for CSD37 two equalities assessments were undertaken, one prior to the proposal going out for consultation and one post-consultation. The analysis showed that 50% of the affected group is classified as belonging to a BME group. This indicated that there will be no disproportionate impact on BME groups. The Council's policy on Managing Organisational Change will be applied to ensure that the reorganisation is managed to avoid adverse impact or unlawful discrimination on any group.

Analysis is underway and continuing to clarify the approach for the remaining proposals with relevant service consultation either underway or planned.

## 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?

Equalities analysis as part of managing the organisational change indicated that there was no disproportionate impact.

#### Stage 4: Conclusion of the Equality Analysis

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

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

- 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?
CSD36: None	The Council's policy on Managing Organisational Change will be applied to ensure that the reorganisation is managed to avoid adverse impact or unlawful discrimination on any group.	Post implementation analysis	September 2015	Existing	SE	Y
CSD37: None	As above	Post implementation analysis	March 2016	Existing	SE	Y
CSD37: Potential negative impact	Detailed analysis will be undertaken at appropriate points through the development of the proposals to determine mitigating actions	Equalities assessment	September 2015	Existing	SE	Y
CSD41: Potential negative impact	Detailed analysis will be undertaken at appropriate points through the development of the proposals to determine mitigating actions	Equalities assessment	September 2015	Existing	SE	Y

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

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

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

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

Where any proposal has an impact on staff, the Council's policy on Managing Organisational Change will be applied to ensure that the reorganisation is managed to avoid adverse impact or unlawful discrimination on any group. This will include detailed equalities analysis throughout the development and implementation of any proposal to determine appropriate mitigating actions.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Add name/ job title	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	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?	Business Improvement Savings Proposals for 2017/8
Which Department/ Division has the responsibility for this?	Business Improvement, Corporate Services

Stage 1: Overview	
Name and job title of lead officer	Sophie Ellis, Assistant Director of Business Improvement
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	CSD42 – Restructure functions delete 1 AD and rationalise management
2. How does this contribute to the council's corporate priorities?	This proposal supports the Corporate Capacity priority by ensuring the service provided by the BI division offers excellent 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>The proposal will impact on our internal customers (users of the Business System support function who rely on us for system maintenance and improvement).</p> <p>It relies on the development of a shared service for IT systems support and closer integration of the IT function. This will require that departments develop their clienting arrangements and prioritise their support requirements and may require a review of the councils systems so that they can be shared with other boroughs – this will require some compromise over the functionality available to businesses.</p> <p>The proposal will reduce the number of management posts within the service.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Shared delivery arrangements will be explored with neighbouring boroughs, or those where there is a systems fit that makes joint support feasible. Host/lead arrangements will need to be developed and agreed.

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**Stage 2: Collecting evidence/ data**

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

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

Analysis is underway and continuing to clarify the approach with relevant service consultation planned.

**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	✓		✓		
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?

Detailed equalities analysis will be undertaken as the proposals are developed at appropriate gateways and any mitigating action taken to ensure no disproportionate impact on the workforce or service uses.

### 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?
CSD42: Potential negative impact	Detailed analysis will be undertaken at appropriate points through the development of the proposals to determine mitigating actions	Equalities assessment	April 2016	Existing	SE	Y

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

## Stage 6: Reporting outcomes

### 10. Summary of the equality analysis

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

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

Where any proposal has an impact on staff, the Council's policy on Managing Organisational Change will be applied to ensure that the reorganisation is managed to avoid adverse impact or unlawful discrimination on any group. This will include detailed equalities analysis throughout the development and implementation of any proposal to determine appropriate mitigating actions.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Sophie Ellis, AD Business Improvement	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

# Equality Analysis

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

What are the proposals being assessed?	Budget savings CSD43 over the three year period April 2016 – March 2019
Which Department/ Division has the responsibility for this?	Corporate Services department / Corporate Governance division

Stage 1: Overview	
Name and job title of lead officer	Karin Lane, Head of Information Governance
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To meet the proposed budget savings through the provision of a shared complaints, Member and MP enquiry and FOI / DPA service with a neighbouring local authority.
2. How does this contribute to the council's corporate priorities?	Corporate Capacity
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Staff, service users / members of the public, Members, MPs, members of the public.  Staff will benefit through building a more resilient and experienced team through an overall increase in numbers of staff available, although with a larger caseload. Service users / members of the public will benefit from a more streamlined process and improved access to independent review of complaints. Members and MPs will benefit from a more streamlined process. The council will benefit by having access to a wider range of expertise and experience in dealing with these service areas, to learn from and further improve and streamline services.
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).

The anecdotal evidence considered is:

- disability – through more streamlined services, improved on-line / remote access to services and learning from best practice, access to these services for anyone with a disability should be improved,
- age - through more streamlined services, improved on-line / remote access to services and learning from best practice, access to these services for young people and older service users / residents should be improved,
- pregnancy and maternity - through more streamlined services, improved on-line / remote access to services and learning from best practice, access to these services for anyone pregnant or with a young child should be improved,
- race (this includes ethnic or national origins, colour and nationality) - through more streamlined services, improved on-line / remote access to services, access to Translation Services and learning from best practice, access for these service users should be improved,
- religion or belief (this includes 'no belief') - through more streamlined services, improved on-line / remote access to services and learning from best practice, access to these services for these service users should be improved,
- sex (gender) - through more streamlined services, improved on-line / remote access to services and learning from best practice, access to these services for all service users should be improved,
- gender reassignment - through more streamlined services, improved on-line / remote access to services and learning from best practice, access to these services for these service users should be improved, and
- sexual orientation - through more streamlined services, improved on-line / remote access to services and learning from best practice, access to these services for these service users should be improved.

Through access to a wider range of staff via a shared service, there should be a positive impact on service delivery e.g. staff may have second language skills or relevant knowledge or experience of the protected characteristics which can help develop the service to address specific needs.

## 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	✓			✓	Streamlined services, improved on-line / remote access to services and learning from best practice
Disability	✓			✓	Streamlined services, improved on-line / remote access to services and learning from best practice
Gender Reassignment	✓			✓	Streamlined services, improved on-line / remote access to services and learning from best practice
Marriage and Civil Partnership	✓			✓	Streamlined services, improved on-line / remote access to services and learning from best practice
Pregnancy and Maternity	✓			✓	Streamlined services, improved on-line / remote access to services and learning from best practice
Race	✓			✓	Streamlined services, improved on-line / remote access to services and learning from best practice
Religion/ belief	✓			✓	Streamlined services, improved on-line / remote access to services and learning from best practice
Sex (Gender)	✓			✓	Streamlined services, improved on-line / remote access to services and learning from best practice
Sexual orientation	✓			✓	Streamlined services, improved on-line / remote access to services and learning from best practice
Socio-economic status	✓			✓	Streamlined services, improved on-line / remote access to services and learning from best practice

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

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

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 [add](#) Assessment

The proposal should result in more streamlined services, improved on-line / remote access to services and learning from best practice to improve service delivery for all service users, including all of the protected characteristics.

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Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Karin Lane	Signature: Karin Lane	Date: 20.1.15
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

# Equality Analysis

What are the proposals being assessed?	CSD44. Stop webcasting meetings (£15k). Remove scrutiny support fund (£5.5k). Reduce other supplies and services (£14.5k). (total £35k in 2016/17)
Which Department/ Division has the responsibility for this?	Corporate Services – Corporate Governance

<b>Stage 1: Overview</b>	
Name and job title of lead officer	Julia Regan, Head of Democracy Services and Margaret Culleton, Head of Internal Audit and Investigations
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>Stop webcasting meetings of Council and Planning Applications Committee (£15k). The current webcasting contract finishes in February 2016 so webcasting can be terminated then without financial penalty.</p> <p>Remove scrutiny support fund (£5.5k). This fund covers costs incurred by scrutiny task groups and is consistently underspent – forecast spend for 2014/15 is £2k. Future costs will be met through the main Democracy Services team budget.</p> <p>Reduce other supplies and services (£14.5k). This budget includes printing , stationery and associated costs for the corporate governance division. The budget will be reduced to reflect the smaller number of officers in the division.</p>
2. How does this contribute to the council's corporate priorities?	Webcasting meetings and the scrutiny support fund contribute to engaging members of the public in the council's decision making processes. Engagement will continue through public attendance at meetings and the availability of agendas and minutes on the council's website.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>There are around 1500 viewings of the webcast site each month by members of the public, councillors and council officers.</p> <p>Customers will not be affected by the proposal to remove the scrutiny support fund nor to reduce the supplies and services budget.</p>
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).

Data on the number of webcast viewings shows that there are around 1500 viewings per month. Removal of this service would impact on members of the public who are interested in the business of council or planning applications committee but are unable to attend those meetings. They will continue to be able to read the agendas and minutes on the council's website.

## 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		Older people who currently view the webcasts and are unable to attend meetings will receive written information only in future
Disability		X	X		Disabled people who currently view the webcasts and are unable to attend meetings will receive written information only in future
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?

Mitigate through continuing provision of published agendas and minutes on the website. The meetings are held in public so those who are able to attend will be able to do so.

## 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?
Some older and disabled people may be unable to attend meetings	<u>No new action required</u> : Continued publication of agendas and minutes – there is an electronic sign up facility. Meetings will continue to be held in public.					

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

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

This Equality Analysis has resulted in an Outcome <u>2</u> Assessment
<ul style="list-style-type: none"> <li>There may be some adverse impact caused by stopping the webcasting of meetings. No new action is required to address these impacts – public will continue to be able to access agendas and minutes on the website and to attend meetings.</li> </ul>

<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Julia Regan, Head of Democracy Services	<b>Signature:</b>	<b>Date:12.01.15</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	Paul Evans, Assistant Director of Corporate Governance	<b>Signature:</b>	<b>Date: 19.01.15</b>



# 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?	CSD45 AA03 delete a vacant investigator post (47k) remove agency budget AA17 £13k Total £60k in 2016/17. A further saving of £20k in 2017/18 – delete a vacant 0.6 of a post – currently covered by agency worker.
Which Department/ Division has the responsibility for this?	Corporate Services/Corporate Governance

<b>Stage 1: Overview</b>	
Name and job title of lead officer	Head of Internal Audit & Investigations
<p>1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)</p>	<p>We are required to make budget reductions in 2016/17 and 2017/18. We will be removing posts that are currently vacant.</p> <p>In 2016/17 we intend to delete a vacant investigator post and remove agency budget resulting in total £60,000 savings. In 2017/18 we intend to cut 0.60 of a post, currently vacant and covered by agency resources, resulting in £20,000 saving.</p> <p>The results of these changes will mean that there will be less proactive fraud work undertaken within the service, which could have an impact on the controls and detection of fraud.</p>
2. How does this contribute to the council's corporate priorities?	This assists with the councils savings
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Internal customers will be affected by the reduction of work to review controls or advise on fraud risks.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall	There will be a 5 borough fraud service from April 2015, the effect of the savings will mean less time purchased from the fraud partnership.

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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 savings will not affect any equality groups

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

## 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**

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**10. Summary of the equality analysis**

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

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

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

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

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Margaret Culleton	Signature:	Date: 12.1.15
Improvement action plan signed off by Director/ Head of Service	Paul Evans	Signature:	Date: 12.1.15

# 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 budget savings
Which Department/ Division has the responsibility for this?	Corporate Service/Resources policy unit

Stage 1: Overview	
Name and job title of lead officer	Paul Dale, Assistant Director of Resources
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Reduction in spending to meet savings targets to balance the council budget whilst minimising the impact on service. The measures are: <ul style="list-style-type: none"> <li>• Reduce budget to London Councils Grant Scheme by £64k to meet actual cost</li> <li>• Potential further reduction of £20k to London Councils Grant Scheme</li> <li>• Delete 1 post £50k</li> </ul>
2. How does this contribute to the Council's corporate priorities?	The LCGS savings does not constitute a reduction in investment in the borough's voluntary sector The staffing reduction will be dealt with by increasing internal efficiency
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The staffing saving will potentially effect internal customers and some external customers (partners, vol sector) The budget reduction will reduce the availability of one off funding
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).

This work is based on a budget review

## 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	
Disability			X		There are staff in the team with disabilities
Gender Reassignment				X	
Marriage and Civil Partnership				X	
Pregnancy and Maternity				X	
Race			X		38% of the staff are from a BAME background
Religion/ belief				X	
Sex (Gender)			X		76% of the staff are men
Sexual orientation				X	
Socio-economic status				X	

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

Staffing reduction will be managed through the council's change management procedures which are designed to ensure that adverse equalities impacts are minimised.



**Stage 4: Conclusion of the Equality Analysis****8. Which of the following statements best describe the outcome of the EA (Tick one box only)**

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

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

## Stage 5: Improvement Action Pan

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

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Requirement to ensure that selection for redundancy is carried fairly	Staffing reduction will be managed through the council's change management procedures which are designed to ensure that adverse equalities impacts are minimised	The application of the policy will be monitored	End of 2017	Existing	Paul Dale	

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

## Stage 6: Reporting outcomes

### 10. Summary of the equality analysis

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

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

Staffing reduction will be managed through the council's change management procedures which are designed to ensure that adverse equalities impacts are minimised

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Add name/ job title	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

# Equality Analysis

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

What are the proposals being assessed?	Budget Saving 480,000
Which Department/ Division has the responsibility for this?	Education – Youth Service

Stage 1: Overview	
Name and job title of lead officer	Janet Martin Assistant Director -Education
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To save 480,000 by ceasing to provide a Youth Service. This funding currently provides: 3 area based voluntary sector partnerships 244,655 Council youth provision: Pollards Hill and Phipps Bridge centres and Magic Youth Club for young people with disabilities. 235,345
2. How does this contribute to the council's corporate priorities?	Supports the council's medium term financial strategy.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>The proposals will mean that the only youth services left in the borough will be those provided in the purely voluntary sector i.e. uniformed youth or at a charge to parents. There will be a significant loss of service in areas of the highest need in the borough. Current participants are 2000 young people regularly attending who will no longer have access to a youth service. The Council have a statutory duty to provide sufficient positive activities and to promote them. This includes leisure services. Communities may be impacted as the young people will not be positively engaged. Police will have less opportunity for positive engagement and mediation with young people. Less provision for disabled young people. Schools may be affected in that youth services provide education and learning opportunities - homework support – through ICT access; career opportunities for young people by offering access to music making and ICT; reduction in life skills through cooking , baby sitting classes; first aid training, volunteering etc. Community cohesion activities between centres to bring young people together will cease. Gyms and sports provision that is free will cease which may have a long term negative health effect. 2 Youth centres will be empty in Pollards Hill and Phipps Bridge.</p> <p>Voluntary sector organisation provide the bulk of the youth offer and may close, especially those who are reliant on council funding and will be making people redundant.</p>

	Redundancies of 2 full time workers and approx. 20 part time staff in the council
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Merton Youth Partnership leads the provision of youth work in Merton – currently there are 15 funded partners who deliver the youth offer who will cease to be funded. 2 Council buildings will be empty and consideration for their role agreed so that they do not remain empty sites in areas of high need.

**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).

Take up for services The Youth Needs analysis Commissioning reviews of services Merton Youth Partnership meetings
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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			Yes		This will cease the majority of youth services for young people
Disability			Yes		Magic will close and youth centres already attract a higher than average proportion of young people with SEN needs
Gender Reassignment				no	
Marriage and Civil Partnership				no	

<b>Pregnancy and Maternity</b>			no	
<b>Race</b>		Yes		Disproportionate effect in specific communities that access youth work - Black African, Black Caribbean and White British
<b>Religion/ belief</b>			no	
<b>Sex (Gender)</b>			no	
<b>Sexual orientation</b>		yes		A small LGBT group is being started at one centre and will cease.
<b>Socio-economic status</b>		yes		Services currently provided are all in areas of high socio economic need and will adversely impact on those communities. All remaining youth offer will require parental payment to access.

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

We will review how we can continue to support a youth offer in Merton by seeking alternative funding for the youth offer. We will work with each organisation to consider if there is a way to mitigate the savings and maintain some service.  
We will seek organisations that may want to run the two youth centre buildings on zero funding.

## Stage 4: Conclusion of the Equality Analysis

### 4. 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?
Reduction on services for young people in areas of high need	Seek alternative funders/ organisations wanting to access the two buildings at zero funding.	Organisations identified Existing organisations survive with new funding			<b>Youth Service</b>	

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

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

This Equality Analysis has resulted in an Outcome <u>3</u> Assessment
<ul style="list-style-type: none"> <li>The key effect is reducing access to a youth service for young people. We will map what offer remains and publicize it and seek alternative funding plans with organizations. The impact is highly likely to be negative and the actions may support some residual targeted offer.</li> </ul>

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Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Keith Shipman/ Education Inclusion Manager	Signature:	Date:19/11/14
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:



# Equality Analysis

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

What are the proposals being assessed?	A saving of £400.000 in 2016/7
Which Department/ Division has the responsibility for this?	CSF Department

Stage 1: Overview	
Name and job title of lead officer	Jan Martin Assistant Director in CSF
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Option 1 is to generate the full amount as income from schools Option 2 in the event that this is not deliverable would be through deletion of posts and reduction of services.
2. How does this contribute to the council's corporate priorities?	Informed by July principles, CYPP and the Council's MTFS
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Schools, children and young people, Governors and CSF workforce.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Services in CSF are heavily regulated and the duties and regulations will have to be taken into account and risks prioritised. Other Council departments provide services to schools but are not currently in scope for this proposal.

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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).

CSF provides a range of services to schools, core services and other provided through SLAs. Work has started to examine the current charging regime and to identify benchmarks in order to determine scope for increasing charges. Cambridge Education carried out a piece of work which concluded the CSF teams provided good value for money so there may be scope for increasing charges. However most services are partly funded through the retained DSG already so it would not be possible to assume savings to core funding.

Schools will have received extra funding through the DSG in 2015 which might mitigate increased SLA charges. However if schools are unwilling or unable to pay increased charges the LA offer would retract to the statutory minimum resulting in a significant reduction of posts and a negative impact on services to vulnerable schools, families and children.

## Stage 3: Assessing impact and analysis

### 5. 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			+		Impact on school age CYP
Disability			+		Potential reduction of specialist services
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race			+		Potential reduction of services to EAL pupils
Religion/ belief					
Sex (Gender)					
Sexual orientation					
Socio-economic status			+		Although a focus on early support would remain the scale of the savings means that protected services could be affected.

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

Decisions will be taken on detailed analysis of customers and the impacts on protected groups. Work will take place to re-align services where possible but if the schools cannot absorb the increases services will cease.

### 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?
Reduction of services	Analysis of reduced offer and impact of changed thresholds	Proposals team by team to address this	During 15/16	Not known	AD	If required.
Workforce downsizing	Impact analysis	Proposals team by team to address this	15/16	Not known	AD	If required

**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**

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**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 <a href="#">add</a> Assessment
Savings could have a negative impact of significant groups. Detailed EIA and risk assessments will be carried out Safeguarding will be prioritized but wider statutory duties may be affected

**Stage 7: Sign off by Director/ Head of Service**

Assessment completed by	<a href="#">Add name/ job title</a>	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	<a href="#">Add name/ job title</a>	Signature:	Date:

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

<p>What are the proposals being assessed?</p>	<p>The proposals are in accordance with the service transformation and the savings target of £550,000 between 2016 – 2018</p> <p>The proposals are to deliver savings in accordance with the CSF TOM and transformation programme for early years.</p> <p>Phase 1</p> <ul style="list-style-type: none"> <li>• to close/outsource daycare and childcare services in various locations across the borough</li> <li>• reduce the core delivery offer from some Children’s Centres reducing access for some families and partner agencies/VCS,</li> <li>• to further reduce the support/advice/guidance/improvement offer for good and outstanding providers of funded education – safeguarding and early intervention only</li> <li>• to further reduce staff numbers – back office and those delivering direct services</li> </ul> <p>Phase 2</p> <ul style="list-style-type: none"> <li>• to further reduce staff who work directly with families through Children’s Centres and staff who work directly with early years and education providers</li> <li>• to reduce the number of managers across the service in light of above reduction of services</li> <li>• increase self serve and income generation</li> <li>• Further reduce remaining Children’s Centre service offer in some geographical areas of the borough (based on need)</li> </ul>
<p>Which Department/ Division has the responsibility for this?</p>	<p>Children, Schools and Families, early years</p>

Stage 1: Overview	
Name and job title of lead officer	Add in name and job title of lead officer
<p>1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)</p>	<p>To review the range of services and staff structures in 2 phases. Phase 1 will be a reduction in daycare services, children’s centre services and associated infrastructure/back office support functions and phase 2 reduction in children’s centre offer, reduction in support for the PVI sector and associated infrastructure/back office support. Phase 1 completion by March 2017 and phase 2 completion March 2018. The proposals will be shaped and underpinned by the agreed principles of our CSF TOMs Early Years strand.</p> <p>Given the savings targets there will need to be significant downsizing/outsourcing with the priority to:</p> <ul style="list-style-type: none"> <li>• reduce the number of day-care places /nurseries that the council delivers directly – closure or outsourcing</li> <li>• reduce the range of services available via Children’s Centres across the borough</li> <li>• further reduce the early years Quality Improvement work and support to PVI provides</li> <li>• reduce number of staff providing back office and infrastructure support</li> </ul> <p>We will focus on delivering statutory duties and functions to a minimal level continuing to prioritise evidenced based work at a preventative level to support families with babies and very young children in accordance with assessed need and at specified levels of our well being model. We will provide economies of scale through our locality working and partnerships with health and voluntary sector partners. We will manage the market in accordance with our statutory duties and responsibilities for securing sufficient good quality early education funded places, We will further develop setting to setting early years improvement support, and further develop sound business planning for charged services. We will focus our work on providing targeted services that support the wider aims of the CSF department, ensuring that they are provided in the most economic and efficient way</p>
<p>2. How does this contribute to the council’s corporate priorities?</p>	<p>Our work will be informed by the July principles, The Children and Young People’s Plan, MSCB priorities and the Health and Well Being Strategy</p>
<p>3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.</p>	<p>This proposal with impact on external and internal customers, partners agencies, children and families , early years providers, council staff, schools</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>The early years service has a wide range of duties and functions covering early intervention, safeguarding, early education, sector support, direct service delivery including daycare and Children’s Centres. The services are underpinned by statutory duties, although there is local discretion in how these are delivered. There are key interdependencies in the delivery of services including our work with Children’s Social Care, SENDiS and health. Any reduction in services will need to be managed accordingly as there are these key</p>

	interdependencies which would impact upon midwifery, health (HV, therapy services) and a wide range of community and voluntary sector services who use the buildings across core working hours, as well as weekends and evenings. The Council has overall responsibility, with a duty to work in partnership with key agencies to improve outcomes for children aged 0-5.
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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).

Early Years has a wealth of data which it will use to inform all service transformation programmes . For each part of the proposal decisions will be made based on the data and a robust needs and risk assessment

## 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			y		Most of the early years services are targeted at vulnerable groups, with support for all families via partnership working with key agencies. All babies and very young children are vulnerable due to their age. Detailed assessments will be made for each service area regarding the impact on very young children and their families and vulnerable/targeted groups. Within the available budget the service will target resources in accordance with departmental priorities and best practice. The service offer will be reduced for some families in relation to those living in specific geographical areas using specific services and families with particular characteristics. There will be a greater impact on mothers/women as they are the main users of services and therefore these proposals will have a greater and significant impact on women and their children.  A detailed impact assessment on staff will be carried out for each area. The anticipated impact will be on female staff, some part time and mostly at officer level. As the majority of our staff are female then the reduction in staffing will impact significantly on the female workforce in part-time and lower paid roles
Disability			y		
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity			y		
Race			y		
Religion/ belief					
Sex (Gender)			y		
Sexual orientation					
Socio-economic status	y		y		





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

We will take actions and decisions based on detailed analysis of customers and the capacity of the market to respond to any service gaps due to this reduction. We will continue to target our work with our priority groups and those families who are at risk of becoming vulnerable in accordance with identified need. We will maximise the universal offer that is delivered via partners ie midwifery, health, community and voluntary sector and early years education providers. We will work in partnership with the PVI sector to develop charging policies and quality improvement frameworks that are more cost efficient and targeted. We will work with partners to attempt to align resources in a complimentary way where this is practicable. We will reshape in accordance with CSF priorities, needs assessments and evidenced based practice. We will improve self serve and access to information and advice via the website and in partnership with partners and families.

### 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?
Closure/outsource of services	Work with sector to reduce the impact	Families have access to services from alternative providers	March 2016	Existing – additional expertise may be required regarding the process	AJ	Plans to be developed
Page 475 Reduction of other services – Children's Centres, PVI support	Detailed analysis of service users and of impact of reducing the service Work in partnership with statutory, PVI and VCS to co-deliver and maximise resources	Proposals for this area to address this explicitly	As proposals develop through 2016	Discussion to be had as part of Council's transformation programme	AJ	Plans to be developed for each area depending on scope
Workforce downsizing	Detailed analysis of impact	Proposals for this area to address this explicitly	As proposals develop through 2016	Discussion to be had as part of Council's transformation programme	AJ	Plans to be developed for each area depending on scope

**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

Given the range and breadth of the current services and the level of savings it is apparent that there will be a significant reduction in services for some families. It is not possible to produce this level of savings without the closure and reduction of some of the services that are delivered. However, the priority groups will remain and it is intended that the transformation of the service will impact more significantly on families that may present at a lower level of need of the Merton Well Being Model.

There will be detailed risk assessments including equalities impact assessments on all aspects of the proposals, and it is intended that safeguarding and early intervention will be prioritized. We will stop delivering income generating full daycare services that the market can directly deliver itself and it is anticipated that the risk associated with this proposal will be primarily reputational and will not impact significantly on vulnerable groups, but will contribute to making the required efficiencies.

There will be closer working with partner agencies and in particular health visiting as we move to a new commissioning model. It is anticipated that this will provide greater scope for co-working and some sharing of resources and the developing economies of scale. We will reduce the number of services offered through Children's Centres and reduce the opening hours in areas of lower need and whilst this is a reduction in services at a community/universal level, the targeted services in areas of deprivation will be prioritized.

Support to the PVI sector will be reduced only meeting the statutory duties so that support is focused on poorer quality providers of early years provision and that there is a focus on safeguarding and early intervention advice and support only

It is anticipated that some groups will be disproportionality affected due to these proposals and further analysis and assessments will be carried out regarding this. It is inevitable that this level of savings will impact on some families in a negative way, and whilst we will ensure that risk assessment and EIA are in place, there will continue to be some challenging impacts for some families and some providers of early years services

It is recommended that these proposals go ahead but that it is recognised that further detailed analysis will be required to mitigate the risks associated with this level of savings and reduction in services.

<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Add name/ job title	<b>Signature:</b>	<b>Date:</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	Add name/ job title	<b>Signature:</b>	<b>Date:</b>

# 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?	Proposed savings from CSF Commissioning Budgets for 2016/17
Which Department/ Division has the responsibility for this?	CSF/Commissioning Strategy and Performance

Stage 1: Overview	
Name and job title of lead officer	Paul Ballatt – Assistant Director Commissioning Strategy and Performance
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>£400,000 savings from Early Intervention and Prevention (EIP) commissioning and salary budgets in 2016-17. (nb this is in addition to £40,000 savings proposal already agreed in earlier savings proposal)</p> <p>All of our EIP commissioning is undertaken on a 3-year commissioning cycle, with the current cycle ending in March 2016. The savings proposal for 2016/17 would reduce the commissioning budget by c£340,000 from an available £704,000 and, predicated on this decision, delete one commissioning manager post achieving a further c£60,000.</p> <p>The overall impact of the saving would be the reduction in CSF department’s ability to either recommission existing early help services or commission new services. The deletion of the commissioning manager post would reduce the capacity to procure and monitor commissioned services.</p>
2. How does this contribute to the council’s corporate priorities?	Supports the council’s medium term financial strategy.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>Within Merton’s established Child Wellbeing Model, early help services are provided to families following CASA or Single Assessment where intervention is designed to prevent the escalation of need into more specialist and potentially intrusive services. For many years Merton has commissioned such services, largely from the local community and voluntary sectors, aiming to increase resilience and coping capacity in families and reduce pressures on statutory social care services. The savings proposed will significantly reduce early help commissioning budgets, are likely to result in increased pressures on social care teams, and will impact on employment both of council and CVS staff.</p> <p>Current early help services in scope for the savings proposal include those for families with parental mental health problems or learning difficulties; domestic violence; young carers; children with disabilities; practical family support and positive activities for young refugee and asylum seekers. Specific decisions will be made following evaluation of all services currently provided and ongoing needs analysis.</p> <p>If the savings from commissioning budgets are agreed, the post of one staff member from a small commissioning team will also be deleted.</p>

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<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>Not a shared responsibility. Services subject to this proposal are provided by local organisations which have been longstanding partners in Merton's Children's Trust arrangements.</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 performance of all commissioned services is monitored regularly in proportion to the amount of money that they receive. Data and information is required from providers to enable the council to monitor performance and monitoring meetings with providers are held. All services are currently meeting specified outputs. Providers are expected to deliver services equitably and monitoring data suggests that equalities groups are benefitting from fair access. Some specific services are targeted to specific equalities groups and all are targeted at more vulnerable families with identified needs including those from the more deprived parts of the borough. The proposal is, therefore, likely to impact negatively on families living in poverty and those with specific 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			yes		All services are designed to support children with forms of vulnerability
Disability			yes		Potential impact on a small number of families of disabled children as one service is withdrawn.
Gender Reassignment				no	
Marriage and Civil Partnership				no	
Pregnancy and Maternity			yes		Most services are designed to strengthen parenting including during early

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				years. Some are specifically targeted at improving maternal health.
<b>Race</b>			yes	One service works specifically with refugees and asylum seeking young people
<b>Religion/ belief</b>			no	
<b>Sex (Gender)</b>			yes	All current commissioning manager postholders are female
<b>Sexual orientation</b>			no	
<b>Socio-economic status</b>			yes	Services are predominantly supporting families in challenging socio-economic circumstances

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

We will evaluate our current range of early intervention and prevention programmes ahead of re-commissioning for April 2016 delivery. Reduced funding will equate to a reduction in service delivery, but we will ensure through evaluation that the impact is mitigated as far as possible, by targeting the funding to greatest need.

**Stage 4: Conclusion of the Equality Analysis**

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**7. 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?
From April 2016, the range and number of Early Intervention and Prevention services will be significantly reduced	Use of evidence-based interventions wherever possible to ensure maximum effectiveness, focusing delivery at ages and stages that can have maximum impact.	Monitoring of pressures on statutory social care services – eg Children in Need, LAC and CP cases	From April 2016	Existing	L Wallder	

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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

<ul style="list-style-type: none"> <li>Savings from the EIP Commissioning budget could potentially have a negative impact on disadvantaged groups within the community</li> <li>Proposals for savings in 2016/17 could affect a significant number of children and families as this would mean a major reduction in the amount of money available to commission services</li> </ul> <p>What course of action are you advising as a result of this assessment?</p> <ul style="list-style-type: none"> <li>Acceptance of these savings proposals based on the ability to mitigate negative impact on specific equality groups.</li> </ul>
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<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Leanne Wallder	<b>Signature:</b>	<b>Date: 18/11/14</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	Paul Ballatt	<b>Signature:</b>	<b>Date: 18/11/14</b>

# Equality Analysis – E&R 1

## – Leisure & Culture Development Team



Guidance for carrying out Equality Impact Assessments is available on the [intranet](#).

What are the proposals being assessed?	Reduction in Core Arts Grant to Polka Theatre Company (Note: 'proposal' includes a policy, service, function, strategy, project, procedure and restructure)
Which Department/Division has the responsibility for this?	Environment & Regeneration – Sustainable Communities Division
<b>Stage 1: Overview</b>	
Name and job title of lead officer	Christine Parsloe, Leisure & Culture Development Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>Outcome: To achieve savings</p> <p>Aims: To reduce core voluntary arts grant</p> <p>Proposals:</p> <ol style="list-style-type: none"> <li>1) Further reduce the existing £74,000 core arts grant to Polka Theatre by £5,000 in 16/17; £5,000 in 17/18 and £4,000 in 18/19 making a total savings of £14,000 over the 3 years</li> </ol>
2. How does this contribute to the council's corporate priorities?	Achieves savings
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>Polka Theatre company. Local people, schoolchildren, older people, and other service areas, who benefit from the work of the Polka Theatre company who address other social agendas and achieve their specific outcomes.</p> <p>Other funding partners such as the Arts Council, who only significantly fund Polka Theatre to the tune of £595k per annum for 2014 – 17, because Merton Council make their annual contribution.</p>
4. Is the responsibility shared with another department, authority or organisation? If so: Who are the partners and who has overall responsibility?	Other agencies, voluntary & youth organisations as well as schools benefit from the services provided through Polka theatre.

**Stage2: Collecting evidence/data**

6. What evidence have you considered as part of this assessment? List the data, results of consultation, research and other sources of evidence reviewed to determine impact on the protected characteristics (equality groups). Where there are gaps in data you may have to address this by including it in the action plan.

**Type of evidence**

## 1) Reduce core grant to Polka Theatre

As a local theatre, Polka serve their local community whilst each year developing a wide-ranging programme to primarily engage children, schools and families. Although typically the theatre is predominantly enjoyed by families from better off backgrounds, Polka also has an outreach arm that targets families and groups residing in low-income areas of the borough. The venue is not simply a performance space as the theatre doubles as a community resource where adults can bring their children to play for free. This element brings families together under the banner of community, which means the theatre's client group is ultimately diverse and largely representative of the borough. Local organisations can hire spaces at the theatre at discounted rates.

In addition to the full programme of theatrical and educational workshops that attract over 80,000 attendees each year, there are other specific projects that aim to further widen the client base of Polka:

**Curtain Up** – Provides free tickets, transport and workshops to schools with children from disadvantaged backgrounds.

**Arts Access** – Uniquely designed for children from Special Educational Needs schools and units within mainstream schools to enjoy a full and stimulating experience as possible.

**Freefalling** – A youth theatre scheme for children aged 9 – 11 at the risk of exclusion from primary schools.

**Community Engagement** – A programme that serves to bridge the gap in the borough by working with children, families and community groups in Mitcham, Pollards Hill and Phipps Bridge.

The impact of cuts of year on year for the next three years on Polka Theatre will have the impact of reducing the programmes they offer Merton schools and families through their free ticketing scheme, Arts Access scheme and Community Engagement projects. They estimate that approx. 2,000 fewer participants from Merton will benefit over the 3 year period.

Polka Theatre advise that whilst this is to be regretted, they feel it is containable and they would hope to find some counter-balancing funding from other sources, however a much more serious problem would occur if all of these planned savings occurred together in one year, which would seriously impact the theatre's business model. In managing a shift in their business model, not just to compensate for this loss in subsidy, Polka will generate revenues from new sources. Polka are very clear that the main area for income growth will need to come from fundraising from private sources, with some growth from earned income, including an expansion of the company's reach through co-productions and touring.

**Stage 3: Assessing impact and analysis**

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

Equality group	Positive impact		Potential negative impact		Reason
	Yes	No	Yes	No	
<b>Age</b>		√	√		The existing users of the theatre focusses on children & young people
<b>Disability</b>		√	√		Although the overwhelming majority of users are not disabled, the existing users will include disabled children and those with special needs
<b>Gender Reassignment</b>		√		√	
<b>Marriage and Civil Partnership</b>		√		√	
<b>Pregnancy and Maternity</b>		√		√	
<b>Race</b>		√	√		Although typically theatre goers tend to come from white middle class backgrounds, a minority of users will be from different ethnic origins. The existing users will include children of different ethnic origins.
<b>Religion/ belief</b>		√		√	
<b>Sex</b>		√		√	
<b>Sexual orientation</b>		√		√	
<b>Socio-economic status</b>		√	√		Although typically theatre goers tend to come from better off socio-economic backgrounds, a minority of users will be from less well off backgrounds. Some of the users will be from a lower socio-economic status.

8. How do you plan to mitigate the negative impact that has been identified above? Also describe how you will promote equality through the policy, strategy, procedure, function or service?

It is inevitable that if these savings are accepted there will be a loss of service provision. In attempt to mitigate these issues the council could support these groups to bid for alternative external funds and/or move to recommend that the organisations increase charges levied to customers.

## Stage4: Decision

9. Decision – Please indicate which of the following statements best describe the outcome of the EIA (✓ tick one box only)

Outcome 1	Outcome 2 -	Outcome 3 - ✓	Outcome 4 -
<p><b>Outcome 1</b> – No change required: when the EIA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed.</p>		<p>Your analysis demonstrates that the proposals are robust and the evidence shows no potential for discrimination and that you have taken all appropriate opportunities to advance equality and foster good relations between groups. If this conclusion is reached, remember to document the reasons for this and the information that you used to make this decision.</p>	
<p><b>Outcome 2</b> – Adjustments to remove negative impact identified by the EIA or to better promote equality. List the actions you propose to take to address this in the Action Plan.</p>		<p>This involves taking steps to remove barriers or to better advance equality. It can mean introducing measures to mitigate the potential negative effect. Remember that it is lawful under the Equality Act to treat people differently in some circumstances, for example taking positive action or putting in place single-sex provision where there is a need for it. It is both lawful and a requirement of the general equality duty to consider if there is a need to treat disabled people differently, including more favorable treatment where necessary.</p>	
<p><b>Outcome 3</b> – Continue with proposals despite having identified some potential for negative impact or missed opportunities to promote equality. In this case, the justification needs to be included in the EA and should be in line with the PSED to have ‘due regard’. List the actions you propose to take to address this in the Action Plan. (You are advised to seek Legal Advice)</p>		<p>This means a recommendation to adopt your proposals, despite any negative effect or missed opportunities to advance equality, provided you have satisfied yourself that it does not unlawfully discriminate. In cases where you believe discrimination is not unlawful because it is objectively justified, it is particularly important that you record what the objective justification is for continuing with your proposals, and how you reached this decision. This is very important to show that you have paid ‘due regard’ to the Public Sector Equality Duty</p>	
<p><b>Outcome 4</b> – Stop and rethink: when your EA shows actual or potential unlawful discrimination.</p>		<p>If a policy shows unlawful discrimination it <b>must</b> be removed or changed.</p>	
<p><b>Note:</b> If your EA is assessed as <b>outcome 3</b>, explain your justification with full reasoning to continue with your proposals?</p>			<p>Include information as to why you suggest going ahead with your proposals despite negative impact being identified.</p>

**Stage 5: Making adjustments – Improvement Action Plan**

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



This action plan should be completed after the assessment and analysis and outlines the action to be taken to mitigate the potential negative impact identified.

<b>Risks or improvements identified in the EIA</b>	<b>Action required</b>	<b>Performance measure &amp; target(s)</b>	<b>By when</b>	<b>Uses existing or additional resources?</b>	<b>Lead Officer</b>	<b>Progress</b>
Loss of service delivery by Polka Theatre Page 487	Support Polka Theatre Group to source alternative funding for the specific activities they focus on and work with them to diversify if alternative funding is available the other work they might do.	Alternative Funding Sources considered. Polka Theatre survives.	Apr '16	Allocate Arts Development Officer time to support this work	Christine Parsloe (Asheq Akhtar/Louise Wilson)	Discussions with Polka Theatre taking place

**Have you incorporated these actions into your divisional service plan or team plan? Please give details of where they have been included.**

To be included as an action in the Arts Development Officer Appraisal Targets

**11. How will you share lessons learnt from this assessment with stakeholders and other council departments?**

We will share any learning from this as and when it occurs and required

**Stage 6: Monitoring**

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.

**How will you monitor the impact of the proposal once it has been implemented?**

Through the existing grant monitoring progress we will look at service reductions by the theatre

**How often will you do this?**

We will continue to monitor through the grant processes on a six-monthly basis

**Stage: 7 Reporting outcomes (Completed assessments must be attached to committee reports and a summary of the key findings included in the relevant section with in them)****Summary of the assessment**

- What are the key impacts – both negative and positive?
- What course of action are you advising as a result of this assessment?
- Are there any particular groups affected more than others? Do you suggest to proceeding with your proposals although a negative impact has been identified?

**Summary of the key findings:**

- The proposal is to reduce the core arts grants to Polka theatre company for each of the next three years.
- Officers will work with the theatre to determine how best to mitigate the impact on both the theatre and its beneficiaries of the services they provide.

**Stage 8: Sign off by Head of Service**

<b>Assessment completed by: Name/Job Title</b>	Christine Parsloe Leisure & Culture Development Manager	<b>Signature:</b> C A Parsloe	<b>Date:</b> 19 Nov 2014
<b>Improvement action plan signed off by Head of Service</b>	James McGinlay Head of Sustainable Communities Division	<b>Signature:</b>	<b>Date:</b>
<b>Department</b>	<b>Environment &amp; Regeneration</b>		



## Equality Analysis – E&R 2

### - Leisure & Culture Development Team



Guidance for carrying out Equality Impact Assessments is available on the [intranet](#).

What are the proposals being assessed?	Increased income over expenditure at the Wimbledon Park Watersports Centre as it opens a Marine College and Outdoor Education Centre
Which Department/Division has the responsibility for this?	Environment & Regeneration – Sustainable Communities Division
<b>Stage 1: Overview</b>	
Name and job title of lead officer	Christine Parsloe, Leisure & Culture Development Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>Outcome: To achieve increased income through increasing the diversity of services available</p> <p>Aims: To focus service provision on those leisure activities and services that generate surplus income over expenditure and reduce deficit positions on any other service provision as far as is practically possible.</p> <p>Proposals:-</p> <p>Increased income over expenditure at Wimbledon Park Watersports Centre for each of the next 3 years by £10,000 (16/17); £10,000 (17/18) and £5,000 (18/19)</p>
2. How does this contribute to the council's corporate priorities?	This is part of the Leisure & Culture Development Team's transformation plans to be more commercial on our service delivery, whilst expanding the business into more commercial products and services.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>Customers, residents, schools and our community organisations who will be asked to pay more for the activities at the watersports centre, albeit there will be an educational range of products now available.</p> <p>This will benefit the council by bringing in greater income, whilst still providing leisure activities and events, albeit at a higher cost for local people and the wider community..</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 these services rests solely within this team although other organisations, departments may seek to use these facilities to meet their own service needs and they would find an increase in costs to their budgets. Although schools would be required to pay for these services they could find this to be a more local and cheaper solution to them meeting national curriculum requirements.

**Stage2: Collecting evidence/data**

6. What evidence have you considered as part of this assessment? List the data, results of consultation, research and other sources of evidence reviewed to determine impact on the protected characteristics (equality groups). Where there are gaps in data you may have to address this by including it in the action plan.

**Type of evidence**

The transformation of services at the Wimbledon Park Watersports Centre is well underway having already installed a boldering wall and climbing tower, increased the boats stock, moved to online booking and payment for the majority of our users and provided a classroom base in a room in the bowls pavilion area. The centre already has many schools and children as users although the Marine College will cater for adults as well.

This is an addition to the centre's portfolio and thus increases opportunities for all, albeit someone will need to pay the fees and charges to access e.g. schools, community groups, etc.

**Stage 3: Assessing impact and analysis**

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

Equality group	Positive impact		Potential negative impact		Reason
	Yes	No	Yes	No	
<b>Age</b>	√			√	School children may use this facility as part of their curriculum time due to proximity of services to our local schools and those in the neighbouring boroughs.
<b>Disability</b>	√			√	This facility is regularly used by disabled people and holds the RYA Sailability status, hence greater opportunities opened up for disabled users
<b>Gender Reassignment</b>		√		√	
<b>Marriage and Civil Partnership</b>		√		√	
<b>Pregnancy and Maternity</b>		√		√	

<b>Race</b>		√		√	
<b>Religion/ belief</b>		√		√	
<b>Sex</b>		√		√	
<b>Sexual orientation</b>		√		√	
<b>Socio-economic status</b>		√		√	

8. How do you plan to mitigate the negative impact that has been identified above? Also describe how you will promote equality through the policy, strategy, procedure, function or service?

Not applicable.

**Stage4: Decision**

9. Decision – Please indicate which of the following statements best describe the outcome of the EIA (✓ tick one box only)

<b>Outcome 1 - ✓</b>	<b>Outcome 2 -</b>	<b>Outcome 3</b>	<b>Outcome 4</b>
<b>Outcome 1</b> – No change required: when the EIA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed.		<b>Outcome 3</b> Your analysis demonstrates that the proposals are robust and the evidence shows no potential for discrimination and that you have taken all appropriate opportunities to advance equality and foster good relations between groups. If this conclusion is reached, remember to document the reasons for this and the information that you used to make this decision.	

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<p><b>Outcome 2</b> – Adjustments to remove negative impact identified by the EIA or to better promote equality. <b>List the actions you propose to take to address this in the Action Plan.</b></p>	<p>This involves taking steps to remove barriers or to better advance equality. It can mean introducing measures to mitigate the potential negative effect. Remember that it is lawful under the Equality Act to treat people differently in some circumstances, for example taking positive action or putting in place single-sex provision where there is a need for it. It is both lawful and a requirement of the general equality duty to consider if there is a need to treat disabled people differently, including more favorable treatment where necessary.</p>
<p><b>Outcome 3</b> – Continue with proposals despite having identified some potential for negative impact or missed opportunities to promote equality. In this case, the justification needs to be included in the EA and should be in line with the PSED to have ‘due regard’. <b>List the actions you propose to take to address this in the Action Plan. (You are advised to seek Legal Advice)</b></p>	<p>This means a recommendation to adopt your proposals, despite any negative effect or missed opportunities to advance equality, provided you have satisfied yourself that it does not unlawfully discriminate. In cases where you believe discrimination is not unlawful because it is objectively justified, it is particularly important that you record what the objective justification is for continuing with your proposals, and how you reached this decision. This is very important to show that you have paid ‘due regard’ to the Public Sector Equality Duty</p>
<p><b>Outcome 4</b> – Stop and rethink: when your EA shows actual or potential unlawful discrimination.</p>	<p>If a policy shows unlawful discrimination it <b>must</b> be removed or changed.</p>
<p><b>Note:</b> If your EA is assessed as <b>outcome 3</b>, explain your justification with full reasoning to continue with your proposals?</p>	<p>Include information as to why you suggest going ahead with your proposals despite negative impact being identified.</p>

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**Stage 5: Making adjustments – Improvement Action Plan**

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



This action plan should be completed after the assessment and analysis and outlines the action to be taken to mitigate the potential negative impact identified.

<b>Risks or improvements identified in the EIA</b>	<b>Action required</b>	<b>Performance measure &amp; target(s)</b>	<b>By when</b>	<b>Uses existing or additional resources?</b>	<b>Lead Officer</b>	<b>Progress</b>
Not Applicable						

**Have you incorporated these actions into your divisional service plan or team plan? Please give details of where they have been included.**

Not Applicable

**11. How will you share lessons learnt from this assessment with stakeholders and other council departments?**

We will share any learning from this as and when it occurs and required

**Stage 6: Monitoring**

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.

**How will you monitor the impact of the proposal once it has been implemented?**

The impact of the increased income over expenditure will be done at the monthly budget monitoring meetings.

**How often will you do this?**

Monthly.

**Stage: 7 Reporting outcomes (Completed assessments must be attached to committee reports and a summary of the key findings included in the relevant section with in them)****Summary of the assessment**

- What are the key impacts – both negative and positive?
- What course of action are you advising as a result of this assessment?
- Are there any particular groups affected more than others? Do you suggest to proceeding with your proposals although a negative impact has been identified?

**Summary of the key findings:**

- The proposal here is diversify the business at the Wimbledon Park Watersports Centre to a more commercially viable model, thus producing increased income over expenditure in line with the Leisure & Culture Development Team's transformation plans.
- Increases opportunities for outdoor education and watersports education for local children, people and community groups

**Stage 8: Sign off by Head of Service**

<b>Assessment completed by: Name/Job Title</b>	Christine Parsloe Leisure & Culture Development Manager	<b>Signature:</b> C A Parsloe	<b>Date:</b> 19 <sup>th</sup> Nov 2014
<b>Improvement action plan signed off by Head of Service</b>	James McGinlay Head of Sustainable Communities Division	<b>Signature:</b>	<b>Date:</b>
<b>Department</b>	<b>Environment &amp; Regeneration</b>		

## Equality Analysis – E&R 3

### – Leisure & Culture Development Team



Guidance for carrying out Equality Impact Assessments is available on the [intranet](#).

What are the proposals being assessed?	Reduction in Supplies & Services and/or increased income over expenditure across the Leisure & Culture Development Teams budgets in line with the team's transformation plans.
Which Department/Division has the responsibility for this?	Environment & Regeneration – Sustainable Communities Division
<b>Stage 1: Overview</b>	
Name and job title of lead officer	Christine Parsloe, Leisure & Culture Development Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc.)	<p>Outcome: To increase income over expenditure and deliver efficiency savings in supplies and services through delivery of the team's transformations</p> <p>Aims: To provide a more efficient range of culture, leisure and sports activity courses at community and commercial rates as appropriate</p> <p>Proposals:</p> <p>1) Increase income over expenditure and deliver efficiency savings in supplies and services across the Leisure &amp; Culture Development Teams budget.</p>
2. How does this contribute to the council's corporate priorities?	Delivers savings and transformation of services
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Customers, workforce, community organisations, schools, other departments, stakeholders etc. as we transform the manner in which we deliver our business and change the focus to charge commercially for some service areas whilst delivering community culture and leisure services too.
4. Is the responsibility shared with another department, authority or organisation? If so: Who are the partners and who has overall responsibility?	Other directorates who also use cultural services to deliver their strategic outcomes will impact as well as those other cultural services providers. Stakeholders will notice a difference as we re-prioritise and charge for services accordingly. Workforce will also need to retain and develop for the changing demands on the services and how they are delivered.

**Stage2: Collecting evidence/data**

6. What evidence have you considered as part of this assessment? List the data, results of consultation, research and other sources of evidence reviewed to determine impact on the protected characteristics (equality groups). Where there are gaps in data you may have to address this by including it in the action plan.

**Type of evidence**

These savings have been determined through the team’s transformation plans and as such all of the evidence for this EIA is included in that TOM. The specifics relating to this saving will be developed as the transformation continues to be rolled out and should any consultation be necessary about any particular elements of this saving then that consultation will be carried out with those likely to be affected at that time.

**Stage 3: Assessing impact and analysis**

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

Equality group	Positive impact		Potential negative impact		Reason
	Yes	No	Yes	No	
Age		√		√	The detail of these transformational savings are not yet finalised and therefore no impact can yet be determined. Once the detail for these savings becomes tangible any impact will be assessed at that time.
Disability		√		√	
Gender Reassignment		√		√	
Marriage and Civil Partnership		√		√	
Pregnancy and Maternity		√		√	
Race		√		√	
Religion/ belief		√		√	
Sex		√		√	
Sexual orientation		√		√	
Socio-economic status		√		√	

8. How do you plan to mitigate the negative impact that has been identified above? Also describe how you will promote equality through the policy, strategy, procedure, function or service?



No negative impact identified above.

**Stage4: Decision**

9. Decision – Please indicate which of the following statements best describe the outcome of the EIA (✓ tick one box only)

Outcome 1 - ✓	Outcome 2 -	Outcome 3	Outcome 4
<p><b>Outcome 1</b> – No change required: when the EIA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed.</p>		<p>Your analysis demonstrates that the proposals are robust and the evidence shows no potential for discrimination and that you have taken all appropriate opportunities to advance equality and foster good relations between groups. If this conclusion is reached, remember to document the reasons for this and the information that you used to make this decision.</p>	
<p><b>Outcome 2</b> – Adjustments to remove negative impact identified by the EIA or to better promote equality. <b>List the actions you propose to take to address this in the Action Plan.</b></p>		<p>This involves taking steps to remove barriers or to better advance equality. It can mean introducing measures to mitigate the potential negative effect. Remember that it is lawful under the Equality Act to treat people differently in some circumstances, for example taking positive action or putting in place single-sex provision where there is a need for it. It is both lawful and a requirement of the general equality duty to consider if there is a need to treat disabled people differently, including more favorable treatment where necessary.</p>	
<p><b>Outcome 3</b> – Continue with proposals despite having identified some potential for negative impact or missed opportunities to promote equality. In this case, the justification needs to be included in the EA and should be in line with the PSED to have ‘due regard’. <b>List the actions you propose to take to address this in the Action Plan. (You are advised to seek Legal Advice)</b></p>		<p>This means a recommendation to adopt your proposals, despite any negative effect or missed opportunities to advance equality, provided you have satisfied yourself that it does not unlawfully discriminate. In cases where you believe discrimination is not unlawful because it is objectively justified, it is particularly important that you record what the objective justification is for continuing with your proposals, and how you reached this decision. This is very important to show that you have paid ‘due regard’ to the Public Sector Equality Duty</p>	

PS/GE/497

<b>Outcome 4</b> – Stop and rethink: when your EA shows actual or potential unlawful discrimination.	If a policy shows unlawful discrimination it <b>must</b> be removed or changed.
<b>Note:</b> If your EA is assessed as <b>outcome 3</b> , explain your justification with full reasoning to continue with your proposals?	Include information as to why you suggest going ahead with your proposals despite negative impact being identified.

**Stage 5: Making adjustments – Improvement Action Plan**

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

This action plan should be completed after the assessment and analysis and outlines the action to be taken to mitigate the potential negative impact identified.

Risks or improvements identified in the EIA	Action required	Performance measure & target(s)	By when	Uses existing or additional resources?	Lead Officer	Progress
No negative impacts identified,						

**Have you incorporated these actions into your divisional service plan or team plan? Please give details of where they have been included.**  
 Increasing income over expenditure and making efficiency savings on supplies and services are all included as part in the existing Leisure & Culture Development Team’s transformation plans.

**11. How will you share lessons learnt from this assessment with stakeholders and other council departments?**

We will share any learning from this with others through one to one support, advice and guidance as appropriate and time allows.

**Stage 6: Monitoring**

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.

**How will you monitor the impact of the proposal once it has been implemented?**

Monitoring will be done through the budget and transformation monitoring processes within existing business practices

**How often will you do this?**

Income and expenditure monitored monthly. Transformation monitored quarterly.

**Stage: 7 Reporting outcomes (Completed assessments must be attached to committee reports and a summary of the key findings included in the relevant section with in them)****Summary of the assessment**

- What are the key impacts – both negative and positive?
  - What course of action are you advising as a result of this assessment?
  - Are there any particular groups affected more than others?
- Do you suggest to proceeding with your proposals although a negative impact has been identified?

**Summary of the key findings:**

None.

**Stage 8: Sign off by Head of Service****Assessment completed by:  
Name/Job Title**

Christine Parsloe  
Leisure & Culture Development Manager

**Signature:**  
C A Parsloe

**Date:**  
19<sup>th</sup> Nov 2014

**Improvement action plan  
signed off by Head of Service**

James McGinlay  
Head of Sustainable Communities Division

**Signature:**

**Date:**

**Department**

**Environment & Regeneration**

# Equality Analysis – E&R 4

## – Leisure & Culture Development Team



Guidance for carrying out Equality Impact Assessments is available on the [intranet](#).

What are the proposals being assessed?	To make Leisure Centre Contract Savings at the time of the opening of the new Morden Leisure Centre (MLC) and the demise of the existing Morden Park Pools (MPP) by way of a Change to the existing Leisure Management Contract with Greenwich Leisure Limited (GLL)
Which Department/Division has the responsibility for this?	Environment & Regeneration – Sustainable Communities Division
<b>Stage 1: Overview</b>	
Name and job title of lead officer	Christine Parsloe, Leisure & Culture Development Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>Outcome: To achieve leisure management contract savings</p> <p>Aims: To open a new MLC, close &amp; demolition the existing MPP</p> <p>Proposals:</p> <p>1) The new Morden Leisure Centre (MLC) is due to be completed in the Spring of 2018 and this will result in a Deed of Variation with the contractors Greenwich Leisure Limited (GLL) to discontinue operation of the existing Morden Park Pools (MPP) and move to operate the new MLC. In doing this we expect to be making savings on the contract sum.</p>
2. How does this contribute to the council's corporate priorities?	Delivers savings and transformation of services
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Customers, community organisations, schools, other departments, stakeholders etc. as we open a new leisure centre and close the existing MPP. The main terms of the contract pricing structures, membership, etc. will not change, rather a new suite of leisure opportunities will be provided generating a saving on the leisure management contract.
4. Is the responsibility shared with another department, authority or organisation? If so: Who are the partners and who has overall responsibility?	No

**Stage2: Collecting evidence/data**

6. What evidence have you considered as part of this assessment? List the data, results of consultation, research and other sources of evidence reviewed to determine impact on the protected characteristics (equality groups). Where there are gaps in data you may have to address this by including it in the action plan.

**Type of evidence**

The range and type of facilities to be included in the new MLC has already been considered through a community consultation in the Spring and Summer of 2014. Further public consultation will occur as the plans and designs are developed and this will include local interest groups and those from ethnic minority communities.

**Stage 3: Assessing impact and analysis**

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

Equality group	Positive impact		Potential negative impact		Reason
	Yes	No	Yes	No	
Age		√		√	The facility mix for sports & leisure opportunities will be increased for all. The service contract will remain as is in making this saving.
Disability		√		√	
Gender Reassignment		√		√	
Marriage and Civil Partnership		√		√	
Pregnancy and Maternity		√		√	
Race		√		√	
Religion/ belief		√		√	
Sex		√		√	
Sexual orientation		√		√	
Socio-economic status		√		√	

8. How do you plan to mitigate the negative impact that has been identified above? Also describe how you will promote equality through the policy, strategy, procedure, function or service?

No negative impact identified above.

**Stage4: Decision**

9. Decision – Please indicate which of the following statements best describe the outcome of the EIA (✓ tick one box only)

Outcome 1 - ✓	Outcome 2 -	Outcome 3	Outcome 4
<p><b>Outcome 1</b> – No change required: when the EIA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed.</p>	<p>Your analysis demonstrates that the proposals are robust and the evidence shows no potential for discrimination and that you have taken all appropriate opportunities to advance equality and foster good relations between groups. If this conclusion is reached, remember to document the reasons for this and the information that you used to make this decision.</p>		
<p><b>Outcome 2</b> – Adjustments to remove negative impact identified by the EIA or to better promote equality. <b>List the actions you propose to take to address this in the Action Plan.</b></p>	<p>This involves taking steps to remove barriers or to better advance equality. It can mean introducing measures to mitigate the potential negative effect. Remember that it is lawful under the Equality Act to treat people differently in some circumstances, for example taking positive action or putting in place single-sex provision where there is a need for it. It is both lawful and a requirement of the general equality duty to consider if there is a need to treat disabled people differently, including more favorable treatment where necessary.</p>		
<p><b>Outcome 3</b> – Continue with proposals despite having identified some potential for negative impact or missed opportunities to promote equality. In this case, the justification needs to be included in the EA and should be in line with the PSED to have ‘due regard’. <b>List the actions you propose to take to address this in the Action Plan. (You are advised to seek Legal Advice)</b></p>	<p>This means a recommendation to adopt your proposals, despite any negative effect or missed opportunities to advance equality, provided you have satisfied yourself that it does not unlawfully discriminate. In cases where you believe discrimination is not unlawful because it is objectively justified, it is particularly important that you record what the objective justification is for continuing with your proposals, and how you reached this decision. This is very important to show that you have paid ‘due regard’ to the Public Sector Equality Duty</p>		

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<b>Outcome 4</b> – Stop and rethink: when your EA shows actual or potential unlawful discrimination.	If a policy shows unlawful discrimination it <b>must</b> be removed or changed.
<b>Note:</b> If your EA is assessed as <b>outcome 3</b> , explain your justification with full reasoning to continue with your proposals?	Include information as to why you suggest going ahead with your proposals despite negative impact being identified.

**Stage 5: Making adjustments – Improvement Action Plan**

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

This action plan should be completed after the assessment and analysis and outlines the action to be taken to mitigate the potential negative impact identified.

<b>Risks or improvements identified in the EIA</b>	<b>Action required</b>	<b>Performance measure &amp; target(s)</b>	<b>By when</b>	<b>Uses existing or additional resources?</b>	<b>Lead Officer</b>	<b>Progress</b>
No negative impacts identified,						

**Have you incorporated these actions into your divisional service plan or team plan? Please give details of where they have been included.**  
 Included as part in the existing Leisure & Culture Development Team’s transformation and service plans.

**11. How will you share lessons learnt from this assessment with stakeholders and other council departments?**

We will share any learning from this with others through one to one support, advice and guidance as appropriate and time allows.

**Stage 6: Monitoring**

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.

**How will you monitor the impact of the proposal once it has been implemented?**

Monitoring will be done through the leisure management contract monitoring processes within existing business practices

**How often will you do this?**

Quarterly through formal meetings, otherwise through day to day working and business operations.

**Stage: 7 Reporting outcomes (Completed assessments must be attached to committee reports and a summary of the key findings included in the relevant section with in them)****Summary of the assessment**

- What are the key impacts – both negative and positive?
  - What course of action are you advising as a result of this assessment?
  - Are there any particular groups affected more than others?
- Do you suggest to proceeding with your proposals although a negative impact has been identified?

**Summary of the key findings:**

None.

**Stage 8: Sign off by Head of Service**

<b>Assessment completed by: Name/Job Title</b>	Christine Parsloe Leisure & Culture Development Manager	<b>Signature:</b> C A Parsloe	<b>Date:</b> 27 <sup>th</sup> Nov 2014
<b>Improvement action plan signed off by Head of Service</b>	James McGinlay Head of Sustainable Communities Division	<b>Signature:</b>	<b>Date:</b>
<b>Department</b>	<b>Environment &amp; Regeneration</b>		



# 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?	Team transformation and asset review
Which Department/ Division has the responsibility for this?	Environment and Regeneration/sustainable Communities

Stage 1: Overview	
Name and job title of lead officer	James McGinlay, Head of Sustainable Communities
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)	Leaner team structure within Property Management and Review Section plus increased income from property estate. Potential reduction of section staff resource by the two Estates Surveyor posts but compensated by formation of posts occupied by graduate surveyors and/or apprentices. Potential saving of £82,000 during 2016/17.
2. How does this contribute to the council's corporate priorities?	Reduces costs but increases income to support revenue budgets.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The customers for the Property Management and Review Section are mainly the departments of the Council plus the residents and businesses of the borough plus Merton and Sutton Joint Cemetery Board. The proposals will benefit the council by increasing the revenue funds.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Support from Corporate Resources will be critical in the delivery of the savings. Human Resources regarding potential revised team structure. Transactional Services regarding rent collection. Legal Services regarding completion of documentation such as leases, acquisitions and disposals and deeds of surrender resulting from Asset Review.

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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 Property Management and Review service is mainly a support service and the team transformation plus asset review is therefore likely to have only a limited or indirect impact on the protected characteristics (equality groups).

There is limited data and this will be addressed through the customer satisfaction survey identified within the TOM layer strategy.

## Stage 3: Assessing impact and analysis

Page 506  
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?

The potential change in staff offers an opportunity to change the existing characteristics of the Property Management and Review Team. The impact on our customers/clients is not understood clearly at present but will be addressed through the customer satisfaction survey identified within the TOM layer strategy.

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 Pan**

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

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

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

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

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

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

The impact on our customers/clients is not understood clearly at present but will be addressed through the customer satisfaction survey identified within the TOM layer strategy. If this exercise identifies any negative impact this Equality Analysis will be reviewed and amended to include and Equality Analysis Improvement Action Plan.

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Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Howard Joy/Property Management and Review Manager	Signature:	Date:19 <sup>th</sup> November 2014
Improvement action plan signed off by Director/ Head of Service	James McGinlay/Head of Sustainable Communities	Signature:	Date:

# Equality Analysis

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

What are the proposals being assessed?	Sub –leasing Stouthall
Which Department/ Division has the responsibility for this?	Environment and Regeneration/sustainable Communities

Stage 1: Overview	
Name and job title of lead officer	James McGinlay, Head of Sustainable Communities
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)	Sub let leases of both main building and adjoining woodland to Carreg Adventures until the council's leases expire in 2024 and 2025. Potential saving of £39,000 during 2016/17 and £18,000 during 2018/19.
2. How does this contribute to the council's corporate priorities?	Reduces costs.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The customers for the Property Management and Review Section are mainly the departments of the Council plus the residents and businesses of the borough plus Merton and Sutton Joint Cemetery Board. The proposals will benefit the council by increasing the revenue funds.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Support from Corporate Resources will be critical in the delivery of the savings. Transactional Services regarding rent collection. Legal Services regarding completion of sub – leases.

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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 Property Management and Review service is mainly a support service and the sub-leases are likely to have only a limited or indirect impact on the protected characteristics (equality groups).

**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)?**

Page 11

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?

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 [add](#) Assessment

[The impact on our customers/clients is not understood clearly at present but is unlikely to identify any negative impact.](#)

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Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Howard Joy/Property Management and Review Manager	Signature:	Date:19 <sup>th</sup> November 2014
Improvement action plan signed off by Director/ Head of Service	James McGinlay/Head of Sustainable Communities	Signature:	Date:

# Equality Analysis

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

What are the proposals being assessed?	Increase in the number of Controlled Parking Zones
Which Department/ Division have the responsibility for this?	Environment & Regeneration, PP&D

<b>Stage 1: Overview</b>	
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)	<p>The implementation of new CPZ's can only be implemented at the request of the residents at the locations and agreed by residents, the implementation of CPZ's manages the parking demand with the residents subject to the purchase of parking permits having the ability to park.</p> <p>There will be no reduction in service or posts and it is envisaged that the existing resources will be capable of coping with the increase in workload..</p>
2. How does this contribute to the council's corporate priorities?	The improved management of parking spaces will reduce congestion whilst increasing traffic flows.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The residents within the CPZ's will be positively affected as they will be able to park close to their place of residence..
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).

The introduction of previous controlled parking zones has resolved parking congestion to the benefit of residents.

## 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	All groups are affected positively as the introduction of CPZ's delivers the outcomes required by the residents of those zones
Disability	X			x	All groups are affected positively as the introduction of CPZ's delivers the outcomes required by the residents of those zones
Gender Reassignment	X			x	All groups are affected positively as the introduction of CPZ's delivers the outcomes required by the residents of those zones
Marriage and Civil Partnership	X			x	All groups are affected positively as the introduction of CPZ's delivers the outcomes required by the residents of those zones
Pregnancy and Maternity	X			x	All groups are affected positively as the introduction of CPZ's delivers the outcomes required by the residents of those zones
Race	X			x	All groups are affected positively as the introduction of CPZ's delivers the outcomes required by the residents of those zones
Religion/ belief	X			x	All groups are affected positively as the introduction of CPZ's delivers the outcomes required by the residents of those zones
Sex (Gender)	X			x	All groups are affected positively as the introduction of CPZ's delivers the outcomes required by the residents of those zones
Sexual orientation	X			x	All groups are affected positively as the introduction of CPZ's delivers the outcomes required by the residents of those zones

Socio-economic status	X			x	All groups are affected positively as the introduction of CPZ's delivers the outcomes required by the residents of those zones
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## 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?
None required						

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 <a href="#">add</a> Assessment
<b>No outcome</b>

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<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Paul Walshe Parking Services Manager	<b>Signature: Paul Walshe</b>	<b>Date: 04/12/2014</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	Chris Lee Director of Environment and Generation	<b>Signature:</b>	<b>Date: 04/12/2014</b>



# 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?	<b>E&amp;R8</b>	EV02: Replace existing CCTV parking enforcement cameras with Automatic Number Plate Recognition cameras (ANPR).
Which Department/ Division have the responsibility for this?	Environment & Regeneration, Public Protection	

<b>Stage 1: Overview</b>		
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. 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 improve compliance by up to 1000% for some locations

**Stage 3: Assessing impact and analysis**

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason
	Positive impact	Negative impact	Positive impact	Negative impact	
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	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	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	As above improvement in compliance ill positively effect people with disabilities.
Gender Reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Whilst there will 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	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Whilst there will 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	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Whilst there will 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

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<b>Race</b>	X			X	Whilst there will 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
<b>Religion/ belief</b>	X			X	Whilst there will 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
<b>Sex (Gender)</b>	X			X	Whilst there will 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
<b>Sexual orientation</b>	X			X	Whilst there will 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
<b>Socio-economic status</b>	X			X	Whilst there will 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 Plan**

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

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

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


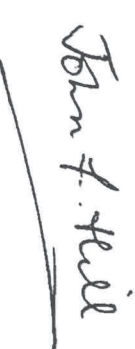
**Stage 6: Reporting outcomes**

**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 [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?	Increase in the charges in the charges for On Street suspensions of parking restrictions
Which Department/ Division have the responsibility for this?	Environment & Regeneration, PP&D

## Stage 1: Overview

Name and job title of lead officer	Paul Walshe Parking Services Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The aim is to reduce the number of days a suspension of parking restrictions is issued for this will benefit the motorists who may be Residents or the Public who wish to park by freeing up suspended parking bays/yellow lines. There will be no reduction in service or posts.
2. How does this contribute to the council's corporate priorities?	Improves the availability of parking spaces, congestion, traffic flows, bus times, pollution and safety of residents particularly children leading to improved resident and customer satisfaction as traffic congestion is one of the top issues as per the resident surveys.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Motorists who wish to suspend the parking regulations and park in Council parking bays.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

**Stage 2: Collecting evidence/ data**

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

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

The current suspension policy does not allow suspension for a single day, by introducing this change more parking spaces become available for the motorist who wish to park.

**Stage 3: Assessing impact and analysis**

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	X			X	By reducing the left of time that a parking suspension lasts for an increase in parking spaces becomes available to what level it positively effects tis group is unknown.
Disability	X			X	By reducing the left of time that a parking suspension lasts for an increase in parking spaces becomes available to what level it positively effects tis group is unknown.
Gender Reassignment	X			X	By reducing the left of time that a parking suspension lasts for a increase in parking spaces becomes available to what level it positively effects tis group is unknown.
Marriage and Civil Partnership	X			X	By reducing the left of time that a parking suspension lasts for a increase in parking spaces becomes available to what level it positively effects tis group is unknown.
Pregnancy and Maternity	X			X	By reducing the left of time that a parking suspension lasts for a increase in parking spaces becomes available to what level it positively effects tis group is unknown.
Race	X			X	By reducing the left of time that a parking suspension lasts for a increase in parking spaces becomes available to what level it positively effects tis



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<b>Religion/ belief</b>	X			X	group is unknown. By reducing the left of time that a parking suspension lasts for a increase in parking spaces becomes available to what level it positively effects tis group is unknown.	
<b>Sex (Gender)</b>	X			X	By reducing the left of time that a parking suspension lasts for a increase in parking spaces becomes available to what level it positively effects tis group is unknown.	
<b>Sexual orientation</b>	X			X	By reducing the left of time that a parking suspension lasts for a increase in parking spaces becomes available to what level it positively effects tis group is unknown.	
<b>Socio-economic status</b>	X			X	By reducing the left of time that a parking suspension lasts for a increase in parking spaces becomes available to what level it positively effects tis group is unknown.	

**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 service level changes			2016 2017	Existing	Paul Walshe	Included as part of service review plan.

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



**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

This Equality Analysis has resulted in an Outcome add Assessment

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

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Paul Walshe Parking Services Manager	Signature: 	Date: 18/11/2014
Improvement action plan signed off by Director/ Head of Service	Chris Lee Director of Environment and Generation	Signature: 	Date: 18/11/2014

# 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?	Back office reorganisation
Which Department/ Division have the responsibility for this?	Environment & Regeneration, PP&D

Stage 1: Overview	
Name and job title of lead officer	Paul Walshe Parking Services Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>The aim is to review the back office resources with the aim to achieve efficiencies.</p> <p>There will be no reduction in service but there may be a reduction in posts.</p>
2. How does this contribute to the council's corporate priorities?	Improves the efficiencies of parking services by reducing the cost to run the service.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Only posts will be affected but it is hoped that this will be achieved by reducing the increase in resources/posts as identified by the introduction of ANPR.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

## Stage 2: Collecting evidence/ data

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

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

The reduction in posts will not affect the equality for any groups as the service level will not be affected.

## 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	No affect
Disability		X		x	No affect
Gender Reassignment		X		x	No affect
Marriage and Civil Partnership		X		x	No affect
Pregnancy and Maternity		X		x	No affect
Race		x		x	No affect
Religion/ belief		X		x	No affect
Sex (Gender)		X		x	No affect
Sexual orientation		X		x	No affect
Socio-economic status		x		x	No affect

## 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?
None required						

**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

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**No outcome**



<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Paul Walshe Parking Services Manager	<b>Signature: Paul Walshe</b>	<b>Date: 04/12/2014</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	Chris Lee Director of Environment and Generation	<b>Signature:</b>	<b>Date: 04/12/2014</b>

# 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?	Increase in revenue and compliance due to the issue of more penalty charge notices for pavement parking by vehicles in contravention of parking regulations
Which Department/ Division have the responsibility for this?	Environment & Regeneration, PP&D

Stage 1: Overview	
Name and job title of lead officer	Paul Walshe Parking Services Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Increase in the number of Penalty Charge Notices in parts of the borough where the level of compliance by the motorist of the parking regulations has reduced. Improvement in compliance is a core objective of the Councils enforcement regime this will lead to a improvement in congestion, traffic flows, bus times, pollution and safety of pedestrians particularly children. There will be no reduction in service or posts.
2. How does this contribute to the council's corporate priorities?	Reduces vehicles parking on pavements where no parking bays exist this improves the safety of residents particularly parents with buggies, disable members of the public and children an leading to improved resident and customer satisfaction as traffic issues are one of the top issues as per the resident surveys.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Motorists who contravene the pavement parking regulations instead of parking on the public highway.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

Page 5 of 8

## 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).

Parking Services responds to requests (phone calls) from the public and observations by the enforcement officers regarding the lack of compliance by motorists as a result of this information we intend to change the way resources are allocated so that we can deal respond more efficiently to need for enforcement.

## 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	There is no data that indicates the types of groups as listed below will be negatively affected by these proposals.
Disability	x			x	By carrying out effective enforcement of pavement parking residents will be able to walk on the pavement safely.
Gender Reassignment				x	There is no data that indicates the types of groups as listed below will be affected by these proposals.
Marriage and Civil Partnership				x	As above
Pregnancy and Maternity	x			x	As above
Race				x	As above
Religion/ belief				x	As above
Sex (Gender)				x	As above
Sexual orientation				x	As above
Socio-economic status				x	As above

## 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 service level changes	Action plan to mitigate	Monitoring the improvement in compliance by the motorist with the reduction in pcn's issued.	2016 2017	Existing	Paul Walshe	Included as part of service review plan.

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

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

This Equality Analysis has resulted in an Outcome <a href="#">add</a> Assessment
The realignment of management structures will ensure that there is no negative impact arising from this proposal.

<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Paul Walshe Parking Services Manager	<b>Signature: Paul Walshe</b>	<b>Date: 18/11/2014</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	Chris Lee Director of Environment and Generation	<b>Signature:</b>	<b>Date: 18/11/2014</b>

# 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?	End of lease for the Wimbledon Town Centre base for the Parking Enforcement team
Which Department/ Division have the responsibility for this?	Environment & Regeneration, PP&D

Stage 1: Overview		
Name and job title of lead officer	Paul Walshe Parking Services Manager	
Draft Criteria	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 is to reduce the team’s reliance on external accommodation.  There will be no reduction in service or posts.
	2. How does this contribute to the council’s corporate priorities?	Improves the efficiencies of parking services by reducing the cost to run the service.
	3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Only staff will be affected but not negatively as they will use only their Civic Centre accommodation/base.
	4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

**Stage 2: Collecting evidence/ data**

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

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

The reduction in accommodation will not affect equality for any other groups as the accommodation at the Civic centre more than meets the needs of the staff affected.

**Stage 3: Assessing impact and analysis**

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

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

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## 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?
None required						

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 <a href="#">add</a> Assessment
<b>No outcome</b>

<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Paul Walshe Parking Services Manager	<b>Signature: Paul Walshe</b>	<b>Date: 04/12/2014</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	Chris Lee Director of Environment and Generation	<b>Signature:</b>	<b>Date: 04/12/2014</b>

# Equality Analysis

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

What are the proposals being assessed?	E&R13 Increasing income from discretionary fees & charges; Charging for business advice including pre-application planning advice;
Which Department/ Division has the responsibility for this?	E&R – Public Protection

Stage 1: Overview	
Name and job title of lead officer	Paul Foster, Head of the Regulatory Services Partnership
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To increase income by increasing discretionary licence fees and charging for business advice including pre-application planning advice.
2. How does this contribute to the council's corporate priorities?	The proposal contributes to the Being Safe & Strong section of the Community Plan
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<ul style="list-style-type: none"> <li>Commercial businesses providing licensable activities e.g. street trading, tattooists, nail bars</li> <li>Large development companies.</li> </ul>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	<ul style="list-style-type: none"> <li>E&amp;R Public Protection has sole responsibility for regulatory services</li> </ul>

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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).

- Comparison with other local authority fees & charges regimes which are often higher than Merton's and Richmond's
- Comparison with other local authorities who charge for business advice and pre-planning advice
- Enquiries from commercial organisations seeking a local authority service

## Stage 3: Assessing impact and analysis

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

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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		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Disability		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Gender Reassignment		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Marriage and Civil Partnership		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Pregnancy and Maternity		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Race		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Religion/ belief		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Sex (Gender)		✓		✓	Regulatory services are statutory and do not impact positively or

					negatively on any of the equality groups
<b>Sexual orientation</b>		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
<b>Socio-economic status</b>		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups

### 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

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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 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?
Not applicable	Not applicable	Not applicable				
Not applicable	Not applicable	Not applicable				
Not applicable	Not applicable	Not applicable				

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

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

<p>This Equality Analysis has resulted in an Outcome <u>add</u> Assessment</p> <p>Please include here a summary of the key findings of your assessment.</p> <ul style="list-style-type: none"> <li>• What are the key impacts – both negative and positive – you have identified?</li> <li>• Are there any particular groups affected more than others?</li> <li>• What course of action are you advising as a result of this assessment?</li> <li>• 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.</li> </ul>
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<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Paul Foster, Head of the Regulatory Services Partnership	<b>Signature:</b>	<b>Date:</b> 23.12.14
<b>Improvement action plan signed off by Director/ Head of Service</b>	Paul Foster, Head of the Regulatory Services Partnership	<b>Signature:</b>	<b>Date:</b> 23.12.14



# Equality Analysis

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

What are the proposals being assessed?	E&R14 Further expansion of the shared regulatory service
Which Department/ Division has the responsibility for this?	E&R – Public Protection

Stage 1: Overview	
Name and job title of lead officer	Paul Foster, Head of the Regulatory Services Partnership
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	To expand the current membership of the shared regulatory service to provide: <ul style="list-style-type: none"> <li>• Additional income</li> <li>• Greater resilience</li> <li>• Access to specialist expertise</li> </ul>
2. How does this contribute to the council's corporate priorities?	The proposal contributes to the Being Safe & Strong section of the Community Plan
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<ul style="list-style-type: none"> <li>• Other partner boroughs (residents, businesses, councillors and staff)</li> <li>• Partner agencies e.g. police, HMRC, Public Health England</li> </ul>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	<ul style="list-style-type: none"> <li>• The Regulatory Services Partnership (RSP) comprises Merton and Richmond councils and Merton is the host authority. Governance of the RSP is via a Management Board and a Joint Regulatory Committee</li> </ul>

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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 have had preliminary discussions from two neighbouring local authorities who are interested in joining the partnership and have recently been approached by one other

## 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)?

Page 54

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		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Disability		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Gender Reassignment		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Marriage and Civil Partnership		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Pregnancy and Maternity		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Race		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Religion/ belief		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Sex (Gender)		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Sexual orientation		✓		✓	Regulatory services are statutory and do not impact positively or

					negatively on any of the equality groups
<b>Socio-economic status</b>		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups

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

Not applicable

### Stage 4: Conclusion of the Equality Analysis

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

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

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

**Stage 5: Improvement Action 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?
Not applicable	Not applicable	Not applicable				
Not applicable	Not applicable	Not applicable				
Not applicable	Not applicable	Not applicable				

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

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

This Equality Analysis has resulted in an Outcome <u>add</u> Assessment
<p>Please include here a summary of the key findings of your assessment.</p> <ul style="list-style-type: none"> <li>• What are the key impacts – both negative and positive – you have identified?</li> <li>• Are there any particular groups affected more than others?</li> <li>• What course of action are you advising as a result of this assessment?</li> <li>• 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.</li> </ul>

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<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Paul Foster, Head of the Regulatory Services Partnership	<b>Signature:</b>	<b>Date:</b> 23.12.14
<b>Improvement action plan signed off by Director/ Head of Service</b>	Paul Foster, Head of the Regulatory Services Partnership	<b>Signature:</b>	<b>Date:</b> 23.12.14

# Equality Analysis

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

What are the proposals being assessed?	E&R15 Alter funding of the existing Accredited Financial Investigator post in order that it becomes self-financing from Proceeds of Crime Act awards.
Which Department/ Division has the responsibility for this?	E&R – Public Protection

Stage 1: Overview	
Name and job title of lead officer	Paul Foster, Head of the Regulatory Services Partnership
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)	Alter funding of the existing Accredited Financial Investigator post in order that it becomes self-financing from Proceeds of Crime Act awards.
2. How does this contribute to the council's corporate priorities?	The proposal contributes to the Being Safe & Strong section of the Community Plan
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<ul style="list-style-type: none"> <li>• Other partner boroughs</li> <li>• Police</li> </ul>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	<ul style="list-style-type: none"> <li>• The Regulatory Services Partnership (RSP) comprises Merton and Richmond councils and Merton is the host authority. Governance of the RSP is via a Management Board and a Joint Regulatory Committee</li> <li>• The police</li> <li>• The RSP has overall responsibility</li> </ul>

## 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).

- Merton Council's Trading Standards team has developed considerable expertise in pursuing rogue traders involved in doorstep crime and where possible seizing their assets under the provisions of the Proceeds of Crime Act. We are looking to re-invest any monies awarded by the court into the service and in particular to make the Accredited Financial Investigator post self-financing.

## 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		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Disability		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Gender Reassignment		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Marriage and Civil Partnership		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Pregnancy and Maternity		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Race		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Religion/ belief		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
Sex (Gender)		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups

<b>Sexual orientation</b>		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups
<b>Socio-economic status</b>		✓		✓	Regulatory services are statutory and do not impact positively or negatively on any of the equality groups

**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

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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 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?
Not applicable	Not applicable	Not applicable				
Not applicable	Not applicable	Not applicable				
Not applicable	Not applicable	Not applicable				

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

**Stage 6: Reporting outcomes**

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**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>add</u> Assessment
<p>Please include here a summary of the key findings of your assessment.</p> <ul style="list-style-type: none"> <li>• What are the key impacts – both negative and positive – you have identified?</li> <li>• Are there any particular groups affected more than others?</li> <li>• What course of action are you advising as a result of this assessment?</li> <li>• 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.</li> </ul>

<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Paul Foster, Head of the Regulatory Services Partnership	<b>Signature:</b>	<b>Date:</b> 23.12.14
<b>Improvement action plan signed off by Director/ Head of Service</b>	Paul Foster, Head of the Regulatory Services Partnership	<b>Signature:</b>	<b>Date:</b> 23.12.14

# Equality Analysis

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

What are the proposals being assessed?	SLWP – Phase C Joint procurement
Which Department/ Division has the responsibility for this?	E&R – Street Scene & Waste

Stage 1: Overview	
Name and job title of lead officer	Cormac Stokes, Head of Street Scene & Waste
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><b>What are you proposing and what are they designed to deliver?</b></p> <p>To undertake a joint procurement for a number of environmental services as part of the South London Waste Partnership (SLWP) This will include</p> <ul style="list-style-type: none"> <li>Waste Collection and recycling</li> <li>Commercial waste</li> <li>Street Cleaning</li> <li>Winter Maintenance</li> <li>Vehicle Maintenance</li> <li>Greenspaces, principally grounds maintenance (and potentially other functions to be determined)</li> </ul>
2. How does this contribute to the council's corporate priorities?	To identify potential savings.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>The current proposal is for the procurement to provide the same level of service minimising any impact on residents</p> <p>The staff delivering these universal service are directly impacted and may be required to transfer to a new provider under full TUPE regulations</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall	<p>This project has a direct impact on two main areas.</p> <p>Street Scene / waste – Cormac Stokes</p> <p>Parks and green spaces –James McGinlay</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).

1. Soft market testing / external advisors

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

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

1.  
N/A

### Stage 4: Conclusion of the Equality Analysis

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

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

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

**Stage 5: Improvement Action Pan**

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

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

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

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

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

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

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

The scope of the procurement is to ensure that there are no changes to the current service provision currently provided by the in house service. Any proposed changes by the bidders through competitive dialogue which impact on the current provision will require cabinet approval and an additional Impact assessment completed.

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<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Charles Baker	<b>Signature:</b>	<b>Date:</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	Cormac Stokes	<b>Signature:</b>	<b>Date:</b>



# Equality Analysis

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

What are the proposals being assessed?	E&R17 Review of Street Cleansing
Which Department/ Division has the responsibility for this?	E&R – Street Scene & Waste

Stage 1: Overview	
Name and job title of lead officer	Cormac Stokes, Head of Street Scene & Waste
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><a href="#">What are you proposing and what are they designed to deliver?</a></p> <p>To reduce the costs of the service and maintain current standards of cleaning within Merton it is proposed to alter how we deploy our resources by reducing residential solo sweepers and alter the use of mechanical sweepers by investing in electric sweepers (Gluttons). Still concentrating on the issues that are important to residents such as Litter and Fly tipping. Detritus will continue to be managed in a programmed way. This will result in seven posts.</p>
2. How does this contribute to the council's corporate priorities?	To identify potential savings.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The residents of the London Borough of Merton, the businesses of the London Borough of Merton, the Councillors of the London Borough of Merton and the workforce specifically in relation to reduced posts.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The service is closely aligned to Street Scene environmental enforcement.

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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).

1. Annual residents Survey results 2013
2. Results of National Cleanliness indicator NI195 for Litter and detritus 2013/2014

**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		✓		✓	

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

1. By concentrating on known areas of concern.
2. It is, important that any reduction in street cleansing is supported by a proactive enforcement regime focusing on these areas. At the moment our enforcement approach is a 'zero-tolerance' stance towards environmental crimes such as littering and fly tipping. **Increased enforcement activity has been introduced on a pilot basis through a private contractor which will be reviewed during early 2015.** This together with a well organised and continuous communications campaign should help to reduce the litter, debris and other obstructions.

### 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?
1. Negative impact on service	Concentrate on areas of concern	Monitor complaints		None	BMCL	
2. It is, important that any reduction in street cleansing is supported by a proactive enforcement regime focusing on these areas. At the moment our enforcement approach is a 'zero-tolerance' stance towards environmental crimes such as littering and fly tipping. Increased enforcement activity, together with a well organised and continuous communications campaign should help to reduce the litter, debris and other obstructions.	Implement Street cleaning communications project plan  Objectives: - To tell residents our streets are cleaner - To remind them how they can help and encourage them to 'do their bit' - To promote enforcement work and remind residents we are doing it for them	Monitor complaints				

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

### Stage 6: Reporting outcomes

**10. Summary of the equality analysis**

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

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

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

<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Brian McLoughlin	<b>Signature:</b>	<b>Date:</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	Cormac Stokes	<b>Signature:</b>	<b>Date:</b>

# Equality Analysis

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

What are the proposals being assessed?	Cease the distribution of Food Caddie liners
Which Department/ Division has the responsibility for this?	E&R – Street Scene & Waste

Stage 1: Overview	
Name and job title of lead officer	Cormac Stokes, Head of Street Scene & Waste
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 href="#">What are you proposing and what are they designed to deliver?</a> To remove the borough wide distribution of caddie liners to every household. Waste services will continue to procure the liners and these will be available for collection by the residents from a central distribution point.
2. How does this contribute to the council's corporate priorities?	To identify potential savings in borough wide delivery cost.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All residents who currently participated in free food waste service. Current participation is estimated at c52% take up rate.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The impact of this will be contained within Waste operations. This may be extended to Library service if the decision for these locations to act as a central distribution point is requested / approved.

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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 service is currently working with ALCO to understand the current policies adopted by London boroughs.

## 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		✓	✓		Disabled residents with limited mobility may be restricted in their access to the caddie liners from a central distribution point.
Gender Reassignment		✓		✓	
Marriage and Civil Partnership		✓		✓	
Pregnancy and Maternity		✓		✓	
Race					
Religion/ belief		✓		✓	
Sex (Gender)		✓		✓	
Sexual orientation		✓		✓	
Socio-economic status		✓		✓	



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

1. Where a resident has contacted the service confirming that they are unable to access the confirmed distribution point due to a disability they will be sent the caddie liners either by post or by hand.

### 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?
Access to distribution points	Annual delivery at the start of each year for disabled residents who have no access to distribution point or external support from carer or relative.	Performance measure to be put in place to ensure all deliveries are undertaken within one week of the confirmed / approved request.	April 2015	Existing	C Baker	TBC

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

## Stage 6: Reporting outcomes

### 10. Summary of the equality analysis

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

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

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

Under the current saving proposal the caddie liners will still be made available free of charge. The savings are achieved from mitigating the delivery cost and reducing the volume of liners procured. Detailed work needs to be undertaken in finalising the scope of the proposal and the

number of distribution points.

<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Charles Baker	<b>Signature:</b>	<b>Date:</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	Cormac Stokes	<b>Signature:</b>	<b>Date:</b>

# Equality Analysis

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

What are the proposals being assessed?	E&R19 Textiles Income
Which Department/ Division has the responsibility for this?	E&R – Street Scene & Waste

Stage 1: Overview	
Name and job title of lead officer	Cormac Stokes, Head of Street Scene & Waste
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 href="#">What are you proposing and what are they designed to deliver?</a> To realign the income budget to the level currently being generated from the sale of Textiles
2. How does this contribute to the council's corporate priorities?	To identify potential savings.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	N/A – there is no impact on the current provision of this service
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The service will continue to receive a revenue income from the sale of textiles collected by our approved contractor.

Draft for Discussion

**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. NONE

**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		✓		✓	

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

1.  
N/A

### Stage 4: Conclusion of the Equality Analysis

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

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

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

**Stage 5: Improvement Action Pan**

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

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

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

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

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

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

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

The scope of the procurement is to ensure that there are no changes to the current service provision currently provided by the in house service. Any proposed changes by the bidders through competitive dialogue which impact on the current provision will require cabinet approval and an additional Impact assessment completed.

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<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Charles Baker	<b>Signature:</b>	<b>Date:</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	Cormac Stokes	<b>Signature:</b>	<b>Date:</b>

# Equality Analysis



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

What are the proposals being assessed?	Zero tolerance littering - Increased targeting of littering
Which Department/ Division has the responsibility for this?	E&R – Street Scene & Waste

Stage 1: Overview	
Name and job title of lead officer	Cormac Stokes, Head of Street Scene & Waste
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 href="#">What are you proposing and what are they designed to deliver?</a> To increase targeting on littering resulting in an increase in paid FPNs.
2. How does this contribute to the council's corporate priorities?	To identify potential income on savings.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Those individuals who drop litter in the London Borough of Merton.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The service is closely aligned to Street Scene Cleansing service and parks.

Proposals

### 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. Annual residents Survey results 2013
2. Results of National Cleanliness indicator NI195 for Litter and detritus 2013/2014

### 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		✓		✓	
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?

It is, important that any reduction in street cleansing is supported by a proactive enforcement regime focusing on littering. At the moment our enforcement approach is a 'zero-tolerance' stance towards environmental crimes such as littering and fly tipping. **Increased enforcement activity has been introduced on a pilot basis through a private contractor which will be reviewed during early 2015.** This together with a well organised and continuous communications campaign should help to reduce the litter, debris and other obstructions.

Whilst no negative impacts have been identified there is the potential of an impact on all groups who break the law .

The Street Cleaning Communication will assist awareness of residents and members of the public in the need to keep the street clean and that littering is an offence.

All offenders issued and FPN have the right to make representation and all equality groups would be considered under this representation.

Disability

The private contractor is briefed to identify disability wherever possible taking into consideration body language and behavior.

Where an offender is disabled but this disability is not obvious the carer would make representation and this would be considered by a London Borough of Merton employee, evidence obtained and each case taken on merit

Race

The offender may not understand the language when receiving an FPN but would still be issued with it as an offence would have been committed. If it is necessary to obtain Translation services then this process can be followed. In most cases there would be someone in the family who could speak English and representation can be made.

Socio-economic status

Where an FPN has been issued to someone who is on benefit or low income and makes representation they will be offered an extension to the deadline that the FPN requires payment.

## 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?
It is, important that any reduction in street cleansing is supported by a proactive enforcement regime focusing on the area of littering. At the moment our enforcement approach is a 'zero-tolerance' stance towards environmental crimes such as littering and fly tipping. Increased enforcement activity, together with a well organised and continuous communications campaign should help to reduce the litter, debris and other obstructions.	Implement Street cleaning communications project plan  Objectives: - To tell residents our streets are cleaner - To remind them how they can help and encourage them to 'do their bit' - To promote enforcement work and remind residents we are doing it for them	Monitor complaints	Ongoing			
Disability The negative impact would be if the disability was not obvious e.g. mental health and an FPN was issued.	The private contractor is briefed to identify disability wherever possible taking into consideration body language and behaviour.  Where an offender is disabled but this disability is not obvious the carer would make representation and this would be considered by a	Monitor representations and complaints	Ongoing			

<p>Race</p> <p>The negative impact would be if the person issued the FPN did not understand the language</p>	<p>London Borough of Merton employee, evidence obtained and each case taken on merit</p> <p>The offender may not understand the language when receiving an FPN but would still be issued with it as an offence would have been committed. If it is necessary to obtain Translation services then this process can be followed. In most cases there would be someone in the family who could speak English and representation can be made.</p>	<p>Monitor representations and complaints and use of translation services</p>	<p>Ongoing</p>			
<p>Socio-economic status</p> <p>The negative impact would be if the person had difficulty in paying the FPN due to low income or are on benefits</p>	<p>Where an FPN has been issued to someone who is on benefit or low income and makes representation , they will be offered an extension to the deadline that the FPN requires payment. Various methods of payment are offered</p>	<p>Monitor complaints and representation and offers of extensions to pay</p>	<p>Ongoing</p>			

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

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

This Equality Analysis has resulted in an Outcome <u>add</u> Assessment
Please include here a summary of the key findings of your assessment. 1.



<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Brian McLoughlin	<b>Signature:</b>	<b>Date:</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	Cormac Stokes	<b>Signature:</b>	<b>Date:</b>

# Equality Analysis

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

What are the proposals being assessed?	ER21 SLWP – HRRC Procurement for external provider
Which Department/ Division has the responsibility for this?	E&R – Street Scene & Waste

Stage 1: Overview	
Name and job title of lead officer	Cormac Stokes, Head of Street Scene & Waste
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><b>What are you proposing and what are they designed to deliver?</b></p> <p>To undertake a joint procurement for the operational provision of the Boroughs Household Reuse and Recycling Center at Garth rd</p>
2. How does this contribute to the council's corporate priorities?	To identify potential savings.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>The current proposal is for the procurement to provide the same level of service minimising any impact on residents</p> <p>The staff currently delivering this service are currently employed by The Royal Borough of Kingston and will be required to transfer to a new provider under full TUPE regulations.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	This project is being managed by the South London Waste Partnership and has shared responsibility with all of the Partnership Boroughs.

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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).

1. Soft market testing / external advisors

**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)?**

Page 595

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

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

1.  
N/A

### Stage 4: Conclusion of the Equality Analysis

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

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

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

**Stage 5: Improvement Action Pan**

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

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

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

**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**

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**10. Summary of the equality analysis**

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

<p>This Equality Analysis has resulted in an Outcome <a href="#">add</a> Assessment</p>
<p><a href="#">Please include here a summary of the key findings of your assessment.</a>                  The scope of the procurement is to ensure that there are no changes to the current service provision currently provided by the in house service. Any proposed changes by the bidders through competitive dialogue which impact on the current provision will require cabinet approval and an additional Impact assessment completed.</p>

<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Charles Baker	<b>Signature:</b>	<b>Date:</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	Cormac Stokes	<b>Signature:</b>	<b>Date:</b>

# Equality Analysis



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

What are the proposals being assessed?	E&R22 Removal of borough wide dog bins including Parks
Which Department/ Division has the responsibility for this?	E&R – Street Scene & Waste

Stage 1: Overview	
Name and job title of lead officer	Cormac Stokes, Head of Street Scene & Waste
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 href="#">What are you proposing and what are they designed to deliver?</a> Removal of borough wide dog bins including Parks and introducing an 'any bin will do' policy enabling dog owners to deposit dog mess in any available litter bin instead.. This will result in reduction of one post.
2. How does this contribute to the Council's corporate priorities?	To identify potential savings.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The residents of the London Borough of Merton, users of parks and the Councillors of the London Borough of Merton and the workforce specifically in relation to a reduced post.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The service is closely aligned to Green Spaces.

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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).

1. Annual residents Survey results 2013
2. Results of National Cleanliness indicator NI195 for Litter and detritus 2013/2014
3. Recent trial in Collierswood where correctly wrapped dog waste can be deposited in bins

**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)?**

Page 600

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



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

1. By introducing a policy where correctly wrapped dog waste can be deposited in any residential or park litter bin Borough wide

### 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?
1. Negative impact on service	Concentrate on areas of concern	Monitor complaints		None	BMcL	

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

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

This Equality Analysis has resulted in an Outcome [add](#) Assessment  
 Please include here a summary of the key findings of your assessment.

<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Brian McLoughlin	<b>Signature:</b>	<b>Date:</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	Cormac Stokes/	<b>Signature:</b>	<b>Date:</b>

# Equality Analysis

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

What are the proposals being assessed?	E&R23 Removal of borough wide dog bins
Which Department/ Division has the responsibility for this?	E&R – Street Scene & Waste

Stage 1: Overview	
Name and job title of lead officer	Cormac Stokes, Head of Street Scene & Waste
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 href="#">What are you proposing and what are they designed to deliver?</a> Removal of borough wide dog bins and introducing an 'any bin will do' policy enabling dog owners to deposit dog mess in any available litter bin instead.. This will result in reduction of one post.
2. How does this contribute to the council's corporate priorities?	To identify potential savings.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The residents of the London Borough of Merton, Councillors of the London Borough of Merton and the workforce specifically in relation to a reduced post.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The service is closely aligned to Green Spaces.

**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. Annual residents Survey results 2013
2. Results of National Cleanliness indicator NI195 for Litter and detritus 2013/2014
3. Recent trial in Collierswood where correctly wrapped dog waste can be deposited in bins

**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)?**

Page 605

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

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

1. By introducing a policy where correctly wrapped dog waste can be deposited in any residential litter bin Borough wide

### 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?
1. Negative impact on service	Concentrate on concerns raised	Monitor complaints		None	BMcL	

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

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

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

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

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<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Brian McLoughlin	<b>Signature:</b>	<b>Date:</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	Cormac Stokes/	<b>Signature:</b>	<b>Date:</b>



# 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?	Reductions in staffing levels within Greenspaces grounds teams
Which Department/ Division has the responsibility for this?	E&R; Greenspaces

Stage 1: Overview	
Name and job title of lead officer	Doug Napier, Greenspaces Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	This proposal is designed to achieve substantial revenue budget savings from this service area through the deletion of posts. Target is -4 FTEs. The proposal is likely to lead to the closure of some facilities, principally sporting facilities: e.g. sport pitches, bowling greens, etc and the reduction of some service maintenance specifications
2. How does this contribute to the council's corporate priorities?	A key component of corporate financial savings strategy and relevant to the Greenspaces TOM.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Principally park users, service customers and parks stakeholders/friends groups, plus the workforce. The latter will be reduced in number overall.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The responsibility remains primarily with Greenspaces, but service reductions and amendments to specifications may be partially offset by voluntary sector inputs.

Corporate

## 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).

Consultations are ongoing with local bowls club representatives about the service needs and pressures and have been for two years. The clubs have been encouraged to amalgamate and are presently engaged in an internal discussion.

Demand for some sports facilities, for example, grass football pitches, has declined in the past 18 months

## 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)?

Page 610

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		Potential negative impact in respect of service closures: for example, closure of some bowling greens
Disability					
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
Religion/ belief					
Sex (Gender)					
Sexual orientation					
Socio-economic status			X		Potential negative impacts as parks services are often provided free of charge or at affordable fees and so often attract recreational users on low incomes



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

Existing members of bowls venues due to close will be encouraged to join clubs at other clubs, including Council-run bowls venues nearby. There is sufficient available capacity overall to ensure that the closure of some services (e.g. pitches) will have only limited impacts. The Council will continue to maintain, insofar as possible within resources constraints, its investment in its 25 Key Parks to mitigate any specification reductions, thereby ensuring that all communities have access to a high quality park/open space within their neighbourhood.

### 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?
Closure of some bowling greens	Relocate members of clubs scheduled to close	Membership levels retained	April 2016	Existing	DN	No. Business as usual
Reduced maintenance specifications	Maintain standards & investment in 25 Key Parks	Capital investment (£s) & complaints monitoring	On-going	Existing	DN	No. Business as usual
Reduced availability of sports pitches	Not required at this stage due to current over-capacity	Continue to monitor utilisation	On-going	Existing	DN	No. Business as usual

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

This proposal involves reduction in the front-line operational staff within Greenspaces by 4 FTEs, with consequences in terms of service provisions and standards at some venues. In general terms, whereas some service and facilities may close as a consequence, there is sufficient capacity and provision overall to ensure that the impacts will be minimised

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Doug Napier, Greenspaces Manager	Signature:	Date: 03/12/2014
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

# Equality Analysis

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

What are the proposals being assessed?	Joint procurement (Lots 2)(with London Borough of Sutton) of Greenspaces services as part of Phase C of the South London Waste Partnership procurement contract
Which Department/ Division has the responsibility for this?	E&R; Greenspaces

Stage 1: Overview	
Name and job title of lead officer	Doug Napier, Greenspaces Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Joint procurement (Lots 2) of Greenspaces services together with London Borough of Sutton) as part of Phase C of the South London Waste Partnership procurement contract, designed to achieve substantial revenue budget savings from this service area through efficiencies
2. How does this contribute to the council's corporate priorities?	A key component of corporate financial savings strategy and relevant to the Greenspaces TOM
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Potentially all users, stakeholders and customers of Greenspaces services, including parks visitors, friends groups and its existing workforce.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The procurement is being conducted in tandem with its sister service within Sutton borough and within the framework of the SLWP partnership comprising Merton, Sutton, Kingston and Croydon councils. There will be impacts for the leisure team at Merton Council most of all. The procurement lead authority is Croydon but the service impacts will predominantly occur within Merton and Sutton within the early phase of contract with options for Kingston and Croydon to participate at a later date

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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).

Market research has suggested that substantial budget savings can be achieved through the externalization of this service area. The precise equalities impacts are unknown at this stage as the scope and scale of the procurement is yet to be determined. EIAs will be undertaken for the specific service variations and proposals that emerge as this process matures.

**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			?		Potential for negative impact. Precise details unknown at this stage
Disability					
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
Religion/ belief					
Sex (Gender)					
Sexual orientation					
Socio-economic status			?		Potential for negative impact. Precise details unknown at this stage



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

The impacts are unknown at this stage. Appropriate mitigation actions will be determined as the details of this proposal emerge during the procurement process

### 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.**
- Page 617** **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?
Unknown at this stage	To be confirmed	To be confirmed	TBC	TBC	DN	TBC

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

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

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

The objective of the proposed externalization of the Greenspaces service is designed to secure budget savings through efficiencies. The precise service elements and specifications that will be contained within the relevant contract will be developed as the current procurement exercise evolves. Equalities Impact Assessments will be undertaken in due course when the more detailed nature of the service impacts have been determined.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Doug Napier, Greenspaces Manager	Signature:	Date: 03/12/2014
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

# Equality Analysis

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

What are the proposals being assessed?	Introduction of pay and display parking in some parks. Proposed saving: £60k (from 2017/18)
Which Department/ Division has the responsibility for this?	E& R; Greenspaces

## Stage 1: Overview

Name and job title of lead officer	Doug Napier, Greenspaces Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Introduction of pay and display parking charges in some of the borough's parks. This will have the effect of deterring commuter parking and increasing income to the service
2. How does this contribute to the council's corporate priorities?	Will contribute to the commercialisation agenda in Greenspaces and will serve to deter unnecessary car journeys in line with our sustainable transport aspirations
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Park visitors, local commercial businesses and members of the public who currently take advantage of free car parking facilities available with parks and open spaces
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Parking Services and Traffic & Highways will support and advise on this initiative. The overarching responsibility will remain with Greenspaces however

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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 have been conducting informal analysis of the utilization of car parks in parks over several years, particularly in response to visitors and stakeholders who have expressed concerns about the lack of available parking capacity for park users and the misuse of parking facilities by local commercial businesses. A relatively common observation is that car parks are full when the park is near-empty of visitors.

Some parks stakeholder groups and members have expressed support for this initiative as a means of raising income for parks and in order to drive out misuse and exploitation of parks facilities by non park users.

## 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				Protects existing parking capacity
Disability	X				Protects existing parking capacity
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity	X				Protects existing parking capacity
Race					
Religion/ belief					
Sex (Gender)					
Sexual orientation					
Socio-economic status			X		Parking charges are being introduced

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

There will be provisions for free parking periods and tariffs that will seek to minimise the impacts of charges upon genuine park users - as opposed to commuter and business parking

### 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?
Socio-economic impact of charges	Appropriate tariffs & free parking periods	Tariffs agreed & adopted  Complaints monitoring	From implementation of charges	Existing	DN	No. Business as usual

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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 <a href="#">add</a> Assessment
The introduction of pay-and-display parking charges in parks will serve to preserve parking capacity for park users, including equality groups, most especially age, disability and maternity groups who often have greater need for parking facilities. Currently some parking capacity is being exploited by non park users and local commercial businesses.
The introduction of fees for parking in parks may have negative impacts for users on low incomes and similar socio-economic groups, but this will be mitigated by ensuring the introduction of free parking periods and a tariff that minimizes or over-rides the costs for typical park users.





Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Doug Napier, Greenspaces Manager	Signature:	Date: 03/12/2014
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

# Equality Analysis

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

What are the proposals being assessed?	E&R27 Additional property rental income
Which Department/ Division has the responsibility for this?	E&R; Greenspaces

Stage 1: Overview	
Name and job title of lead officer	Doug Napier, Greenspaces Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Re-letting of vacant park properties within commercial property market. Rent review and increase for existing service tenancy properties. Increased income for Greenspaces to off-set savings demands and preserve services
2. How does this contribute to the council's corporate priorities?	Integral to Greenspaces commercialisation, the Greenspaces TOM and the corporate financial savings strategy
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Existing parks property tenants, including service tenants
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Inputs and advise required from Strategic Property team, Legal Services and Housing

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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 initiative forms part of a process that commenced some 3 years ago and has already realised increased income for the local authority in the region of £1,000 per month per property released into the commercial rental sector.

There are currently some vacant properties within parks and more are likely to become available in the near future as existing tenants retire or leave the employ of the authority.

The rents of existing park property tenancies has not been reviewed or increased since 2007.

## Stage 3: Assessing impact and analysis

9. 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		Several of the properties are currently occupied by older people who are retired or close to the point of retirement
Disability					
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race					
Religion/ belief					
Sex (Gender)					
Sexual orientation					
Socio-economic status	X				Release of properties at the affordable end of the commercial property sector

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

Provide re-homing support and advice to those affected if 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

- 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?
Disproportionate impact upon older people, including current and retired parks staff	Support & advice to re-home relevant tenants	Tenants successfully re-homed	As required in each individual case	Existing	DN	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 <a href="#">add</a> Assessment
This proposal will increase income for Greenspaces via its property portfolio by undertaking a rent review and releasing vacant properties to the commercial rental sector. There may be some impacts for existing tenants, typically retired or near-retired parks employees, but this will be mitigated through the provision of support and advice to re-home those who require it. This initiative will increase the availability of accommodation at the affordable end of the commercial residential housing sector.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Doug Napier, Greenspaces Manager	Signature:	Date: 03/12/2014
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

# Equality Analysis



Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet [LINK TO BE ADDED]  
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What are the proposals being assessed?	<p>Proposed shared services with Wandsworth incorporating further savings (17/18)</p> <ol style="list-style-type: none"> <li>1) Shared enforcement and admin teams and investigation of other shared service options</li> <li>2) Increased income generation from planning performance agreements and revised pre application charging</li> <li>3) Joint re-procurement of M3 Northgate systems</li> <li>4) Improved efficiency and resilience with larger teams.</li> <li>5) Efficiencies delivered through Mobile and flexible working arrangement rollout and other TOM improvements</li> <li>6) Potential outsourcing of admin scanning functions</li> </ol>
Which Department/ Division has the responsibility for this?	E @ R , Sustainable Communities

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Stage 1: Overview	
Name and job title of lead officer	Neil Milligan, Building and Development Control 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)	Designed to deliver savings and improvements to the service. Shared services are designed to reduce the overall management structure. Efficiencies delivered in other areas will also result in deletion of posts.
2. How does this contribute to the council's corporate priorities?	Changes in working practices will result in more self-service and home/flexible working to support corporate objectives for flexible working and customer contact change
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The potential reduction in posts may result in reduced capacity at a senior level to support the planning application process and the ability to meet targets. TOM objectives are planned to try and improve processes and mitigate any impact

<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>Wandsworth Council will share the responsibility. There are no other direct service providers although residents and their association are closely involved in the process. The service is provided for residents, businesses and developers and involves close contact with statutory consultees.</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).

There is no information presently collected on such groups using the service. Potential impacts on groups could be monitored through an action plan although this would have its own resource implications

## 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		It is not know yet if there will be any reduction in overall service provision
Disability		x	x		It is not know yet if there will be any reduction in overall service provision
Gender Reassignment		x	x		It is not know yet if there will be any reduction in overall service provision
Marriage and Civil Partnership		x	x		It is not know yet if there will be any reduction in overall service provision
Pregnancy and Maternity		x	x		It is not know yet if there will be any reduction in overall service provision
Race		x	x		It is not know yet if there will be any reduction in overall service provision
Religion/ belief		x	x		It is not know yet if there will be any reduction in overall service provision
Sex (Gender)		x	x		It is not know yet if there will be any reduction in overall service provision
Sexual orientation		x	x		It is not know yet if there will be any reduction in overall service provision
Socio-economic status		x	x		It is not know yet if there will be any reduction in overall service provision

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

If any negative impacts are identified through any monitoring then an action plan will look 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 service level changes	Action plan to mitigate	Measuring customer feedback	2017	Additional for monitoring	Neil Milligan	no

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

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

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

There is some potential negative impact on all of the groups identified since the proposals may involve the reduction in the size of the section although that is still unknown at this stage. Therefore, the range and breadth of service may affect all members of the public. The proposal does not change the overall service provided in any way therefore if there are any impacts they will be difficult to easily identify. Rather the changes will involve a diminution in levels of service overall. Potentially we would look to place a considerable emphasis on providing a service which focuses ever more around the provision of web based information as opposed to direct contact with customers. Should these proposals be accepted then we would design the service so that it only responds to high risk issues.

- 

**Comment [CL1]:** Does this make sense



Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Neil Milligan. Building and Development Control Manager	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

# Equality Analysis



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

What are the proposals being assessed?	Enhanced pre-application process. This is in addition to previous savings proposals. Generating more additional income from Planning Performance Agreements as opposed to the normal pre-application process
Which Department/ Division has the responsibility for this?	E @ R , Sustainable Communities

Stage 1: Overview	
Name and job title of lead officer	Neil Milligan, Building and Development Control 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)	Designed to deliver additional income. However, pre application advice is normally a cost neutral service and income will therefore not be reinvested to deliver the pre application service. If taken as a saving this will place significant extra pressure on existing staff.
2. How does this contribute to the council's corporate priorities?	n/a
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Developers and agents are paying these fees and expect a service to be delivered, however as the income will be removed as savings, the team will not be able to adequately respond to paid for pre application enquiries resulting in disgruntled applicants and partners who submit pre- application and Planning performance agreements. This will hinder regeneration aspirations in the borough.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Only if there is a shared service delivered with Wandsworth .

## Stage 2: Collecting evidence/ data

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

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

There is no information presently collected on such groups using the service.

## Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Page 3 Disability		x		x	There is no information to suggest this group would be affected or that service provision will be reduced.
Gender Reassignment		x		x	There is no information to suggest this group would be affected or that service provision will be reduced.
Marriage and Civil Partnership		x		x	There is no information to suggest this group would be affected or that service provision will be reduced.
Pregnancy and Maternity		x		x	There is no information to suggest this group would be affected or that service provision will be reduced.
Race		x		x	There is no information to suggest this group would be affected or that service provision will be reduced.
Religion/ belief		x		x	There is no information to suggest this group would be affected or that service provision will be reduced.
Sex (Gender)		x		x	There is no information to suggest this group would be affected or that service provision will be reduced.
Sexual orientation		x		x	There is no information to suggest this group would be affected or that service provision will be reduced.
Socio-economic status		x		x	There is no information to suggest this group would be affected or that service provision will be reduced.





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

If any negative impacts are identified through any monitoring then an action plan will look 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 service level changes	Action plan to mitigate	Measuring customer feedback	2017	Additional for monitoring	Neil Milligan	no

Page 642

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

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

<p>This Equality Analysis has resulted in an Outcome <a href="#">add</a> Assessment</p> <p>There is some potential negative impact on all of the groups identified since the proposals may involve the reduction in the ability to respond to pre application inquiries and also deliver schemes in a timely manner as agreed in any agreed Planning performance agreement. Therefore, due to the range and breadth of service the changes may affect all members of the public.</p> <ul style="list-style-type: none"> <li>.</li> <li>•</li> </ul>
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**Comment [CL1]:** Does this make sense

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Neil Milligan. Building and Development Control Manager	Signature:	Date:4/12/14
Improvement action plan signed off by Director/ Head of Service	James McGinlay	Signature:	Date:

# Equality Analysis



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

What are the proposals being assessed?	Reduce staffing levels within the enforcement team by 2 FTE's
Which Department/ Division has the responsibility for this?	E @ R , Sustainable Communities

## Stage 1: Overview

Name and job title of lead officer	Neil Milligan, Building and Development Control 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 is to make savings in line with budgetary constraints across the Council. The proposal is to reduce the size of the enforcement team from 4 FTE to 2 FTE.
2. How does this contribute to the Council's corporate priorities?	The investigation of enforcement cases will be delayed or cases that might previously have been investigated might not now be undertaken at all and a new threshold for investigation will need to be agreed.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Residents and developers who contact the Enforcement Team will notice a reduction in the service offered.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Wandsworth Council could potentially share the responsibility if a shared service is delivered. There are no other direct service providers although residents and their associations are closely involved in the process. The service is provided for residents, businesses and developers.

**Stage 2: Collecting evidence/ data**

**5. What evidence have you considered as part of this assessment?**  
 Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

There is no information presently collected on such groups using the service.

**Stage 3: Assessing impact and analysis**

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		x	x		A reduction in staffing capacity may impact on all users.
Disability		x	x		A reduction in staffing capacity may impact on all users.
Gender Reassignment		x	x		A reduction in staffing capacity may impact on all users.
Marriage and Civil Partnership		x	x		A reduction in staffing capacity may impact on all users.
Pregnancy and Maternity		x	x		A reduction in staffing capacity may impact on all users.
Race		x	x		A reduction in staffing capacity may impact on all users.
Religion/ belief		x	x		A reduction in staffing capacity may impact on all users.
Sex (Gender)		x	x		A reduction in staffing capacity may impact on all users.
Sexual orientation		x	x		A reduction in staffing capacity may impact on all users.
Socio-economic status		x	x		A reduction in staffing capacity may impact on all users.

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

If any negative impacts are identified through any monitoring then an action plan will look 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 service level changes	Action plan to mitigate	Measuring customer feedback	2017	Additional for monitoring	Neil Milligan	no

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

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

This Equality Analysis has resulted in an Outcome [add](#) Assessment [It is likely that a reduction in staffing capacity will have an impact on all users of this service.](#)

**Comment [CL1]:** Does this make sense

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Neil Milligan. Building and Development Control Manager	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	James McGinlay	Signature:	Date:



# Equality Analysis

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

What are the proposals being assessed?	Deletion of Senior Management support E & R 31
Which Department/ Division has the responsibility for this?	E & R

Stage 1: Overview	
Name and job title of lead officer	Chris Lee
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Deletion of 2x Support Officer posts providing support across the E and R Department .  1 post dealing with management of the Capital programme 1 post providing support on Equalities planning , risk management , induction arrangements and other departmental activities
2. How does this contribute to the council's corporate priorities?	The proposals are financially driven and lead to greater efficiency .
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	There will be no benefit save for savings . The functions will be subsumed into the work of other existing posts and undertaken as before .
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

GRO 2024

## 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).

Departmental service plans and Target Operating Model

## 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)?

Page 650

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?

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 Pan**

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

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

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

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

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

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

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.

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Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Chris Lee	Signature:	Date:3.12.14
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

# Equality Analysis

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

What are the proposals being assessed?	E&R32 Income from WIFI concessionary contract
Which Department/ Division have the responsibility for this?	Environment & Regeneration, Sustainable Communities

Stage 1: Overview	
Name and job title of lead officer	Mario Lecordier – Traffic and Highway 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 proposal is to generate a one-off income of £20K by entering into a Contract with Aqiva, a WIFI Service provider
2. How does this contribute to the council's corporate priorities?	To meet saving targets.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All mobile phone users will enjoy 30mins free WIFI in Wimbledon town Centre initially.
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).

N/A

**Stage 3: Assessing impact and analysis**

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

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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				✓	No specific impact.
Disability				✓	No specific impact.
Gender Reassignment				✓	No specific impact.
Marriage and Civil Partnership				✓	No specific impact.
Pregnancy and Maternity					No specific impact.
Race				✓	No specific impact.
Religion/ belief				✓	No specific impact.
Sex (Gender)				✓	No specific impact.
Sexual orientation				✓	No specific impact.
Socio-economic status				✓	No specific impact.

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

**Stage 4: Conclusion of the Equality Analysis**

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

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

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



**Stage 5: Improvement Action Pan**

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

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

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

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

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

This Equality Analysis has resulted in an Outcome [add](#) Assessment  
 The proposal may have an adverse impact on the elderly, the disabled or visually impaired as well as mothers with young children and buggies.

<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Mario Lecordier – Traffic and Highway Services Manager	<b>Signature: Mario Lecordier</b>	<b>Date: 23/12/14</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>		<b>Signature:</b>	<b>Date:</b>

# 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?	Increased commercial income across E&R services
Which Department/ Division has the responsibility for this?	E & R

Stage 1: Overview	
Name and job title of lead officer	Chris Lee , Director , E & R
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Increasing commercial income through development of new services , better marketing and sales of existing services. This follows the appointment of a Commercial Sales Manager in 2014 and a Marketing Manager in early 2015 funded through Transformation funds for 2 years. The aim is to improve income through greater market share and development of new services
2. How does this contribute to the council's corporate priorities?	This is consistent with the maximising the value of the boroughs assets [ eg parks and open spaces ] , protecting services through generation of external income
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	This is about selling services to the public and business. Pricing of services would be reviewed but this would be subject to further consideration and EIA at that time.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	E& R has overall responsibility.

Corporate

## 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 TOM documents analysed our customers including through use of MOSAIC 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		X		x	The development and selling of more commercial services will have little or no impact on equalities.
Disability		X		X	ditto
Gender Reassignment		X		X	ditto
Marriage and Civil Partnership		X		X	ditto
Pregnancy and Maternity		X		X	ditto
Race		X		X	ditto
Religion/ belief		X		X	ditto
Sex (Gender)		X		X	ditto
Sexual orientation		X		X	ditto
Socio-economic status		x		X	ditto

## 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 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.

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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 <a href="#">add</a> Assessment
<ul style="list-style-type: none"> <li>There is no anticipated adverse impact on equalities groups</li> </ul>

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Add name/ job title	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

# Equality Analysis

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

What are the proposals being assessed?	E&R34 Alternative Delivery of Highway Inspection Service
Which Department/ Division have the responsibility for this?	Environment & Regeneration, Sustainable Communities

**Stage 1: Overview**

Name and job title of lead officer	Mario Lecordier – Traffic and Highway 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 proposal is to adopt an alternative to the current delivery of the Highway Safety Inspection Service The proposal will lead to a reduction in one post.
2. How does this contribute to the council's corporate priorities?	To meet saving targets.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Review / additional duties of Highway Safety Inspector role. Deletion of one Highway Safety Inspection post. Non urgent highway repairs will not be done or take longer to do.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Not shared.

Proposals



## 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).

Could impact on vulnerable road users, such as the elderly, visually impaired and wheelchair users. No evidence collected as a result of this proposal.

## Stage 3: Assessing impact and analysis

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

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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		✓	✓		Could impact on vulnerable pavement users such as the elderly.
Disability		✓	✓		Could impact on vulnerable pavement users such as the visually impaired and wheelchair users.
Gender Reassignment				✓	No specific impact.
Marriage and Civil Partnership				✓	No specific impact.
Pregnancy and Maternity		✓	✓		Could impact on mothers with young children and push chairs.
Race				✓	No specific impact.
Religion/ belief				✓	No specific impact.
Sex (Gender)				✓	No specific impact.
Sexual orientation				✓	No specific impact.
Socio-economic status				✓	No specific impact.

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

**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?
Impact on road users	Seek to ensure that restructured service provides adequate highway inspection service to meet statutory requirements	Appraisal targets of staff and highway inspection plans / cycle of inspections	2016	no	ML	TBA

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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 <a href="#">add</a> Assessment
The proposal may have an adverse impact on the elderly, the disabled or visually impaired as well as mothers with young children and buggies.

<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Mario Lecordier – Traffic and Highway Services Manager	<b>Signature: Mario Lecordier</b>	<b>Date: 4/12/14</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>		<b>Signature:</b>	<b>Date:</b>

# 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?	E&R35 Reduce Street Lighting Contract Cost
Which Department/ Division have the responsibility for this?	Environment & Regeneration, Sustainable Communities

**Stage 1: Overview**

Name and job title of lead officer	Mario Lecordier – Traffic and Highway 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 proposal is to reduce the Street Lighting Contract Cost when a new contract is procured. This may lead to a reduction in service level and specifications.
2. How does this contribute to the Council's corporate priorities?	To meet saving targets and demonstrate 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.	N/A
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Not shared.

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### Stage 2: Collecting evidence/ data

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

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

N/A

### 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)?

Page 070

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				✓	No specific impact
Disability				✓	No specific impact
Gender Reassignment				✓	No specific impact.
Marriage and Civil Partnership				✓	No specific impact.
Pregnancy and Maternity				✓	No specific impact
Race				✓	No specific impact.
Religion/ belief				✓	No specific impact.
Sex (Gender)				✓	No specific impact.
Sexual orientation				✓	No specific impact.
Socio-economic status				✓	No specific impact.

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

**Stage 4: Conclusion of the Equality Analysis**

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

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

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

**Stage 5: Improvement Action Pan**

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

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

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

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

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

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

No adverse Equality impact identified.

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<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Mario Lecordier – Traffic and Highway Services Manager	<b>Signature: Mario Lecordier</b>	<b>Date: 4/12/14</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>		<b>Signature:</b>	<b>Date:</b>

# 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?	E&R36 Reduction of Reactive Works budget
Which Department/ Division have the responsibility for this?	Environment & Regeneration, Sustainable Communities

**Stage 1: Overview**

Name and job title of lead officer	Mario Lecordier – Traffic and Highway 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 proposal is to reduce the available budget for repairs to the highway.. The proposal will lead to a reduction in service where some non-urgent repairs will no longer be done or take longer to do.
2. How does this contribute to the council's corporate priorities?	To meet saving targets.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All road users will be affected by this proposal.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Not shared.

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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).

Could impact on vulnerable road users, such as the elderly, visually impaired and wheelchair users. No evidence collected as a result of this proposal.

## Stage 3: Assessing impact and analysis

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

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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		✓	✓		Could impact on vulnerable pavement users such as the elderly.
Disability		✓	✓		Could impact on vulnerable pavement users such as the visually impaired and wheelchair users.
Gender Reassignment				✓	No specific impact.
Marriage and Civil Partnership				✓	No specific impact.
Pregnancy and Maternity		✓	✓		Could impact on mothers with young children and push chairs.
Race				✓	No specific impact.
Religion/ belief				✓	No specific impact.
Sex (Gender)				✓	No specific impact.
Sexual orientation				✓	No specific impact.
Socio-economic status				✓	No specific impact.

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

**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?
Highway condition may affect equalities groups	Ensure highway condition meets statutory requirements	Annual highway condition survey and regular inspections	2016	Existing	ML	

**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 <a href="#">add</a> Assessment
The proposal may have an adverse impact on the elderly, the disabled or visually impaired as well as mothers with young children and buggies.

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<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Mario Lecordier – Traffic and Highway Services Manager	<b>Signature: Mario Lecordier</b>	<b>Date: 4/12/14</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	CL	<b>Signature:</b>	<b>Date:30.12.14</b>

# 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?	E&R37 Introduction of Lane Rental approach to Highways works to assist in reducing congestion.
Which Department/ Division have the responsibility for this?	Environment & Regeneration, Sustainable Communities

Stage 1: Overview	
Name and job title of lead officer	Mario Lecordier – Traffic and Highway 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)	This proposal aim to reduce congestion on the highway network by charging work promoters for the time they occupy the highway, particularly on traffic sensitive routes.
2. How does this contribute to the Council's corporate priorities?	To better manage congestion, reduce occupation time and disruption.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	All road users will benefit from this proposal.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Not shared.

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**Stage 2: Collecting evidence/ data**

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

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

N/A

**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				✓	No specific impact.
Disability				✓	No specific impact.
Gender Reassignment				✓	No specific impact.
Marriage and Civil Partnership				✓	No specific impact.
Pregnancy and Maternity				✓	No specific impact.
Race				✓	No specific impact.
Religion/ belief				✓	No specific impact.
Sex (Gender)				✓	No specific impact.
Sexual orientation				✓	No specific impact.
Socio-economic status				✓	No specific impact.

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

**Stage 4: Conclusion of the Equality Analysis**

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

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

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

**Stage 5: Improvement Action Pan**

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

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

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

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

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

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

The proposal may have an adverse impact on the elderly, the disabled or visually impaired as well as mothers with young children and buggies.

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<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Mario Lecordier – Traffic and Highway Services Manager	<b>Signature: Mario Lecordier</b>	<b>Date: 23/12/14</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>		<b>Signature:</b>	<b>Date:</b>

# Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet [LINK TO BE ADDED]  
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What are the proposals being assessed?	E&R38 Income from Section 278/Developers agreements where highway works are required as part of a development. Charging for work currently not charged for.
Which Department/ Division have the responsibility for this?	Environment & Regeneration, Sustainable Communities

Stage 1: Overview	
Name and job title of lead officer	Mario Lecordier – Traffic and Highway 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 aim of this proposal is to recover our cost for work undertaken in association with necessary highway works resulting from development sites.
2. How does this contribute to the council's corporate priorities?	To generate income and meet saving targets.
3. Who will be affected by this proposal? For example who are the external/internal customers, 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?	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).

N/A

**Stage 3: Assessing impact and analysis**

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

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

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

**Stage 4: Conclusion of the Equality Analysis**

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

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

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

**Stage 5: Improvement Action Pan**

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

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

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

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

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

This Equality Analysis has resulted in an Outcome [add](#) Assessment  
 The proposal may have an adverse impact on the elderly, the disabled or visually impaired as well as mothers with young children and buggies.

**Stage 7: Sign off by Director/ Head of Service**

Assessment completed by	Mario Lecordier – Traffic and Highway Services Manager	Signature: Mario Lecordier	Date: 23/12/14
Improvement action plan signed off by Director/ Head of Service		Signature:	Date:

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# Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet [LINK TO BE ADDED]  
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What are the proposals being assessed?	E&R39 Pre-application income. This is in addition to any previous pre-app savings proposal.
Which Department/ Division have the responsibility for this?	Environment & Regeneration, Sustainable Communities

Stage 1: Overview	
Name and job title of lead officer	Mario Lecordier – Traffic and Highway 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)	To recover costs incurred in providing advice to developers at pre-application stage.
2. How does this contribute to the council's corporate priorities?	Cost recovery, generate income and meet saving targets.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Developers will be charged for pre-application advice.
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).

N/A

**Stage 3: Assessing impact and analysis**

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

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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				✓	No specific impact
Disability				✓	No specific impact
Gender Reassignment				✓	No specific impact.
Marriage and Civil Partnership				✓	No specific impact.
Pregnancy and Maternity				✓	No specific impact
Race				✓	No specific impact.
Religion/ belief				✓	No specific impact.
Sex (Gender)				✓	No specific impact.
Sexual orientation				✓	No specific impact.
Socio-economic status				✓	No specific impact.

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

**Stage 4: Conclusion of the Equality Analysis**

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

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

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

**Stage 5: Improvement Action Pan**

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

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

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

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

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

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

The proposal may have an adverse impact on the elderly, the disabled or visually impaired as well as mothers with young children and buggies.

<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Mario Lecordier – Traffic and Highway Services Manager	<b>Signature: Mario Lecordier</b>	<b>Date: 23/12/14</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>		<b>Signature:</b>	<b>Date:</b>

# Equality Analysis

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

What are the proposals being assessed?	futureMerton Savings Proposals 2016-2018
Which Department/ Division has the responsibility for this?	E&R Sustainable Communities

**Stage 1: Overview**

Name and job title of lead officer	Paul McGarry. futureMerton Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>ER40: Achieve £60k saving in 2016/17          Through increased consultancy income through local plan preparation, pre-apps and planning performance agreements. (CHMP, Regeneration, WBL Library redevelopments and property asset projects)</p> <p>ER41: Achieve £80k saving in 2017/18          Via staff restructure and reduction of 2 FTE in 2017/18</p> <p>ER42: Achieve saving of £20k in 2016/17          Through aligning Vestry Hall budget to its income which has been above target in recent years.</p>
2. How does this contribute to the council's corporate priorities?	These savings proposals contribute to E&R and LBM savings and efficiencies to achieve 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>ER40: Staff capacity to deliver projects will be affected as consultancy related work would take priority. Internal customers, Merton Partnership, Developers may see a small impact in the service they currently receive.</p> <p>ER41: posts not yet identified as vacancies could arise and remain unfilled in 2017/18</p> <p>ER42: Vestry Hall users would be unaffected if current income levels remain, If income falls, charges may have to increase affecting community and voluntary sector groups.</p>
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).

futureMerton and Traffic & Highways are undergoing a team transformation. Though this process, the futureMerton work programme has been reviewed to identify that the saving listed above are the most achievable with minimal impact on the service and our communities.

**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)?**

Page 6 of 14

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

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

No external negative impacts anticipated. Internal work programming will be challenging, mitigated through usual project management and workflow protocols.

### 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 <a href="#">add</a> Assessment
The proposed savings to not bear any significant equality impact.



<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Paul McGarry	<b>Signature: P McGarry</b>	<b>Date:24/12/2014</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>		<b>Signature:</b>	<b>Date:</b>

# 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?	Proposed reductions in staffing in Safer Merton and reduction in non statutory functions
Which Department/ Division has the responsibility for this?	Environment & Regeneration

Stage 1: Overview	
Name and job title of lead officer	Chris Lee , Director of E & R
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	Staff and related saving of c£70k in 2017/18 by reducing staffing by up to 3 posts in Safer Merton team . This would require ceasing all non statutory work around the work of the Team and the Crime and Disorder Partnership . This would mean for example less or no work on Integrated Offender Management , Neighbourhood Watch , some reduction in work on Domestic Violence ,strategic crime reduction planning and data analysis. The aim is to protect statutory functions in the context of reduced grant funding.
2. How does this contribute to the council's corporate priorities?	This is a Financially driven proposal which reflects the reduction in Government and MOPAC grant . It aims to retain the statutory functions around ASB and the Strategic Assessment as well as protecting CCTV.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	There will be much less work done on Community Safety. The customers ae external as well as partners and internal Departments
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Yes this work is done in partnership with the Police , Fire Brigade , Probation as well as Voluntary agencies and internal Departments . Safer Merton has overall responsibility for the Council aspects .

## 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 Strategic Assessment and Crime statistics have informed this

## 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		There is likely to be an impact on all users of the service, however equality groups may not be disproportionately affected compared to the wider population.
Disability			X		ditto
Gender Reassignment			X		ditto
Marriage and Civil Partnership			X		ditto
Pregnancy and Maternity			X		ditto
Race			X		ditto
Religion/ belief			X		ditto
Sex (Gender)			X		ditto
Sexual orientation			X		ditto
Socio-economic status			X		ditto

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

The Partnership will need to prioritise its work on crime reduction and the fear of crime to mitigate this but there will be a limit to how far this can be completely mitigated .

### 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?
Potential increase in crime / fear of crime	Partnership to review and prioritise if these savings are taken	Will be built into performance measures	4/18	existing	CL	no

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

**Stage 6: Reporting outcomes**

**10. Summary of the equality analysis**

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

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

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Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Chris Lee	Signature:	Date:3.12.14
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	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?

The replacement savings for 2015-16 are as follows:

**First Contact Service: CH11**- Reduce in-house provision of a first contact service and have this provided within the voluntary sector within existing resources.  
**Review of Service Users Care Packages: CH12** - Intensify programme of reviews of existing support packages in line with the principles of promoting independence –  
**Day Services for Service Users: CH13**: - Change the day services offer for learning and physically disabled service users who currently use in house day services, mainly High Path and All Saints.

The additional savings within the Adult Social Care Service Plan for 2016-17 being proposed with potential equalities issues are as follows:

**Staffing: CH20, 21, 22, 23, 37** - Staff savings across adult social care.

**Reviews: CH24, 25, 26 - Learning Disabilities (High Cost; Medium Cost; Direct Payment Care Packages - respectively)** review of care packages using the progression model >£1,500 per week (currently 17); £400 - £1,500 per week and not health funded and Direct Payments (currently 98) respectively.

**CH27 - Mental Health Care Packages** review of support packages within all areas of Mental Health services using the recovery model.

**CH28, 29, 30 - Older People (Home Care; Direct Payments - respectively)** review of home care within support packages (currently 596) representing an average reduction of circa 9% where safe to do so; review of DP support packages using the enablement model (currently 225) representing an average reduction of circa 15% where safe to do so, respectively.

**CH31, 32, 33 - Physical Disabilities (Direct Payments; Home Care; High Cost Packages - respectively)** review of all DP for clients with physical disabilities using the progression model (currently 150) representing an average reduction of circa 10% where safe to do so; review of home care provision within support packages (currently 89) representing an average reduction of circa 8% where safe to do so; review of PD residential and 1-1 packages, respectively.

**Other: CH29 - Managing Crisis (Older People)** aim to reduce admissions to residential care placements

**CH34 - Substance Misuse Placements** a reduction in the placements used

**CH35 - CSF Supporting People Contracts** reduction of funding for contracts within the Supporting People area which support vulnerable young people.

**CH36 - Single Homeless Contracts (YMCA, Spear, and Grenfell)** reduction of funding for contracts for single homeless young people within Supporting People

**CH38 - Assessment and Commissioning (Placements budget reductions)** an overall reduction in the placements budget of circa 2%.

**CH39 - Extra Care Sheltered Housing** a reduction in support

\*CH19 is income and there are no related equalities issues.



Which Department/ Division have the responsibility for this?	Adult Social Care Division (Assessment and Commissioning and Direct Provision) within the Community & Housing Department
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<b>Stage 1: Overview</b>	
Name and job title of lead officer	Douglas Russell, ASC 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)	<p>2015/16- £400,000 replacement savings                      2015/16 - £220,000 new savings                      2016/17 - £2,710,000                      2017/18 - £1,576,000                      2018/19 - £1,133,000</p> <p>The broad aim and desired outcome of the proposals above is to achieve the required savings in a way that the service continues to meet its statutory duties and minimises adverse impact on service users and carers. It is intended to do this using an approach which promotes independence and reduces reliance on council funded services, utilising an approach around use of resources which has been in place since 2010.</p>
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. It is also in line with the principles adopted in July 2011 by councillors, which seek to protect statutory services and minimise adverse impact on vulnerable people.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Those primarily affected by the proposals are service users and their carers. There will also be an impact on staff, as well as organisations such as faith groups, service user representative groups (e.g. Your Shout, Merton People First, Speak Out Group, Merton centre for Independent Living (MCIL), ), Voluntary Sector organisations (e.g. MVSC, and other organisations making up Involve), and health partners (e.g. Merton Clinical Commissioning Group).
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, although we will rely on partners in the voluntary sector and NHS to help us deliver some of them.

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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).

In our approach around the implementation of these savings we have consulted with the key stakeholders, including service users, carers, groups representing various care groups and faith groups. We did this through a structured consultation comprising of surveys, public meetings and other existing meetings such as those within the voluntary sector (we have an established process for dialogue with the voluntary sector through INVOLVE and other fora such as the task group).

As part of our ongoing approach to delivering savings and redesigning our services we have used the following information to support our decisions and these are still relevant:

- Surveys with service users and carers and in particular our annual service users survey within Adult Social Care and the annual residents survey. The most recent of these shows broadly average satisfaction levels compared with the rest of England.
- 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, 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. Specifically, there have been two major reports in 2014 on best practice in finding efficiency savings: the Local Government Association report on their work with 50 local authorities, and the report from the Association of Directors of Adult Social Services on use of resources.
- Using performance data for our commissioned and in-house services, including benchmarking across England and London.
- Demographic data.

Additional intelligence around the challenges faced by local authorities in delivering Adult Social Care has been detailed in:

- National Audit Office 'Adult Social Care in England : Overview'
- Barker Commission 'The Future of Health and Social Care in England' (initiated by the Kings Fund)
- Local Government Association 'Adult Social Care Efficiency Programme'

Taking the data together cumulatively, it indicates that:

- Service users to date have had above average levels of satisfaction with services compared with the rest of the country, based on surveys up to 2013/14.
- In the most recent Annual Residents Survey (autumn 2014) there was a drop in satisfaction levels from the small sample of service users in this survey, and a small decrease among residents more broadly.
- Compared with the rest of London and the rest of England, the council spends less than the average on its social care services per head of population. The services are broadly more targeted than average in that we support fewer than average people. Unit costs from commissioned and directly provided services are lower than average. Costs of staffing for care management are above average.
- National evidence is that there is decreasing ability for councils to save money by lowering or containing provider fees and having high eligibility thresholds, but variable scope across England for reducing service volumes through a promoting independence approach. Independent reports voice concern about the ability of adult social care to make the savings in the future that councils will need.
- We therefore expect that these further savings from 2016/17 onwards are likely to be harder to deliver than savings to date. This is why the savings are explicit about the reduction in service volumes we will need to achieve for each care group. There is a clear impact in that across the board our service users will experience a reduced level of service, whether commissioned by us or through what they get in personal budgets as a direct payment. However evidence suggests that there is scope for doing this in a non-adverse or even positive way by following promoting independence principles, reducing the need for on going funded services through the right intervention early on. There is also scope for some savings in care management staffing if we benchmark.
- We will be working to the national eligibility criteria (substantial and critical - the same as our current criteria), so there will be no change in statutory entitlement to support. These proposals, however, include reduction or cessation to services so there may be some impact on some of the equality groups by way of an increase in waiting times in some instances or; a reduced offer with regard to the menu of support options available

consultation exercise on these proposals took place between 10 December 2014 and 2 February 2015. A savings questionnaire was also made available to facilitate feedback on the proposals from a range of stakeholders. The outcome of both will inform the way we progress these 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  Below are the details of the savings proposals and a clear indication of the positive/negative impact. Where there is a negative impact all associated <b>mitigating actions are detailed in Section 7 below.</b>
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	Yes	No	Yes	No	<p><b>First Contact Service: CH11</b> Risk of slower response to some initial referrals and requests for support, but opportunity to respond using promoting independence principles.</p> <p><b>Day Services for Service Users: CH13</b> Day services - There will be an overall fall in the level of support provided, which is likely to lead to less choice and less individualised support for some service users.</p> <p><b>Staffing:</b>  <b>CH20; CH21; CH22; CH23; CH37</b> - These proposals include a number of staff savings. If accepted there is a potential negative impact on service users because of the risk of waiting times for assessments or of reduced time spent in face to face discussion.</p> <p><b>Reviews of Service User Support Plans:</b>  <b>CH12; CH24; CH25; CH26; CH27; CH28; CH30; CH31; CH32; CH33</b> - Support packages will be reviewed across all service user groups (Learning Disability - LD; Physical Disability - PD; Older People - OP and Mental Health - MH) and at all levels (high and medium costs as well as Direct Payments). The objective of the review process will be to ensure we are promoting independence and that the provision of support is not overstated, but in the line with the best practice independence building models (LD and PD-Progression Model; OP - Enablement Model; MH - Recovery Model). This fits with our aspiration of 'promoting independence'.</p> <p><b>Other:</b>  <b>CH29</b> - Managing crisis (including hospital discharge) admissions into residential care. This will include specifically designed activities to help achieve the objective. The aim is to find new ways in supporting people at home for longer. This fits with our aspiration of 'promoting independence'.</p> <p><b>CH34</b> - Actively manage throughput to residential rehab placements with a view to reducing the number of placements used at any one time. This fits with our aspiration of 'promoting independence'.</p>
	Yes	No	Yes	No	
	Yes	No	Yes	No	
	Yes	No	Yes	No	
	Yes	No	Yes	No	
	Yes	No	Yes	No	

	Yes		Yes	<p><b>CH35</b> - Reduction in Supporting People contracts which include services for young people. Young people may be disproportionately impacted. This fits with our aspiration of 'promoting independence'.</p> <p><b>CH36</b> - Reduction in Single Homeless contracts within Supporting People (YMCA, Spear, and Grenfell). This fits with our aspiration of 'promoting independence'.</p> <p><b>CH38</b> - Assessment &amp; Commissioning - placement budget reduction. This fits with our aspiration of 'promoting independence'.</p> <p><b>CH39</b> - Extra Care Sheltered Housing - a review of and reduction in the extra care sheltered housing provision. This fits with our aspiration of 'promoting independence'.</p>
	Yes		Yes	
	Yes		Yes	
	Yes		Yes	
Disability	Yes	No	Yes	<p><b>First Contact Service: CH11</b> Risk of slower response to some initial referrals and requests for support, but opportunity to respond using promoting independence principles.</p> <p><b>Day Services for Service Users: CH13</b> Day services - There will be an overall fall in the level of support provided, which is likely to lead to less choice and less individualised support for some service users.</p> <p><b>Staffing:</b></p> <p><b>CH20; CH21; CH22; CH23; CH37</b> - These proposals include a number of staff savings. If accepted there is a potential negative impact on service users because of the risk of waiting times for assessments or of reduced time spent in face to face discussion.</p> <p><b>Reviews of Service User Support Plans:</b></p> <p><b>CH12; CH24; CH25; CH26; CH27; CH28; CH30; CH31; CH32; CH33</b> - Support packages will be reviewed across all service user groups (Learning Disability - LD; Physical Disability - PD; Older People - OP and Mental Health - MH) and at all levels (high and medium costs as well as Direct Payments). The objective of the review process will be to ensure we are promoting independence and that the provision of support is not overstated, but in the line with the best practice independence building models (LD and PD-Progression Model; OP - Enablement Model; MH - Recovery Model). This fits with our aspiration of 'promoting independence'.</p> <p><b>Other:</b></p> <p><b>CH29</b> - Managing crisis (including hospital discharge) admissions into residential care. This will include specifically designed activities to help achieve the objective. The aim is to find new ways in supporting people at home for longer. This fits with our aspiration of 'promoting independence'.</p> <p><b>CH34</b> - Actively manage throughput to residential rehab placements with a view to reducing the number of placements used at any one time. This fits with our aspiration of 'promoting independence'.</p>
	Yes	No	Yes	
	Yes	No	Yes	
	Yes		Yes	
	Yes		Yes	

	Yes		Yes	<p><b>CH35</b> - Reduction in Supporting People contracts which include services for young people. Young people may be disproportionately impacted. This fits with our aspiration of 'promoting independence'.</p> <p><b>CH36</b> - Reduction in Single Homeless contracts within Supporting People (YMCA, Spear, and Grenfell). This fits with our aspiration of 'promoting independence'.</p> <p><b>CH38</b> - Assessment &amp; Commissioning - placement budget reduction. This fits with our aspiration of 'promoting independence'.</p> <p><b>CH39</b> - Extra Care Sheltered Housing - a review of and reduction in the extra care sheltered housing provision. This fits with our aspiration of 'promoting independence'.</p>
	Yes		Yes	
	Yes		Yes	
	Yes		Yes	
<b>Gender Reassignment</b>				N/A
<b>Marriage and Civil Partnership</b>				N/A
<b>Pregnancy and Maternity</b>				N/A
<b>Race</b>				N/A
<b>Religion/ belief</b>				N/A
<b>Sex (Gender)</b>				N/A
<b>Sexual orientation</b>				N/A
<b>Socio-economic status</b>	Yes	No	Yes	<p>There is a potential disproportionate impact on this group because they are more likely to need the council to arrange and fund their support. The impacts for each care group for each of the proposals are detailed below but more people from this group may be affected.</p> <p><b>First Contact Service: CH11</b> Risk of slower response to some initial referrals and requests for support, but opportunity to respond using promoting independence principles.</p> <p><b>Day Services for Service Users: CH13</b> Day services - There will be an overall fall in the level of support provided, which is likely to lead to less choice and less individualised support for some service users.</p> <p><b>Staffing:</b>  <b>CH20; CH21; CH22; CH23; CH37</b> - These proposals include a number of staff savings. If accepted there is a potential negative impact on service users because of the risk of waiting times for assessments or of reduced time spent in face to face discussion.</p> <p><b>Reviews of Service User Support Plans:</b>  <b>CH12; CH24; CH25; CH26; CH27; CH28; CH30; CH31; CH32; CH33</b> - Support packages will be reviewed across all service user groups (Learning Disability - LD; Physical Disability - PD; Older People - OP and Mental Health - MH) and at all levels (high and medium costs as well as Direct Payments). The objective of the review process will be to ensure we are promoting independence and that the provision of support is not</p>
	Yes	No	Yes	

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	Yes		Yes	<p>overstated, but in the line with the best practice independence building models (LD and PD-Progression Model; OP - Enablement Model; MH - Recovery Model). This fits with our aspiration of 'promoting independence'.</p> <p><b>Other:</b></p> <p><b>CH29</b> - Managing crisis (including hospital discharge) admissions into residential care. This will include specifically designed activities to help achieve the objective. The aim is to find new ways in supporting people at home for longer. This fits with our aspiration of 'promoting independence'.</p> <p><b>CH34</b> - Actively manage throughput to residential rehab placements with a view to reducing the number of placements used at any one time. This fits with our aspiration of 'promoting independence'.</p> <p><b>CH35</b> - Reduction in Supporting People contracts which include services for young people. Young people may be disproportionately impacted. This fits with our aspiration of 'promoting independence'.</p> <p><b>CH36</b> - Reduction in Single Homeless contracts within Supporting People (YMCA, Spear, and Grenfell). This fits with our aspiration of 'promoting independence'.</p> <p><b>CH38</b> - Assessment &amp; Commissioning - placement budget reduction. This fits with our aspiration of 'promoting independence'.</p> <p><b>CH39</b> - Extra Care Sheltered Housing - a review of and reduction in the extra care sheltered housing provision. This fits with our aspiration of 'promoting independence'.</p>
	Yes		Yes	
	Yes		Yes	
	Yes		Yes	
	Yes		Yes	
	Yes		Yes	

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

### Potential impact of change - Mitigation Plan

**Service Redesign (CH11;12;13;20;21;22;23;24;25;26;27;28;29;30;31;32;33;34;35;36;37;38;39)** - it is recognised that there is an unprecedented level of change needed to deliver change, arising from three main drivers: the need to make the required savings, the new duties of the Care Act and the requirements and plans to achieve greater integration with NHS services. The department has therefore established a redesign programme and amended its senior management structure to have a time limited role for a Head of Redesign who took up post at the beginning of January 2015. The objective of the redesign programme is to ensure that these changes are designed and implemented in a thoughtful and properly planned way, that all the inter-dependencies of actions are recognised and addressed, that we use transformative and innovative ways to redesign to maximise positive impact and minimise negative impact, that we have robust processes in place to ensure delivery and that we continue to listen to stakeholders and follow principles of co-production where we can.

In addition with particular reference to the staffing element of these proposals, a detailed HR EA would be undertaken at the time of any restructure.

**Communication and engagement (CH11;12;13;20;21;22;23;24;25;26;27;28;29;30;31;32;33;34;35;36;37;38;39)** - a consultation exercise took place between December 2014 and January 2015 to engage with service users and other stakeholders about the potential changes and to understand their reaction to the proposals. The council is committed to maintaining our statutory duties and design our social care services around promoting independence for our service users.

However, it is clear from the consultation that any change in the way that our service provision is structured will mean that we are introducing uncertainty to our service users and their carers. This could lead to anxiety and therefore any service redesign will be done carefully.

As such, we recognise that the implementation of these changes will need to be handled sensitively and changes made in continued and on-going consultation with all relevant stakeholders.

A clear communication and engagement plan will be developed to ensure service users and other stakeholders understand the shift in council policy around promoting greater independence and the potential of a reduced service offer. As well as provide a clear understanding of the utilisation of partnership working with both the health and voluntary sector to ensure a much more holistic and joined up approach to developing support solutions. The service user will remain at the heart of the process and a much greater sense of independence enabled where this is possible.

This communication and engagement will include:

- Groups with carers
- Continued 1-2-1 engagement with service users and carers as part of our assessment and review process
- A robust feedback mechanism to enable service users and carers to feedback to the council about the process and outcomes



- The existing channels for involvement with the voluntary sector and with providers
- A forum where stakeholders can discuss the overall required outcome of savings with a view to finding any different solutions where possible which reduce any negative impact
- Regular meetings with service users and carers and their representatives for each of the main care groups

**Principle of promoting independence (CH11;12;13;20;21;22;23;24;25;26;27;28;29;30;31;32;33;34;35;36;37;38;39)** - the evidence nationally is that this offers some opportunity for reducing overall service volumes whilst retaining a service user focused approach.

We have set out what we mean by this principle in our consultation document. Broadly it means that we seek to use the strengths and assets of individuals, families and communities to help them be resilient in finding solutions for their lives, as well as support people to regain independence following any crisis or event in their lives and that we use the most practical and least expensive solutions which meet people's needs. We will apply these principles in all stages of our interaction: first contact, assessments, reviews, and in how we commission providers to work with our service users. We will continue to work with the voluntary sector in sharing these principles.

**Reviews of Service Users Support Plans - Practice (CH12;24;25;26;27;28;30;31;32;33)** - the person centred reviews will be genuine objective assessments of on-going needs and of the most cost effective way to meet those needs. The objective of the reviews is to check support is a) still needed and b) provided in the most cost effective way. It is not to take away support where it is still needed, though people could fear this.

The mitigating plan will include providing enhanced guidance and training for practitioners on how to conduct 'person centred' reviews, building on the learning from a 'Reviews' project implemented back in 2012-13. This will ensure that practitioners whilst working towards the 'promoting greater independence' agenda will ensure that all service user needs are adequately met, but enabling their independence to live as they desire where this is possible.

We will also ensure that any identified changes to support solutions are put in place swiftly. Regular service user contact will be used as a mechanism to ensure that any changes made to support solutions around promoting greater independence enhances the service user's quality of life and does not put them at risk.

To reiterate, 'person-centred' reviews are about promoting independence for the service user.

**Fair allocation of resources (CH11;12;13;20;21;22;23;24;25;26;27;28;29;30;31;32;33;34;35;36;37;38;39)** - with diminishing resources it will be all the more important that they are allocated fairly and to best effect. This is through the following mechanisms:

- The supervisory process where all front line staff receive oversight of their practice
- Resource panels for all packages over a certain threshold, to ensure that support plans and packages meet statutory needs, follow promoting independence principles, and look for the best value alternatives to meet needs
- Within day services reviewing the support packages that people get and looking overall at day care, respite care and community based support

- A performance framework which looks at how individuals and teams compare in their use of resources and in the support packages put in place.

**Contract reduction process (CH35;36;38;39)** - as we reduce spend on our contracts, such as the housing contracts we will be looking at how we can alternatively provide services for the current service users and the impact of the changes on them. We will set up a process to work closely with the service user group and our providers to ensure that the alternative provision we design is well-targeted.

All service users will be engaged with throughout the process and any change will have a long lead in time to facilitate the chance to prepare for the changes.

**Integration with health services (CH11;12;13;20;21;22;23;24;25;26;27;28;29;30;31;32;33;34;35;36;37;38;39)** - our belief is that integrated services offer a better opportunity for service users to make better use of resources when well designed. We have had in place for several years' integrated teams for mental health and learning disabilities. Since 2013 we have embarked on a project to create integrated teams for older people and those with long term conditions, based in three localities across Merton. With our health partners we are committed to the continuation of this process and will continue to solicit feedback around the impact on service users.

**Process efficiencies (CH11;20;21;22;23;37)** - in order to mitigate the impact from staffing savings we will continue to pursue process efficiencies, so that our staff time can be as productive as possible. A major part of this is changing to a new social care information system in 2015, where we expect to reduce the amount of time spent entering data. Another aspect is through flexible working where staff are enabled to spend more time "on the patch" and not having to return to the civic centre to do their recording and administration. We also expect efficiencies in this area from integration as less time will be spent in re-assessments.

**Monitoring (CH11;12;13;20;21;22;23;24;25;26;27;28;29;30;31;32;33;34;35;36;37;38;39)** - across all of the savings the council will design a carefully structured monitoring process to ensure that we have a clear sense of what the outcomes of the savings are. This includes, for example, looking at the outcomes of reviews across different groups of service users, reviewing the impact on service users of certain services being decommissioned and the impact of the Care Act reforms. This monitoring will be used to adjust service provision and ensure that our processes are as robust as they need to be. We will also use this process to ensure we continue to meet our statutory obligations. Monitoring will take place within the overall quality framework introduced during 2014.

## 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).

See table below.

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	<p><b>Service redesign</b> - the department has established a redesign programme and the objective is to ensure all changes are designed and implemented in a thoughtful and properly planned way</p>	Monitoring by ASC Redesign Programme Board & Merton Improvement Board	April 2015	Established & additional	Dan Short	Yes
	<p><b>Communication and engagement</b> - establishment of a clear plan to ensure continued engagement with all stakeholders facilitating a continued joint approach to the development of solutions</p>	Monitoring by ASC Redesign Programme Board & Merton Improvement Board	Plan April 2015 Then on-going	Established & additional	Dan Short	Yes
	<p><b>Principle of promoting independence</b> - we will apply this principle (use the strengths and assets of individuals, families and communities to help them be resilient in finding solutions for their lives, as well as support people to regain independence following any crisis or event in their lives and the we use the most practical and least expensive solutions which meet people's needs) in the development of support solutions across all service user groups</p>	Monitoring by Adult Social Care Senior Management Team (ASSM)	On-going	Established	ASC Service Heads	Yes
	<p><b>Reviews of Services Users Support Plans - Practice</b> - develop an enhanced protocol and training for an on-going programme of</p>	Monitoring by ASSM & Partners	On-going	Established & additional	ASC Service Heads & Partners	Yes

<p>person centred reviews promoting greater independence where possible</p> <p><b>Fair allocation of resources</b> - resource panels, guidance and training for frontline staff</p> <p><b>Contract reduction process</b> - explore alternative provision for areas where spend is reduced engaging with service users and providers</p> <p><b>Integration with health services</b> - progress agreed plans for integration project</p> <p><b>Process efficiencies</b> - pursue process efficiencies to facilitate greater staff contact time</p> <p><b>Monitoring</b> - design carefully structured monitoring process to provide a clear sense of outcome of the savings</p>	Monitoring by ASSM	On-going	Established	ASC Service Heads	Yes
	Monitoring by ASSM	On-going	Established	Rahat Ahmed-Man	Yes
	Monitoring by ASSM & Integration Project Board	On-going	Established & additional	ASC Service Heads	Yes
	Monitoring by ASSM	On-going	Established	ASC Service Heads	Yes
	Monitoring by ASSM	On-going	Established	ASC Service Heads	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 **3** Assessment

The key findings of this initial assessment are:

- Merton's vulnerable residents are affected, in particular those with mental health issues, older people and people with disabilities (learning and physical) and potentially those identified as part of the 'Socio-economic' category.
- Despite any reduction or cessation of services the council will still continue to meet its statutory duties minimizing any adverse impact on service users and carers
- The council will promote the ethos of greater independence for service users (where possible), maintaining the 'person-centred' approach working together with partners from the health and voluntary sectors, as well as tapping into existing social capital.
- The potential negative impact of these proposals have been clearly identified and communicated with a clear mitigation plan developed as detailed in section 9 above.

<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Douglas Russell ASC Programme Manager	<b>Signature:</b>	<b>Date:</b> 6 <sup>th</sup> February 2015
<b>Improvement action plan signed off by Director/ Head of Service</b>	Simon Williams Director of Community & Housing	<b>Signature:</b>	<b>Date:</b> 6 <sup>th</sup> February 2015



# Equality Analysis

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

What are the proposals being assessed?	Savings within the Housing Needs Service for 2016-17 and 2017 -18
Which Department/ Division has the responsibility for this?	Community and Housing

Stage 1: Overview	
Name and job title of lead officer	Steve Langley – Head of Housing Needs and Strategy
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 aim of the proposed reduction in headcount is to ensure that the Housing Needs Service meets its savings targets, and in doing so the service will aim to ensure that the reductions have minimal adverse impact on customers.</p> <p>The deletion of 1x Environmental Health Technical Officer post, 1x Housing Strategy Officer post and 1.5x Housing Options Advisor posts in order to meet the required budget savings for 2016/17 and a further 6 posts for 2017/18 which are not yet identified.</p>
2. How does this contribute to the Council's corporate priorities?	The Housing Needs Service plan contributes to the Councils Merton 2015 priorities and will ensure that savings targets are achieved in line with the corporate business plan and medium term financial strategy
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>All of the savings will have some impact on customers both internally and externally. Reduction in posts may lead to the service received not being as efficient and with slippage in service standards.</p> <p>The Housing Needs service is a demand / need led service and as such unlikely to discriminate against a single individual community or area. Accordingly it is unlikely that these proposals will have an adverse affect on any one protected characteristic.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The Housing Needs Service will take overall responsibility for its savings.

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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).

- Housing Register data
- Homelessness P1E data
- Service Standards
- Service standards
- Environmental Health Service Requests
- Environmental Health Grant Requests

## Stage 3: Assessing impact and analysis

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		X	X		The Housing Needs service is a demand / need led service and as such unlikely to discriminate against a single individual, community or area. Accordingly it is unlikely that these proposals will have an adverse affect on any one protected characteristic, however all groups have the potential to be negatively affected.  Housing Needs services are accessed by all age groups.
Disability		X	X		Housing Needs services are accessed by service users with disabilities and without disabilities. The loss of posts will not impact this group more than other groups..

<b>Gender Reassignment</b>		x	x		As above
<b>Marriage and Civil Partnership</b>		x	x		As above
<b>Pregnancy and Maternity</b>		x	x		As above
<b>Race</b>		x	x		As above
<b>Religion/ belief</b>		x	x		As above
<b>Sex (Gender)</b>		x	x		As above
<b>Sexual orientation</b>		x	x		As above
<b>Socio-economic status</b>		x	x		As above

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

All of the savings for 2016/17 will have some impact on customers both internally and externally. Reduction in posts may lead to the service received not being as efficient and with slippage in service standards. However as highlighted previously the Housing Needs service is a demand / need led service and as such unlikely to discriminate against a single individual community or area. Accordingly it is unlikely that these proposals will have an adverse affect on any one protected characteristic.

Notwithstanding these points, as so as to mitigate the negative affects upon service delivery, there will be revisions to front end service delivery to provide customers with better self-help tools and information via the website in order to enable the remaining staff to focus on priority cases.

Additionally the impact of the proposed savings for 2017-18 are currently unknown (see section 9)

### Stage 4: Conclusion of the Equality Analysis

#### 6. 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?
2016/17 Potential to impact all groups	Revisions to front end service delivery to provide customers with better self-help tools and information via the website in order to enable the remaining staff to focus on priority cases	Self-service tools in place.	2015	Additional	Steve Langley	Yes
2017/18 further impact on loss of additional posts currently not known	The savings proposed for 2017/18 would mean a comprehensive assessment on how the business is delivered. This would inform our future approach in ensuring that the council continues to deliver its statutory housing functions.	Assessment completed and posts identified for deletion	tbd	Unknown	Steve Langley	Not at this time

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

### Stage 6: Reporting outcomes

#### 10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome add Assessment

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

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

The main impacts of the budget savings are:

- In 2016/17 there will be a loss of 3.5 FTE posts across the whole service. It is expected that there will be a negative impact on service standards and as so as to mitigate the negative, there will be revisions to front end service delivery to provide customers with better self-help tools and information via the website in order to enable the remaining staff to focus on priority cases.
- In 2017/18 the impact on the loss of 6 additional posts is currently unknown as the posts have not been identified. It will not be possible to assess the impact until a comprehensive business review has been conducted in order to identify how the savings can be achieved in order that the statutory functions can still be delivered.

Groups affected:

- All groups are likely to be affected by the loss of posts. However, as at this time, it is the loss of posts and not the cessation of a particular service, then it is not anticipated that the cuts will target one group more than another.

Actions required are:

Ensure on-line tools are in place to help mitigate the impact in 2016/17

Analyse the business to understand the impact of deleting an additional 6 posts and make a recommendation on which posts should be deleted based on ensuring the service can fulfil its statutory duties.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Steve Langley – Head of Housing Needs and Strategy	Signature:	Date: 01/12/14
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:

## EQUALITIES TEST OF RELEVANCE AND INITIAL SCREENING



This form should be completed in line with the Equality Analysis guidance available on the <a href="#">Intranet</a>	
<b>EA completed by:</b> (Give name and job title)	<i>Anthony Hopkins, Head of Library &amp; Heritage Service</i>
<b>EA to be signed off by:</b> (Give name and job title)	<i>Simon Williams, Director of Community &amp; Housing</i>
<b>Department/ Division:</b>	<i>Community &amp; Housing</i>
<b>Team:</b>	<i>Library &amp; Heritage Service</i>
<b>EA completed on:</b>	<i>27 November 2014</i>

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

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

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



**Protected Characteristics - Key:**

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

Name of Function / Service	Which Protected Characteristic(s) is your function / service relevant to? Tick (✓) all that apply.									Which aims of the Public Sector Equality Duty (PSED) are relevant to your function/service? Can your function/service: Tick (✓) all that apply.		
	A	D	GR	MCP	PM	R	RB	S	SO	Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010?	Advance equality of opportunity between people who share a protected characteristic and those who do not?	Foster good relations between people who share a protected characteristic and those who do not?
Savings proposals 2016/17	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Savings proposals 2017/18	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

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

1. What are the aims, objectives, and desired outcomes of your proposals? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria for eligibility of service etc).

The main aims and objectives of the proposed savings is to ensure a balanced budget whilst continuing to provide fair and appropriate services for all sections of the community. The savings and their impact are:

### **2016/17 Savings**

**Deletion of all administrative support (£26,430)** - All admin functions will be undertaken by managers and staff and will involve the deletion of 1 FTE post. General library enquiries will be funnelled through to libraries instead of being managed centrally. All hall bookings will be managed through a new online booking system. Bookstart and other functions will be facilitated by a library. Support will continue to be provided by staff in libraries to enable customers to access information online or via the phone.

**Reduction in activities programme (£2,000)** - Reduced budget available for activities means that they will need to be delivered more efficiently. More cost effective solutions will be pursued for certain schemes but all existing activities will continue to take place.

**Withdrawal from annual CIPFA public library user survey (PLUS) (£2,540)** - The PLUS survey used to provide informed benchmarking information. However, only a third of London boroughs now participate in the annual survey and benchmarking information can better be obtained through the Annual Residents Survey. The service will continue to undertake user surveys but in a more cost efficient manner. Any proposed significant changes to service will continue to have its own consultation.

**Reduction in volunteering contract (£20,000)** - A reduction in the contract to the voluntary sector to provide this service. The proposal will have no effect on the Home Visits Library Service but will mean that the recruitment of volunteers will be fully managed by the library service. The proposal should streamline the volunteer recruitment process but will increase capacity constraints. There are no expected losses to service and staff will be trained to better equip them through the interview and recruitment process.

**Reduction in media fund (£45,000)** - The reduction will lead to less stock being procured. Some of this will be managed through improved procurement systems, availability of stock through the wider London network of libraries and the likely transfer of more customers to using e-book services. Usage and community data will be profiled to ensure that stock procured addresses community need. Feedback is continuously pursued to ensure that we purchase the correct stock and this supported with improved monitoring systems.

### **2017/18 Savings**

**Additional staff savings (£37,690)** - Savings to be delivered through process re-engineering and redistributing

	<p>responsibilities across service structure. Through improved processes the impact should be minimal to customers although reduced numbers may mean that Service Standards may slip in certain areas (e.g. time to respond to enquiries, phone answering etc.) but any changes will be clearly communicated. This saving would mean a reduction in 1.5 FTE.</p> <p><b>Deletion of Projects &amp; Procurement Manager post (£22,500)</b> - The Projects &amp; Procurement Manager post is a fixed term post in place to ensure the smooth rollout of new self-service technology and to progress library redevelopments along with managing efficiency savings already agreed. The contract ends in March 2017 and the post has been put forward for savings upon its expiry. The saving would be a reduction in 0.6 FTE.</p>
<p>2. Who are the main people/groups affected by your proposals? (Consider who are the internal and external customers)</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 731</p>	<p>All of the savings will have some impact on customers both internally and externally. For external posts reduction in staffing numbers could lead to the service received not being as efficient with some slippage in Service Standards. Whilst there will be an impact on all customers it is likely that the greatest impact will be on internal customers and response times to raising orders and dealing with internal enquiries in particular. There may also be some impact on income collection through hall bookings but provided that online booking solutions are implemented correctly this shouldn't be an issue.</p> <p>There will also be an impact in the way we recruit new volunteers although it is expected that the new processes should streamline the recruitment process. Care will need to be placed in ensuring that staff are fully equipped to manage the recruitment process and ensure that it is catered towards different cultural groups. Training has already been provided for staff in this but further training will be put in place.</p> <p>Media fund savings will have an impact on our customers as it will likely lead to less stock choice. Whilst there will be less choice we will ensure that procurement of stock caters for all of the protected characteristics and that we respond to any specific demands. In order to enable this better use of the wider London library network will take place.</p> <p>The Library &amp; Heritage Service is a universal service and whilst the savings proposed will lead to some level of service reduction it is unlikely that these proposals will have an adverse on any one protected characteristic.</p>
<p>3. What data, information, evidence, research, statistics, surveys, and consultation(s) have you considered to undertake this screening?</p>	<ul style="list-style-type: none"> <li>• <b>CIPFA Benchmarking Data 2012/13 Actuals</b></li> <li>• <b>Annual Residents Survey</b></li> <li>• <b>Customer Profiling Data</b></li> <li>• <b>Census 2011</b></li> </ul>

4. Is there evidence to suggest that your proposal(s) could affect some groups of people in different ways?	Yes		Explain the reason for your decision	APPENDIX 13
	No	✓		The savings will have an impact to some level on all protected characteristics however the impact will be proportionate and clearly communicated.

## Assessing Impact

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

APPENDIX 13

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

	Positive Impact	Negative Impact	Neither	Reason / Comment / Evidence
<b>Age</b>			✓	All of the savings proposed are for universal services and therefore there will be a stepped reduction for all users. None of the savings will have a greater impact on a certain group and processes have been put in place to mitigate some matters such as online access.
<b>Disability</b>			✓	There are no proposed changes to the Library & Heritage Service Standards. These are clearly communicated to customers and include elements around providing suitable equipment and additional support for people with disabilities.
<b>Gender Reassignment</b>			✓	Data on this protected characteristic is limited and as such we are unable to determine whether there would be a positive or negative impact.
<b>Marriage and Civil Partnership</b>			✓	Data on this protected characteristic is limited and as such we are unable to determine whether there would be a positive or negative impact.
<b>Pregnancy and Maternity</b>			✓	Additional support that is provided for this protected characteristic will continue to be in place.
<b>Race</b>			✓	All of the savings proposed are for universal services and therefore there will be a stepped reduction for all users. None of the savings will have a greater impact on a certain group and processes have been put in place to mitigate some matters such as online access.
<b>Religion or Belief</b>			✓	None identified.
<b>Sex</b>			✓	The Library & Heritage Service is used slightly more by women than men. Issues around increasing usage amongst underrepresented groups will continue to be addressed through outreach and other services.
<b>Sexual Orientation</b>			✓	Data on this protected characteristic is limited and as such we are unable to determine whether there would be a positive or negative impact.

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<b>Outcome of screening</b>	<b>Equality Analysis is not required</b>	<b>APPENDIX 13</b>
<b>Lead Officer</b>	Anthony Hopkins, Head of Library & Heritage Service	
<b>Director/Head of Service</b>	Simon Williams, Director of Community & Housing	
<b>Signed</b>		
<b>Dated</b>	25/11/2014	

## Schools Funding 2015/16

### 1. Introduction

1.1 The Government announced the Dedicated Schools Grant allocation on 17<sup>th</sup> December 2014. Merton's allocation split over the three blocks is as follows:

Description	2015/16 £000	2014/15 £000
Schools Block	116,813	98,463
Early Years Block	9,593	12,149
High Needs Block	27,895	27,240
<b>Total as at Schools Forum meeting</b>	<b>154,301</b>	<b>137,852</b>
Academy recoupment	(16,519)	(4,999)
<b>Final allocation for the year</b>	<b>137,782</b>	<b>132,853</b>

1.2 The DSG for 2015/16 has increased significantly from 2014/15. This is due to four main factors:

- Non-recoupment Academy and Free School funding allocation are done through the authority's formula from 2015/16. This means that the initial grant allocation was increased by £9.8m with a corresponding increase in academy recoupment.
- Central government increased Merton's Schools Block per pupil funding from £4,534 to £4,824 for 2015/16 as part of an effort to right-size budgets nationally for the least fairly funded Local Authorities. This resulted in additional funding of £6.4m which was split over the three blocks to account for various cost pressures.
- Increase in numbers of pupils resulted in an increase of £1.9m
- The two year old funding which equalled £2.9m of the 2014/15 Early Years Block has not yet been confirmed by government and was excluded from the December grant allocation.

### 2. Schools Block

2.1 The Schools Block allocation of £116.813m is split into the following blocks:

Description	2015/16 £000	2014/15 £000
Centrally Retained Items	338	339
September bulge growth requirement	1,380	1,380
Transfers to other blocks	3,756	236
Individual School Budgets	111,339	96,508
<b>Total Schools Block</b>	<b>116,813</b>	<b>98,463</b>

2.2 There are three centrally retained items. These items include School Admissions (£284k), the cost of administering Schools Forum (£12k) and the cost of National Copyright Licences negotiated by the DfE (£61k).

- 2.3 The September growth requirement was set at £1.380m. This is based on supporting Primary schools with £60k additional funding to support a class of 30 pupils from September.
- 2.4 The EFA does not take account of transfers between DSG blocks at a local level. These transfers will therefore require adjustment year-on-year. For 2015/16 the transfer from the schools block is summarised in the table below.

<b>Description</b>	<b>Schools £000</b>	<b>Early Years £000</b>	<b>High Needs £000</b>
Adjustments agreed in previous years	(236)	(247)	483
Funding shortfall in post 16 FE and ISP provision	(700)		700
Increase in mainstream and academy statement provision	(343)		343
Increase in additional funding for schools with high number of SEN students	(101)		101
Increase in Independent Day school provision	(800)		800
PRU funding review	(338)		338
Funding increase in special school numbers from schools block	(260)		260
Increase in ARPs (including new ARP from Sep 15 onwards)	(131)		131
Permanent funding for MAOS	(100)		100
Independent hospital provision cost	(50)		50
3% Inflation increase in special schools and retained HNB items	(365)		365
3% Inflation increase in Early Years settings	(329)	329	
Movement in centrally retained items		14	(14)
Increase in de-delegated and centrally retained budgets funded from HNB due to change in NOR	(3)		3
<b>Net Transfer</b>	<b>(3,756)</b>	<b>96</b>	<b>3,660</b>

- 2.5 As per Schools Forum agreement on 16<sup>th</sup> October 2014, both Primary and Secondary schools opted to de-delegate the relevant services. The total de-delegated budget for 2015/16 is £1.518m. This together with the £109.821m that will be paid over to schools and Academies equals the Individual Schools Budgets of £111.339m.
- 2.6 The table below details the total allocation to de-delegated services as well as the unit cost for each of these services.



<b>Service</b>	<b>Schools £000</b>	<b>Unit Cost</b>	<b>Measure</b>
Licences and Subscriptions	129	£6.19	NOR
School Meals Subsidy	19	£1.23	NOR
Schools in Challenging Circumstances	195	£9.37	NOR
Marketing in Schools	68	£3.28	NOR
Merton Education Partnership (Primary)	73	£4.63	NOR
Parenting Cover	640	£30.65	NOR
Refugee Service and EMAG	196	£42.21	EAL
Tree work	45	£2.16	NOR
Behaviour Support	153	£31.47	Low Att
<b>Total budget</b>	<b>1,518</b>		

(NOR= Number on Roll; EAL factor= English as an Additional Language; Low Att= Lower Attainment factor for low cost, high incidence SEN)

### 3. School Funding Formula Factors

- 3.1 A summary of the factors used and the total budgets allocated against each factor is set out in the funding proforma which is submitted to the DfE for compliance checks.
- 3.2 As free schools and non-recoupment academies are now included in the Schools Formula, the total values allocated compared to last year will be higher for all secondary school factors.
- 3.3 As agreed by Schools Forum on 10<sup>th</sup> December 2014, the additional funding available to be distributed through the Schools Funding Formula following the allocation of funding based on the 2014/15 unit values, was allocated through the AWPU unit values. Due to the increase in DSG these unit values were increased by 6.8% as detailed in the table below.

<b>Description</b>	<b>2015/16</b>	<b>2014/15</b>
Primary	£3,253	£3,043
Secondary Key Stage 3	£4,274	£4,000
Secondary Key Stage 4	£5,177	£4,845

- 3.4 The Free School Meals factor budgets were set at £2.433m (£2.436m in 2014/15) and £1.550m (£1.093m in 2014/15) for Primary and Secondary schools respectively. The unit values were kept the same as 2014/15 at £684 for Primary and £633 for Secondary schools.
- 3.5 The unit values for IDACI were kept the same as the previous year for 2015/16. The values are the same for both primary and secondary schools as per the table below.

IDACI Band	Amount
IDACI band 1	£20
IDACI band 2	£40
IDACI band 3	£60
IDACI band 4	£80
IDACI band 5	£90
IDACI band 6	£120

- 3.6 The unit value for Looked After Children (LAC) was kept the same as in 2014/15 at £1,000.
- 3.7 The overall budget for the prior attainment factor to support Low Cost, High Incidence SEN students was maintained at the previous year level of £3.784m for Primary schools. Due to the changes in the factors, this resulted in unit values of £932 (£1,109 in 2014/15). As the secondary school factor stayed the same from 2014/15 to 2015/16, the unit value was maintained at £1,628.
- 3.8 The English as an Additional Language (EAL) factor unit values were kept the same as the previous year at £377 and £907 for Primary and Secondary schools respectively.
- 3.9 The lump sum and split site factors were kept the same as in 2014/15 at £150k and £68k respectively.
- 3.10 The rates factor was reduced by £64k to reflect the expected cost for 2014/15. This includes an inflation increase offset by rate relief granted to academies.
- 3.11 The minimum funding guarantee floor was set at -1.5% by the DfE. Due to the increase in AWPU the requirement for MFG reduced from £1.515m in 2014/15 to £0.420m in 2015/16.
- 3.12 These figures exclude the 6<sup>th</sup> form funding which still needs to be provided by the EFA and does not form part of the schools funding formula. It also excludes additional resource provision and individual pupil statement funding which forms part of the high needs block and will be reported on separately.
- 3.13 Bulge class funding is held centrally, excluded from the formula figures, and will be paid to schools as part of their monthly advances.
- 3.14 Pupil Premium funding is not included in the formula figures and indicative figures will be provided separately when schools are informed of their budgets for 2015/16.

## 4. Early Years Block

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

Description	2015-16 £000	2014-15 £000
Transfers between blocks	(97)	246
Centrally Retained Items	707	693
2 Year Old Offer	0	2,927
Contingency	362	26
3 and 4 year old funding- PVI	2,568	2,500
3 and 4 year old funding- maintained schools	5,854	5,757
Pupil Premium	199	0
<b>Total Early Years Block</b>	<b>9,593</b>	<b>12,149</b>

4.2 The EFA does not take account of transfers between DSG blocks at a local level. These transfers will therefore require adjustment year-on-year. For 2015/16 the transfer to the Early Years block is £97k compared to transfers from this block of £246k for 2014/15. The increase is due to the 3% uplift allocated from the Schools Block of £329k and a £14k transfer from the High Needs Block.

4.3 The £707k for centrally retained items includes funding for quality and standards, childcare and some enhanced early intervention services.

4.4 The two year old funding allocation for Merton for 2014/15 was £2.927m which included a notional amount for statutory places and an allocation for trajectory place funding and planning. The funding method changes for 2015/16. There will no longer be any trajectory funding and the pupil led funding will be based on actual participation rather than statutory places. As the funding will be based on the January 2015 census, government will only confirm this allocation later in the year.

4.5 The contingency has been increased to £362k for 2015/16. This includes an amount towards the funding for SEN requirements as the allocation method for this funding has not yet been formally agreed.

4.6 Based on the 2014 pupil counts, the estimated funding relating to 3 and 4 year old children for Merton maintained schools and PVI settings is expected to be £5.854m and £2.568 respectively for 2015/16. These are indicative budgets and the figures will be updated every term following the actual pupil counts. The formula used to allocate this funding as well as that of 2 year olds is detailed in section 3.

4.7 The EFA has introduced an Early Years Pupil Premium from 1 April 2015. The indicative allocation for Merton is £199k. This will be paid to settings and schools after each terms headcount.

## 5. Early Years Funding Formula Factors

- 5.1 Merton's Early Years Funding Formula uses base rates, SEN support and IDACI as factors to calculate allocations. The table below shows the base rates used in the formula.

Description	15-16 Rate £	14-15 Rate £
Schools – Independent	3.71	3.71
Full Day Care	3.97	3.85
Stand alone 15 hour settings	4.17	4.05
Mainstream Schools	3.68	3.57
2 year olds and Childminders	5.40	5.40

For 2015/16, we were able to increase the full day centre, stand alone 15 hour setting, and maintained schools rates by 3% as detailed in the above table. This was done to more closely align the mainstream school rate with the independent school rate.

- 5.2 IDACI is used as a measure of deprivation for 2015/16. The unit values remained the same as last year as detailed in the table below.

Description	15-16 Rate £	14-15 Rate £
Band 1	0.15	0.15
Band 2	0.20	0.20
Band 3	0.25	0.25
Band 4	0.30	0.30
Band 5	0.35	0.35
Band 6	0.40	0.40

Merton will continue to fund SEN support in 2015/16, and is planning to continue to fund all children on Action Plus, in all settings, at the same rate as 2014/15 of £2.50 per hour. Additional support for 2, 3 and 4 year olds is planned, but the funding mechanism for this is not yet agreed. This funding has been left in contingency until the mechanism has been agreed.

## 6. High Needs Block

### 6.1 High Needs Block funding

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

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

<b>Description</b>	<b>2015/16 £000</b>	<b>2014/15 £000</b>
Mainstream settings (Individual SEN statements)	4,319	3,603
Special Schools	7,566	7,075
Additional Resource Provision bases	2,792	2,661
Pupil Referral Unit (PRU)	1,723	1,334
Centrally retained High Needs funding for commissioned services	12,856	10,699
Post 16 FE and ISP funding	2,060	1,775
Centrally retained High Needs funding for special schools	239	236
Transfers from other blocks	(3,660)	(463)
NMSS expected grant adjustment	0	320
<b>Total Funding</b>	<b>27,895</b>	<b>27,240</b>

## 6.2 Mainstream settings

6.2.1 Schools are expected to contribute the first £6,000 of additional educational support for High Needs pupils and students. This additional support is for a provision over and above the standard offer of teaching and learning for all pupils or students in a setting. Pre-16, schools and Academies will continue to receive a clearly identified notional SEN budget from which to make this contribution. Merton will provide this budget for maintained schools while the EFA will provide it for Academies. The notional SEN will comprise three elements as detailed below.

<b>Formula factor</b>	<b>2015/16</b>
Age Weighted Pupil Allowance (AWPU)	2.5%
Deprivation (Free School Meals & IDACI)	10%
Low cost, high incidence SEN (Low Attainment)	100%

6.2.2 The notional SEN budget should be used to support pupils with low cost, high incidence SEN as well as the first £6,000 support for pupils with statements. This includes provision for Action and Action plus students as classified under the previous funding arrangements.

6.2.3 The notional allocation is only a guide and schools are expected to set their budgets in such a way to meet the needs of all their pupils, including those with additional needs, within the resources they receive.

6.2.4 Where schools have a high number of SEN students, the allocation to support these pupils through the schools formula might not be sufficient. Funding will be set aside in the High Needs Block to support such schools. If more than 2.5% of a school's NOR are pupils with statements, the excess percentage will be multiplied by the school's NOR and multiplied by £6,000 to calculate additional support for the school.

#### Example

9 pupils as a percentage of 186	4.84%
Less 2.5% threshold	2.34%
186 x 2.34%	4.35 pupils
4.35 pupils x £6,000	£26,100

In 2014/15, £272k was allocated to schools through this mechanism. This is estimated to increase to £373k in 2015/16.

- 6.2.5 The NOR will be based on the October count and the numbers of SEN statements will be based on the numbers as per the October SEN statement payment to schools. The number of statements used will exclude pupils funded in special units.
- 6.2.6 Merton consulted on whether the statement funding should be reduced for 2015/16 or whether funding should be top-sliced from the Schools Block to fund the increase pressure on this budget. At the Schools Forum on 10<sup>th</sup> December it was decided that the bands should not be reduced and will remain as per the table below.

Band	Hours support	2015/16	2014/15
Band 1	Up to 16 hours	Part of £6,000 notional SEN funding	Part of £6,000 notional SEN funding
Band 2	16 to 19 hours	£5,691	£5,691
Band 3	20 to 23 hours	£7,826	£7,826
Band 4	24 to 27 hours	£9,961	£9,961
Band 5	28 to 31 hours	£12,096	£12,096

- 6.2.7 £476k of the increase in this budget relates to the grants adjustments that are still outstanding as detailed in paragraph 1.2.

### 6.3 Special Schools

- 6.3.1 Specialist SEN and LDD schools will continue to receive a base level of funding on the basis of an agreed number of planned places at £10,000 per place. Top-up funding above this level will increase by 5.47% from 2014/15 to reflect the increase in DSG.
- 6.3.2 The EFA changed the way in which High Needs Block funding is allocated to a lagged system. This means that they will be using the 2014/15 data to make the 2015/16 adjustments. We are still awaiting the final allocation of the High Needs Block grant for 2015/16.
- 6.3.3 Due to the increase in numbers in special schools, the HNB funding will be increased by an estimated £260k to cover these cost pressures.

6.3.4 The total for specialist SEN and LDD settings includes the school budgets for Cricket Green, Perseid, and Melrose special schools.

#### **6.4 Additional Resource Provision bases**

6.4.1 Places in special units and resourced provision will attract a base level of funding of £10,000 per place as well as top-up funding. Where the numbers in the base have stayed the same, we kept the top-up funding at the same rate as 2014/15. Where numbers have increased, top-up funding was adjusted as additional funding was added to the base totals equal to band 5 (£12,096) of statement funding as agreed by the SEN manager.

6.4.2 The EFA changed the way in which High Needs Block funding is allocated to a lagged system. This means that they will be using the 2014/15 data to make the 2015/16 adjustments. We are still awaiting the final allocation of the High Needs Block grant for 2015/16.

6.4.3 There are currently eight ARP bases in Merton with a ninth planned to start in September 2015 at Hatfeild primary school. In order to fund the increase in provision, the overall ARP budget was increased by £131k.

#### **6.5 Pupil Referral Unit (SMART Centre)**

6.5.1 The PRU will receive a base level of funding of £10,000 per place. Top-up funding above this level will be set at £6,478 which represents a funding increase to be more in line with other PRUs in London as well as an inflationary uplift similar to primary, secondary and special schools.

6.5.2 Mainstream schools and Academies have important commissioning responsibilities with regard to pupils of compulsory school age who are placed in Alternative Provision for the purpose of early intervention or as a result of fixed-term exclusion. In such instances, under the new funding arrangements, mainstream schools and Academies will be responsible for paying top-up funding to the AP settings in which they place pupils.

6.5.3 Alternative education and medical service provision are also delivered through the SMART Centre.

6.5.4 The exclusion process currently involves a deduction of AWPU against a national criteria and a local agreement to pay £3,000 per excluded pupil and receive £3,000 for a re-integrated pupil. This agreement is between all secondary maintained schools and academies and will continue in 2015/16.

#### **6.6 Centrally retained funding for commissioned services**

6.6.1 These services are retained centrally by the Local Authority to deliver direct services or procure services from external providers to ensure the most economic use of resources. The table below details these services.

<b>Description</b>	<b>2015/16 £000</b>	<b>2014/15 £000</b>
Non-Delegated Statements	9,104	7,520
Cost of Merton pupils in other LA maintained schools	1,859	1,764
Cost of other LA children in Merton maintained schools	(1,029)	(1,053)
Sensory Team	365	344
Virtual School	356	305
SSQ Core Offer	346	346
Language and Learning	294	257
Therapy in Schools - SEN Pupils	279	279
Portage	258	222
Behaviour Support	196	196
Education welfare	160	159
Social Inclusion	149	153
Therapy in Special schools	112	0
Merton Autism Outreach Service (MAOS)	100	0
Vulnerable Children's Education	97	97
SEN support	56	56
Independent hospital provision	50	0
Education support for Looked After Children	50	0
Sports Co-ordinator	32	32
Education psychology	22	22
<b>Total Cost</b>	<b>12,856</b>	<b>10,699</b>

**6.6.2** The main increase on non-delegated statements relates to the £800k required to address the cost pressure on Independent Day school provision. The remainder of the increase relates to estimated adjustments that still need to be made as the final grant has not yet been allocated.

## **6.7 Post 16 Further Education (FE) College and Independent Specialist Provider (ISP) funding**

6.7.1 The funding in this area relates to high level SEN or LDD cost for young people aged over 16 in FE colleges and ISPs. The responsibility for these payments transferred to Local Authorities in September 2013.

6.7.2 Due to the funding shortfall transferred from the EFA to Merton for these costs, a transfer of £700k was made to the HNB to cover the cost pressure.

## **6.8 Centrally retained funding for special schools**

6.8.1 This includes the funding for centrally provided services for the special schools, similar to de-delegated budgets held for the maintained primary and secondary schools. It also includes £207k for prudential borrowing that the Schools Forum agreed at their meeting on 15th October 2007.



## **6.9 Transfers from other blocks**

- 6.9.1 The EFA does not take account of transfers between DSG blocks at a local level. These transfers will therefore require adjustment year-on-year. For 2015-16 the transfer to the high needs block is summarised in the table under 2.5 in this report.

## **6.10 Non Maintained Special School (NMSS) expected grant adjustment**

Merton is still awaiting the final allocation of the High Needs Block grant for 2015/16 and this figure has not yet been quantified.

## **7. Schools general**

- 7.1 On 31 March 2014 Merton held balances for 52 schools to the value of £10.896m. Of the 52 schools, 2 had deficit balances with a total value of £127k. The other 50 schools had balances ranging from £7k to £1.228m.
- 7.2 For 2014/15 4 schools submitted deficit balances and the Local Authority is working closely with these schools to review their progress. We are anticipating that 5 to 6 schools will again request deficit budgets for 2015/16, and we will require deficit recovery plans to accompany these requests.

## CAPITAL STRATEGY

### 1 Introduction

1.1 Merton's Capital Strategy for 2015-19 has been aligned and integrated with the Business Plan for the period 2015-19. The Business Plan sets out how the Authority's objectives have been shaped by Merton Partnership in the Community Plan. The Community Plan sets out the overall vision and strategic direction of Merton which are embodied into five strategic themes:-

- Sustainable Communities and Transport;
- Safer and Stronger Communities;
- Health and Well Being;
- Children and Young People (Children's Trust);
- Corporate Capacity

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

1.3 The financial reality facing local government dominates the choices the council will make for the future of the borough. The development of the Business Plan 2015/19 is therefore based on the set of guiding strategic priorities and principles, as adopted by the council on 13 July 2011:

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

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

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

## SECTION 4

### **2 Planning Infrastructure**

#### **2.1 Business Plan 2015-2019**

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

#### **2.2 Service Plans**

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

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

### **3 Accounting Definitions and Practices**

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

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

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

## SECTION 4

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

### **4 Corporate and strategic capital expenditure appraisal planning and control**

#### **4.1 Capital Programme Board**

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

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

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

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

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

## SECTION 4

4.1.5 The council has had a robust policy for many years of reviewing its property holding and disposing of surplus property, detailed in the Asset Management Plan (AMP) which also includes policy and procedures for land and property acquisition. However, the economic recession slowed disposals in recent years and although the recession has eased will continue to have an effect for 2015/16 and possibly future years. All capital receipts are pooled, unless earmarked by cabinet, and are used either to finance further capital investment or for the payment of premiums on repayment of higher interest loans.

### 4.2 Capital Programme Approval and Amendment

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

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

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

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

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

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

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

## SECTION 4

### **4.3 Capital Monitoring**

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

### **4.4 Risk Management**

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

## **5 Revenue budget implications of capital investment**

### **5.1 Revenue cost or savings**

- 5.1.1 The council recognises that the prudential framework provides the council with flexibility, subject to the constraints of the council's revenue budget. This flexible ability to borrow, either from internal cash resources or by external borrowing, coupled with the revised treatment of finance leases with effect from 1 April 2010, means that prudential borrowing is used for the acquisition of equipment, where it is prudent, affordable and sustainable. In 2012/13, 2013/14 and 2014/15, it was possible to borrow from internal cash resources rather than external borrowing and it is forecast that this will continue to be the case until 2018/19. This will be kept under review as part of general Treasury Management.

## SECTION 4

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

The revenue effects of the capital programme, are built into the MTFs and are summarised below: *(This table needs to be updated for funding allocations just being announced)*

<b>Revenue effects of Capital Programme</b>				
	2015/16	2016/17	2017/18	2018/19
	£000s	£000s	£000s	£000s
<i>MRP</i>	7,628	7,836	9,037	9,694
<i>Interest</i>	6,696	6,696	6,972	7,665
<b>Capital financing costs</b>	<b>14,324</b>	<b>14,532</b>	<b>16,009</b>	<b>17,359</b>
<i>DSG Contribution</i>	(207)	(207)	(207)	(207)
<i>Investment Income*</i>	(503)	(305)	(163)	(125)
<b>Net</b>	<b>13,614</b>	<b>14,020</b>	<b>15,639</b>	<b>17,027</b>

\* Being Confirmed

## 6 Capital resources 2015-19

### 6.1 Variety of sources

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

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

## SECTION 4

### **6.2 Annual Minimum Revenue Provision (MRP) Statement**

- 6.2.1 Under guidance from the Department for Communities and Local Government, authorities are required to prepare an annual statement on their policy on making MRP. This mirrors the existing requirements to report to the council on the Prudential borrowing limit and investment policy.
- 6.2.2 The statement is set out in the Treasury Management Strategy.

## **7 Asset management review**

### **7.1 Capital receipts**

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

### **7.2 Property as a corporate resource**

- 7.2.1 The council treats its property as a corporate resource, oriented towards achieving its overall goals, underpinned by:
- Clear links to financial plans and budgets.
  - Effective arrangements for cross-service working.
  - Champions at senior officer and member level.
  - Significant scrutiny by councilors.
- 7.2.2 It ensures that its properties are fit for purpose by making proper provision and action for maintenance and repair. The organisation makes investment and disposal decisions based on thorough option appraisal. The capital programme gives priority to potential capital projects based on a formal objective approval process.
- 7.2.3 Whole life project costing was used at the design stage for significant projects where appropriate, incorporating future periodic capital replacement costs, projected maintenance and decommissioning costs.
- 7.2.4 Whole life costing of significant projects, which span more than one year, also forms part of the regular monitoring reports.



## SECTION 4

- 7.2.5 The Asset Management Plan is being reviewed and will include greater emphasis on the use of the Council's property assets to support the Council's Transformation Programme, regeneration and increased income/revenue generation.
- 7.2.6 A new IT system for asset accounting has been brought into use and the possibility of this system being used for more widespread asset management will be explored.

### 8 Summary of estimated disposals 2015-2019

#### 8.1 Potential capital receipts

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

	2015/16 £000s	2016/17 £000s	2017/18 £000s	2017/18 £000s
<b>Total</b>	2,800	1,800	1,200	900

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

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

## SECTION 4

### 8.2 Debt repayment

8.2.1 The council has had a strategy to reduce its level of debt when opportunity arises in the market. The average interest payable on outstanding debt has is 5.72%. For the period 2015-19, capital receipts may continue to be used to pay the premiums on the repayment of those authority debts which have high fixed interest charges, if the terms offered will result in appropriate revenue savings. Any decision to repay debt early will be considered alongside the funding requirement of the programme.

## 9 Grant Funding Capital Resources

### 9.1 Environmental and Regeneration

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
Transport for London LIP (earmarked) Capital	4,035	*6,010	*4,826	TBA
<b>Total: E&amp;R</b>	<b>4,035</b>	<b>6,010</b>	<b>4,826</b>	<b>TBA</b>

TBA – To Be Advised

- Allocation allows for £400,000 revenue allocation

### 9.2 Children, Schools and Families – *to be updated for further funding announcements*

	2015/16	2016/17	2017/18	2018/19
	£0	£0	£0	£0
Maintenance	2,072	TBA	TBA	TBA
Basic Need	4,236	4,448	TBA	TBA
<b>Total Local Authority Funding</b>	<b>6,308</b>	<b>4,448</b>	<b>TBA</b>	<b>TBA</b>
(Both of the above grants are <b>non-ringfenced</b> )				
Free School Meals Capital*	110	0	0	0
Targeted Basic Need	2,036	0	0	0
Devolved Formula Capital (Earmarked)	525	TBA	TBA	TBA

TBA – To Be Advised

\* From the 2014/15 allocation

Note: Basic Need has been announced up to 2016/17 and the Capital Maintenance allocation has not been announced for 2015/16. Targeted Basic Need relates to specific schemes. It was allocated for 2013/14 and 2014/15 but the above shows that it is anticipated that just over £2million will be applied in 2015/16.

## SECTION 4

### 9.3 Community and Housing

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
<b>Better Care Fund</b> – Minimum Allocation for Disabled Facilities Granted)	528	TBA	TBA	TBA
<b>Social Care Capital</b>	416	TBA	TBA	TBA
<b>Total C&amp;H</b>	<b>944</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

### 9.4 Summary of Grant Funding 2015-2019

9.4.1 The new resources notified to date are summarised in the following table. It is expected that there will be additional earmarked resources notified during the financial year 2015/16:-

Grant Funding	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
Environment and Regeneration	4,035	6,010	4,826	TBA
Children, Schools and Families	9,017	4,448	TBA	TBA
Community and Housing	944	TBA	TBA	TBA
<b>Total Grant Funding</b>	<b>13,996</b>	<b>10,458</b>	<b>4,826</b>	<b>TBA</b>
Assumed source of funding - CSF	0	552	5,000	5,000

## 10 Summary of Total Resources 2015-19:

### 10.1 Summary

10.1.1 The total anticipated resources over the plan period 2015-19, including existing grant funding and anticipated CS&F grants, is summarised in the following table:-

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
Grant & Contributions	16,694	11,387	11,141	6,027
Council Funding	22,165	40,846	33,387	27,820
<b>Total</b>	<b>38,859</b>	<b>52,233</b>	<b>44,528</b>	<b>33,847</b>

## SECTION 4

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

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

### **Indicative Capital Programme 2019 to 2024**

<b>Merton</b>	<b>Indicative Budget 19/20</b>	<b>Indicative Budget 20/21</b>	<b>Indicative Budget 21/22</b>	<b>Indicative Budget 22/23</b>	<b>Indicative Budget 23/24</b>
Corporate Services	1,500	1,760	1,645	1,435	1,450
Community and Housing*	340	340	340	340	340
Children, Schools and Families	3,266	7,247	5,060	659	659
Environment and Regeneration*	4,873	4,654	4,654	4,654	4,654
	<b>9,979</b>	<b>14,001</b>	<b>11,699</b>	<b>7,088</b>	<b>7,103</b>

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

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

## **11 Capital bids and prioritisation criteria**

### **11.1 Prioritisation of schemes 2018/19**

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

## SECTION 4

The prioritisation criteria used in respect of growth were 'Statutory', Need (demand and / or priority), attracts match funding and revenue impact (including invest to save). Due to officers' awareness of the need to restrain the capital programme to affordable levels, the growth put forward over the period 2015-19, on the basis of these criteria by the board to cabinet was £3.3 million 2015-18 (excluding TfL).

### 12 Detailed Capital Programme 2015-19

#### 12.1 Corporate Services

This department is responsible for the administration of finance and staff, together with the corporate buildings including IT and utility services. Its main capital expenditure is on IT software and hardware, and on improvements to buildings. It is nearing the end of a major project for the restacking of offices in the Civic Centre to enable the economic concentration of staff and services on the borough's main civic site and the biggest remaining component of this is the replacement of the Civic Centre lifts. There are also budgets held centrally under Corporate Services to ensure funds are available to take up opportunities arising in the local property market, to leverage match funding or to enable transformation of services. Annex 1 provides the overall scheme level for approval and Annex 3 provides a detailed breakdown of projects.

#### 12.2 Children, Schools and Families

This department's main capital focus is the need for increased provision for pupil, with the major spend shifting from primary to secondary in 2016/17. The provision in the 2014-18 programme has been revised to that shown in the table below:

	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19
<b>Children, Schools and Families</b>				
<b>Primary School Expansions</b>	12,031	4,092	3,849	2,575
<b>Secondary School Expansions</b>	670	15,375	11,500	13,954
<b>SEN</b>	2,547	3,910	3,000	850
<b>Other</b>	1,857	2,707	2,630	2,725
<b>Children, Schools and Families</b>	<b>17,105</b>	<b>26,084</b>	<b>20,979</b>	<b>20,104</b>

Annex 4 provides detail of the movement in the programme from that currently approved. This is the most significant item in the council's capital programme and as such is set out in detail below:

#### **CSF capital programme 2015-19**

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

### **Primary school places**

Just over £22.5 million of the proposed programme 2015-19 relates to the requirement to provide sufficient primary school places but there is also some capital for other categories of expenditure.

As a result the council has either completed, or is in the progress of permanent expansion to provide 21 additional forms of entry since 2007/08. These are at the following 20 schools: Wimbledon Chase, Holy Trinity CE, St. Thomas of Canterbury, Benedict, Hollymount, Joseph Hood, Aragon, Cranmer, Merton Abbey, St Mary's, All Saints CE, Gorrington Park, Hillcross, Pelham, Dundonald, Poplar, Liberty, Singlegate (2FE extra, through additional adjacent site), Wimbledon Park, and William Morris.

Following analysis of more recent demographic information and admissions data, officers are adopting a prudent and cautious approach to planning for future expansions. No further permanent expansions will be undertaken until additional sustained demand for places is identified. The capital programme enables temporary accommodation to be provided in up to three schools in 2017-18 with additional budget also allocated from 2015-16 to enable further permanent expansions to be undertaken should the need materialise. The position will be kept under regular review by officers.

### **Secondary and special school places**

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

The capital programme for 2015/19 includes £25 million for expansions in the borough's existing secondary schools and £16.6 million for the first phase of a new secondary school.

Due to the difficulty of accurately forecasting the specific level of pupil transfer from the last year of primary school to secondary school the level of secondary school expansion required will be subject to regular reviews over the capital programme period. There is therefore uncertainty over the size, timing and cost of the secondary expansion, this includes a lack of clarity regarding government funding.

The capital programme also includes a sum for additionally resourced SEN provision for pupils on the autism spectrum and more will be required in 2015/16 for permanent additional special school places.

## SECTION 4

### Other schemes

With regard to other capital schemes, £650,000 per annum is provided for schools this will be limited to urgent health and safety related needs, with the council expecting schools to fund all works below £20,000.

Finally, a £6.34million provision for 2015-19 is being made for inflation on the expansion programme.

### 12.3 Environment and Regeneration

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

The individual projects for this department are all listed in Annex 3. Other than the grant funded Transport for London scheme for the upgrade of principal roads, the departments main schemes relate to 15 main areas:

Environment and Regeneration	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19
Footways Planned Works	1,000	1,000	1,000	1,000
Greenspaces	636	365	250	350
Highways General Planned Works	459	419	419	419
Highways Planned Road Works	1,500	1,500	1,500	1,500
Leisure Centres	1,200	9,300	1,300	1,800
Other E&R	351	0	0	0
On and Off Street Parking	1,300	0	0	0
Regeneration Partnerships	5,049	5,221	3,000	0
Street Lighting	200	462	290	509
Street Scene	375	60	60	100
Transport for London	1,935	1,826	1,826	0
Traffic and Parking Management	179	150	156	175
Transport and Plant	547	5,500	500	500
Safer Merton - CCTV & ASB	300	300	0	0
Waste Operations	210	26	26	26
<b>Environment and Regeneration</b>	<b>15,240</b>	<b>26,129</b>	<b>10,327</b>	<b>6,379</b>

#### 12.3.1 Highways Planned Road Works and Footways Planned Works

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

## SECTION 4

### 12.3.2 Highways General Planned Works

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

	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19
Demand for Surface Water Drainage - Flooding	62	69	69	69
Highways bridges and structures improvements	260	260	260	260
Anti-Skid and Coloured	90	90	90	90
Other	47	0	0	0

### 12.3.3 Leisure

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

	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19
Replacement of Leisure Centre Plant and Machinery	300	300	300	300
Morden Park Pools	900	9,000	1,000	0
Wimbledon Park De-Silting	0	0	0	1,500

### 12.3.4 Future Merton

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

	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19
Investment in industrial estates		750	0	0
Mitcham Schemes	2,081	884	0	0
Colliers Wood Schemes	162	0	0	0
Town Centre Improvements	1,688	1037	0	0
Wimbledon - TfL	200	3,000	0	0
Morden – TfL	0	300	3,000	0
Transportation Enhancements*	0	0	5,000	0
Other	168	0	0	0



## SECTION 4

\*Shown in transport and plant

### 12.4 Community and Housing

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

The departmental Capital Programme for 2015/19 comprises:

Community and Housing	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19
Adult Social Care	54	0	0	0
Merton Adult Education	0	0	0	0
Housing				
The Gables Mitcham	0	0	0	0
8 Wilton Road	0	0	0	0
Western Road	115	0	0	0
Disabled Facilities	1,642	784	340	340
Other Housing	0	0	0	0
Libraries	350	550	0	0
<b>Community and Housing</b>	<b>2,161</b>	<b>1,334</b>	<b>340</b>	<b>340</b>

### 12.5 Overall Programme

12.5.1 The approved Capital Programme for 2015/19 follows at Annex 1`, Annex 3 provides an additional breakdown detail of the approved schemes. The summary is as follows:

Merton	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19
Corporate Services	7,428	3,862	2,881	2,757
Community and Housing	2,161	1,334	340	340
Children, Schools and Families	17,105	26,084	20,979	20,104
Environment and Regeneration	15,240	26,129	10,327	6,379
<b>Total</b>	<b>41,933</b>	<b>57,408</b>	<b>34,526</b>	<b>29,579</b>

12.5.2 The funding details for the programme follow at Annex 2

## SECTION 4

12.5.3 Within the funding details the authority has anticipated some slippage for schemes that require a consultation process or a planning application or where the implementation timetable is not certain. The slippage anticipated reduces the spend in the year it is budgeted but increases the spend in the following year when it is incurred. When slippage from 2014/15 is approved, the 2015/16 Capital Programme will be adjusted accordingly.

- 12.5.4 Annexe 1 Capital Investment Programme - Schemes for Approval
- Annexe 2 Funding the Capital Programme 2015-19
- Annexe 3 Detailed Capital Programme 2015-19
- Annexe 4 Analysis of Growth
- Annexe 5 Indicative Capital Programme 2019-24

## SECTION 4

### CAPITAL INVESTMENT PROGRAMME - SCHEMES FOR APPROVAL - £000s ANNEX 1

Merton	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19
Corporate Services	7,428	3,862	2,881	2,757
Community and Housing	2,161	1,334	340	340
Children, Schools and Families	17,105	26,084	20,979	20,104
Environment and Regeneration	15,240	26,129	10,327	6,379
	<b>41,933</b>	<b>57,408</b>	<b>34,526</b>	<b>29,579</b>

Corporate Services	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19
Corporate Budgets	1,613	1,000	0	0
Business Improvement	2,211	0	0	0
Corporate Governance	0	0	0	0
Resources	562	0	0	0
Information Technology	584	1,862	1,881	1,007
Facilities Management	2,458	1,000	1,000	1,750
<b>Corporate Services</b>	<b>7,428</b>	<b>3,862</b>	<b>2,881</b>	<b>2,757</b>

Community and Housing	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19
Adult Social Care	54	0	0	0
Merton Adult Education	0	0	0	0
Housing				
The Gables Mitcham	0	0	0	0
8 Wilton Road	0	0	0	0
Western Road	115	0	0	0
Disabled Facilities (2)	1,642	784	340	340
Other Housing	0	0	0	0
Libraries	350	550	0	0
<b>Community and Housing</b>	<b>2,161</b>	<b>1,334</b>	<b>340</b>	<b>340</b>

**Please Note**

- 1) At present the programme contains no provision for the transport implementation costs of the South London Partnership.
- 2) Excludes expenditure budgets relating to Disabled Facilities Grant from 16/17 as grant funding has not been announced.
- 3) Excludes expenditure budgets relating to Transport for London Grant from 17/18 as grant funding has not been announced.
- 4) Excludes expenditure budgets relating to Devolved Formula Capital for schools from 2016/17 as grant funding has not been announced.

## SECTION 4

ANNEX 1

### CAPITAL INVESTMENT PROGRAMME - SCHEMES FOR APPROVAL - £000s

<b>Children, Schools and Families</b>	<b>Updated Budget 15/16</b>	<b>Updated Budget 16/17</b>	<b>Updated Budget 17/18</b>	<b>Updated Budget 18/19</b>
Primary School Expansions	12,031	4,092	3,849	2,575
Secondary School Expansions	670	15,375	11,500	13,954
SEN	2,547	3,910	3,000	850
Other (4)	1,857	2,707	2,630	2,725
<b>Children, Schools and Families</b>	<b>17,105</b>	<b>26,084</b>	<b>20,979</b>	<b>20,104</b>

<b>Environment and Regeneration</b>	<b>Updated Budget 15/16</b>	<b>Updated Budget 16/17</b>	<b>Updated Budget 17/18</b>	<b>Updated Budget 18/19</b>
Footways Planned Works	1,000	1,000	1,000	1,000
Greenspaces	636	365	250	350
Highways General Planned Works	459	419	419	419
Highways Planned Road Works	1,500	1,500	1,500	1,500
Leisure Centres	1,200	9,300	1,300	1,800
Other E&R	351	0	0	0
On and Off Street Parking	1,300	0	0	0
Regeneration Partnerships	5,050	5,221	3,000	0
Street Lighting	200	462	290	509
Street Scene	375	60	60	100
Transport for London (3)	1,935	1,826	1,826	0
Traffic and Parking Management	179	150	156	175
Transport and Plant	547	5,500	500	500
Safer Merton - CCTV & ASB	300	300	0	0
Waste Operations	210	26	26	26
<b>Environment and Regeneration (1)</b>	<b>15,240</b>	<b>26,129</b>	<b>10,327</b>	<b>6,379</b>

#### Please Note

- 1) At present the programme contains no provision for the transport implementation costs of the South London Partnership.
- 2) Excludes expenditure budgets relating to Disabled Facilities Grant from 16/17 as grant funding has not been announced.
- 3) Excludes expenditure budgets relating to Transport for London Grant from 17/18 as grant funding has not been announced.
- 4) Excludes expenditure budgets relating to Devolved Formula Capital for schools from 2016/17 as grant funding has not been announced.

## SECTION 4

FUNDING THE CAPITAL PROGRAMME 2015-19Annex2

Merton	Capital Programme £000s	Funded by Merton £000s	Funded by grant and capital contributions £000s
<b>2014/15 Current Budget</b>	43,605	13,389	30,216
Potential Slippage c/f	(7,801)	(5,290)	(2,511)
<b>Total Spend 2014/15</b>	35,803	8,099	27,704
<b>2015/16 Current Budget</b>	41,933	20,592	21,341
Potential Slippage b/f	7,801	5,290	2,511
Potential Slippage c/f	(10,875)	(8,630)	(2,245)
<b>Total Spend 2015/16</b>	38,859	17,251	21,608
<b>2016/17 Current Budget</b>	57,408	45,870	11,538
Potential Slippage b/f	10,875	8,630	2,245
Potential Slippage c/f	(16,051)	(13,655)	(2,396)
<b>Total Spend 2016/17</b>	52,233	40,846	11,387
<b>2017/18 Current Budget</b>	34,526	24,700	9,826
Potential Slippage b/f	16,051	13,655	2,396
Potential Slippage c/f	(6,049)	(4,968)	(1,081)
<b>Total Spend 2017/18</b>	44,528	33,387	11,141
<b>2018/19 Current Budget</b>	29,579	24,579	5,000
Potential Slippage b/f	6,049	4,968	1,081
Potential Slippage c/f	(1,781)	(1,727)	(54)
<b>Total Spend 2018/19</b>	33,847	27,820	6,027

## SECTION 4

**DETAILED CAPITAL PROGRAMME 2015-19 - £000s****ANNEX 3**

<b>Corporate Services</b>	<b>Scrutiny Panel *</b>	<b>Updated Budget 15/16</b>	<b>Updated Budget 16/17</b>	<b>Updated Budget 17/18</b>	<b>Updated Budget 18/19</b>
<b>Corporate Budgets</b>					
Acquisitions Budget	OSC	500	500	0	0
Transformation Budgets	OSC	235	0	0	0
Capital Bidding Fund	OSC	878	500	0	0
<b>Total Corporate Budgets</b>		<b>1,613</b>	<b>1,000</b>	<b>0</b>	<b>0</b>
<b>Business Improvements</b>					
Replace doc management system	OSC	740	0	0	0
Customer Contact Programme	OSC	785	0	0	0
Replacement SC System	OSC	686	0	0	0
<b>Total Business Improvement</b>		<b>2,211</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Resources</b>					
Improving Information Systems	OSC	562	0	0	0
<b>Total Resources</b>		<b>562</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Information Technology</b>					
Planned Replacement Programme	OSC	299	1,412	1,686	957
ITSD Enhancements	OSC	85	250	120	50
Multi-Functioning Device (MFD)	OSC	200	200	75	0
<b>Total Information Technology</b>		<b>584</b>	<b>1,862</b>	<b>1,881</b>	<b>1,007</b>
<b>Facilities Management</b>					
Invest to Save Schemes	OSC	1,800	300	300	300
Water Safety Works	OSC	0	150	150	100
Asbestos Safety Works	OSC	0	250	250	250
Capital Works - Facilities	OSC	200	300	300	300
Civic Centre Passenger Lifts	OSC	343	0	0	0
Civic Centre Boilers	OSC	0	0	0	300
Data Centre Support Equipment	OSC	0	0	0	300
Civic Centre Staff Entrance Improvements	OSC	0	0	0	200
Civic Centre Windows	OSC	115	0	0	0
<b>Total Facilities Management</b>		<b>2,458</b>	<b>1,000</b>	<b>1,000</b>	<b>1,750</b>
<b>TOTAL</b>		<b>7,428</b>	<b>3,862</b>	<b>2,881</b>	<b>2,757</b>

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

## Please Note

- 1) At present the programme contains no provision for the transport implementation costs of the South London Partnership.
- 2) Excludes expenditure budgets relating to Disabled Facilities Grant from 16/17 as grant funding has not been announced.
- 3) Excludes expenditure budgets relating to Transport for London Grant from 17/18 as grant funding has not been announced.
- 4) Excludes expenditure budgets relating to Devolved Formula Capital for schools from 2016/17 as grant funding has not been announced.

**DETAILED CAPITAL PROGRAMME 2015-19 - £000s**

<b>Community and Housing</b>	<b>Scrutiny Panel *</b>	<b>Updated Budget 15/16</b>	<b>Updated Budget 16/17</b>	<b>Updated Budget 17/18</b>	<b>Updated Budget 18/19</b>
<b>Adult Social Care</b>					
Laptops for Other Staff	HCOP	54	0	0	0
<b>Total Adult Social Care</b>		<b>54</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Housing</b>					
191-193 Western Road	SC	115	0	0	0
Disabled Facilities Grant	SC	1,569	724	280	280
Small Repairs Grant	SC	72	60	60	60
<b>Total Housing</b>		<b>1,757</b>	<b>784</b>	<b>340</b>	<b>340</b>
<b>Libraries</b>					
Relocation of Colliers Wood Library	SC	0	550	0	0
Library Self Service	SC	350	0	0	0
<b>Total Libraries</b>		<b>350</b>	<b>550</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>		<b>2,161</b>	<b>1,334</b>	<b>340</b>	<b>340</b>

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

## Please Note

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- 4) Excludes expenditure budgets relating to Devolved Formula Capital for schools from 2016/17 as grant funding has not been announced.

## SECTION 4

**DETAILED CAPITAL PROGRAMME 2015-19 - £000s****ANNEX 3**

		Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19
<b>Children, Schools and Families</b>					
<b>Primary School Expansions</b>					
Dundonald expansion	CYP	4,039	1,117	0	0
Hillcross School Expansion	CYP	1,624	0	0	0
Merton Abbey	CYP	987	0	0	0
Pelham School Expansion	CYP	2,523	0	0	0
Poplar Permanent Expansion	CYP	411	0	0	0
St Mary's expansion	CYP	159	0	0	0
Singlegate expansion	CYP	2,194	300	0	0
22 FE School Expansion	CYP	95	2,575	2,075	0
23 FE School Expansion	CYP	0	100	555	2,575
26 FE School Expansion	CYP	0	0	619	0
27 FE School Expansion	CYP	0	0	300	0
28 FE School Expansion	CYP	0	0	300	0
<b>Total Primary School Expansions</b>		<b>12,031</b>	<b>4,092</b>	<b>3,849</b>	<b>2,575</b>
Scheme 1 Phased Extra 4fe	CYP	180	2,800	0	3,678
Scheme 2 Phased Extra 4fe	CYP	180	2,800	0	2,270
Scheme 3 Phased Extra 4fe reduced to 2fe	CYP	180	2,800	0	0
Scheme 5 Phased Extra 2fe	CYP	0	95	1,500	1,528
Scheme 6 Phased Extra 2fe	CYP	30	1,900	3,000	2,000
Scheme 4 New School Extra 6fe	CYP	100	4,980	7,000	4,479
<b>Secondary School Expansions</b>		<b>670</b>	<b>15,375</b>	<b>11,500</b>	<b>13,954</b>
<b>Special Educational Needs</b>					
Cricket Green	CYP	130	1,500	1,500	0
Primary school autism unit	CYP	916	0	0	0
Perseid	CYP	1,150	0	0	850
Perseid - Further 28 Places Primary	CYP	100	1,500	1,500	0
Secondary School Autism Unit	CYP	250	910	0	0
<b>Special Educational Needs</b>		<b>2,547</b>	<b>3,910</b>	<b>3,000</b>	<b>850</b>
<b>Other</b>					
Inflation Contingency	CYP	428	1,952	1,876	2,075
Devolved Formula Capital	CYP	564	0	0	0
Schs Cap Maint & Accessibility	CYP	650	650	650	650
Free School Meals	CYP	110	0	0	0
Schools Equipment Loans	CYP	104	104	104	0
<b>Total Other</b>		<b>1,857</b>	<b>2,707</b>	<b>2,630</b>	<b>2,725</b>
<b>TOTAL</b>		<b>17,105</b>	<b>26,084</b>	<b>20,979</b>	<b>20,104</b>



## SECTION 4

## DETAILED CAPITAL PROGRAMME 2015-19 - £000s

## ANNEX 3

Environment and Regeneration	Scrutiny Panel *	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19
<b>Footways Planned Works</b>					
Repairs to Footways	SC	1,000	1,000	1,000	1,000
<b>Total Footways Planned Works</b>		<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>Greenspaces</b>					
Play Space Pollards Hill - S106	SC	5	0	0	0
Parks Investment	SC	216	331	216	323
Pay and Display Machines	SC	60	0	0	0
Parks Bins - Finance Lease	SC	34	34	34	28
Mostyn Gardens Outdoor Gym	SC	10	0	0	0
Brenley Park Canopy Creation	SC	2	0	0	0
B488 Landscape Dundonald Rec G	SC	5	0	0	0
B489 Landscape Colliers Wd Rc	SC	11	0	0	0
B506 Colliers Wood Rec	SC	5	0	0	0
B627a&b Cottnhm Prk-play area	SC	3	0	0	0
B521 - Morden Park	SC	30	0	0	0
B626a-c Cottnhm Prk&Hollnd Gdn	SC	23	0	0	0
B650 Rowan Road Park Improvmt	SC	3	0	0	0
New Scheme- Figges Marsh Changing Room	SC	138	0	0	0
Living Wandle Ravensbury Park	SC	76	0	0	0
Pollution	SC	15	0	0	0
<b>Total Greenspaces</b>		<b>636</b>	<b>365</b>	<b>250</b>	<b>350</b>
<b>Highways General Planned Works</b>					
Surface Water Drainage	SC	62	69	69	69
Highways bridges & structures	SC	260	260	260	260
Maintain AntiSkid and Coloured	SC	90	90	90	90
B646a Lombard Industrial Estat	SC	24	0	0	0
B639a Fair Green	SC	23	0	0	0
<b>Total Highways General Planned Works</b>		<b>459</b>	<b>419</b>	<b>419</b>	<b>419</b>
<b>Highways Planned Road Works</b>					
Borough Roads Maintenance	SC	1,500	1,500	1,500	1,500
<b>Total Highways Planned Road Works</b>		<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>
<b>Leisure Centres</b>					
Leisure Centre Plant & Machine	SC	300	300	300	300
Morden Leisure Centre	SC	900	9,000	1,000	0
Wimbledon Park Lake De-Silting	SC	0	0	0	1,500
<b>Total Leisure Centres</b>		<b>1,200</b>	<b>9,300</b>	<b>1,300</b>	<b>1,800</b>

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

## SECTION 4

## DETAILED CAPITAL PROGRAMME 2015-19 - £000s

## ANNEX 3

Environment and Regeneration	Scrutiny Panel *	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19
<b>Other E&amp;R</b>					
Priests House	SC	300	0	0	0
Mobile Working Initiative	SC	51	0	0	0
<b>Total Other E&amp;R</b>		<b>351</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>On and Off Street Parking</b>					
Tackling Traffic Congestion		1,300	0	0	0
<b>Total On and Off Street Parking</b>		<b>1,300</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Regeneration Partnerships</b>					
Industrial Estate Investment	SC	750	0	0	0
Mitcham Major schemes	SC	1,900	884	0	0
Match Funding for GLA Bid from Future Merton	SC	122	0	0	0
Restoration Mitcham Clock Tower	SC	29	0	0	0
S106 Wim broadwy CA	SC	46	0	0	0
Town Centre Investment	SC	1,688	1,037	0	0
Mitcham Town Centre Improvements	SC	152	0	0	0
Colliers Wood Town Centre Improvements	SC	90	0	0	0
Wimbledon - TfL	SC	200	3,000	0	0
Morden - TfL	SC	0	300	3,000	0
B672a-f Connecting Colliers Wood	SC	72	0	0	0
<b>Total Regeneration Partnerships</b>		<b>5,050</b>	<b>5,221</b>	<b>3,000</b>	<b>0</b>
<b>Street Lighting</b>					
<b>Street Lighting Replacement Pr</b>	SC	200	462	290	509
<b>Total Street Lighting</b>		<b>200</b>	<b>462</b>	<b>290</b>	<b>509</b>
<b>Street Scene</b>					
Street scene enhancements	SC	250	0	0	0
B591b Shop Front Improvement	SC	43	0	0	0
B591a Street Scene Improvement	SC	18	0	0	0
Street Tree Programme	SC	65	60	60	100
Raynes Park Street Scene	SC	0	0	0	0
<b>Total Street Scene</b>		<b>375</b>	<b>60</b>	<b>60</b>	<b>100</b>
<b>Transport for London</b>					
Unallocated	SC	1,935	1,826	1,826	0
<b>Total Transport for London</b>		<b>1,935</b>	<b>1,826</b>	<b>1,826</b>	<b>0</b>
<b>Traffic and Parking Management</b>					
Traffic Schemes	SC	135	150	156	175
S106 Cycle Imp Beverley Rounda	SC	44	0	0	0
<b>Total Traffic and Parking Management</b>		<b>179</b>	<b>150</b>	<b>156</b>	<b>175</b>

## SECTION 4

ANNEX 3

**DETAILED CAPITAL PROGRAMME 2015-19 - £000s**

<b>Environment and Regeneration</b>	<b>Scrutiny Panel *</b>	<b>Updated Budget 15/16</b>	<b>Updated Budget 16/17</b>	<b>Updated Budget 17/18</b>	<b>Updated Budget 18/19</b>
<b>Transport and Plant</b>					
Replacement of Fleet Vehicles	SC	500	500	500	500
Network Rail	SC	9	0	0	0
Shared Space	SC	20	0	0	0
B609 Wim Town Centre trans imp	SC	5	0	0	0
B610 Wim Town Centre trans imp	SC	12	0	0	0
Transportation Enhancements	SC	0	5,000	0	0
<b>Total Transport and Plant</b>		<b>547</b>	<b>5,500</b>	<b>500</b>	<b>500</b>
<b>Safer Merton - CCTV &amp; ASB</b>					
CCTV (match funding)	SC	300	300	0	0
<b>Total Safer Merton - CCTV &amp; ASB</b>		<b>300</b>	<b>300</b>	<b>0</b>	<b>0</b>
<b>Waste Operations</b>					
Alley Gating Scheme - Fly Tip	SC	20	20	20	20
Wheelie Bins Pilot	SC	24	0	0	0
Waste Bins - Finance Lease	SC	6	6	6	6
Waste Phase B - Replace RCVs	SC	31	0	0	0
GPS Vehicle Tracking	SC	130	0	0	0
<b>Total Waste Operations</b>		<b>210</b>	<b>26</b>	<b>26</b>	<b>26</b>
<b>TOTAL</b>		<b>15,240</b>	<b>26,129</b>	<b>10,327</b>	<b>6,379</b>

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- 2) Excludes expenditure budgets relating to Disabled Facilities Grant from 16/17 as grant funding has not been announced.
- 3) Excludes expenditure budgets relating to Transport for London Grant from 17/18 as grant funding has not been announced.
- 4) Excludes expenditure budgets relating to Devolved Formula Capital for schools from 2016/17 as grant funding has not been announced.

## SECTION 4

ANNEX 4

**ANALYSIS OF GROWTH 2015-19 - £000s**

<b>Merton</b>	<b>Scrutiny Panel *</b>	<b>Updated Budget 15/16</b>	<b>Updated Budget 16/17</b>	<b>Updated Budget 17/18</b>	<b>Updated Budget 18/19</b>
Corporate Services		1,500	0	0	972
Community and Housing		0	0	0	0
Children, Schools and Families		847	1,702	(524)	(7,475)
Environment and Regeneration		1,185	3,794	4,826	1,309
		<b>3,532</b>	<b>5,496</b>	<b>4,302</b>	<b>(5,194)</b>

	<b>Scrutiny Panel *</b>	<b>Updated Budget 15/16</b>	<b>Updated Budget 16/17</b>	<b>Updated Budget 17/18</b>	<b>Updated Budget 18/19</b>
<b>Corporate Services</b>					
<b>Information Technology</b>					
Planned Replacement Programme	OSC	0	0	0	397
ITSD Enhancements	OSC	0	0	0	(225)
<b>Total Information Technology</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>172</b>
<b>Facilities Management</b>					
Invest to Save Schemes	OSC	1,500	0	0	0
Civic Centre Boilers	OSC	0	0	0	300
Data Centre Support Equipment	OSC	0	0	0	300
Civic Centre Staff Entrance Improvements	OSC	0	0	0	200
<b>Total Facilities Management</b>		<b>1,500</b>	<b>0</b>	<b>0</b>	<b>800</b>
<b>TOTAL</b>		<b>1,500</b>	<b>0</b>	<b>0</b>	<b>972</b>

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## SECTION 4

ANNEX 4

**ANALYSIS OF GROWTH 2015-19 - £000s**

		Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19
<b>Children, Schools and Families</b>					
<b>Primary School Expansions</b>					
24 FE School Expansion	CYP	0	(100)	(1,625)	(1,600)
25 FE School Expansion	CYP	0	(100)	(1,625)	(1,600)
<b>Total Primary School Expansions</b>		<b>0</b>	<b>(200)</b>	<b>(3,250)</b>	<b>(3,200)</b>
Scheme 3 Phased Extra 4fe reduced to 2fe	CYP	0	0	0	(1,850)
Scheme 7 Phased Extra 1fe reduced to 0 fe	CYP	0	(50)	(1,100)	(2,640)
Scheme 8 Phased Extra 1fe reduced to 0 fe	CYP	0	(50)	(1,100)	(1,910)
Scheme 4 New School Extra 6fe	CYP	0	0	0	0
<b>Secondary School Expansions</b>		<b>0</b>	<b>(100)</b>	<b>(2,200)</b>	<b>(6,399)</b>
<b>Special Educational Needs</b>					
Cricket Green	CYP	0	(1,500)	1,500	0
Perseid	CYP	0	0	0	0
Perseid - Further 28 Places Primary	CYP	100	1,500	1,500	0
<b>Special Educational Needs</b>		<b>100</b>	<b>0</b>	<b>3,000</b>	<b>0</b>
<b>Other</b>					
Inflation Contingency	CYP	172	1,952	1,876	2,075
Devolved Formula Capital	CYP	525	0	0	0
Schs Cap Maint & Accessibility	CYP	50	50	50	50
<b>Total Other</b>		<b>747</b>	<b>2,002</b>	<b>1,926</b>	<b>2,125</b>
<b>TOTAL</b>		<b>847</b>	<b>1,702</b>	<b>(524)</b>	<b>(7,475)</b>

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ANNEX 4

## SECTION 4

### ANALYSIS OF GROWTH 2015-19 - £000s

Environment and Regeneration	Scrutiny Panel *	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19
<b>Greenspaces</b>					
Parks Investment	SC	0	(60)	0	0
Pay and Display Machines	SC	60	0	0	0
<b>Total Greenspaces</b>		<b>60</b>	<b>(60)</b>	<b>0</b>	<b>0</b>
<b>Highways Planned Road Works</b>					
Borough Roads Maintenance	SC	0	0	0	(100)
<b>Total Highways Planned Road Works</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>(100)</b>
<b>Leisure Centres</b>					
Wimbledon Park Lake De-Silting	SC	0	0	0	1,500
<b>Total Leisure Centres</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>1,500</b>
<b>Other E&amp;R</b>					
Priests House	SC	300	0	0	0
<b>Total Other E&amp;R</b>		<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Regeneration Partnerships</b>					
Mitcham Major schemes	SC	0	(1)	0	0
Wimbledon - TfL	SC	200	3,000	0	0
Morden - TfL	SC	0	300	3,000	0
<b>Total Regeneration Partnerships</b>		<b>200</b>	<b>3,299</b>	<b>3,000</b>	<b>0</b>
<b>Street Scene</b>					
Street Tree Programme	SC	0	0	0	40
<b>Total Street Scene</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>40</b>
<b>Transport for London</b>					
Unallocated	SC	625	555	1,826	0
<b>Total Transport for London</b>		<b>625</b>	<b>555</b>	<b>1,826</b>	<b>0</b>
<b>Traffic and Parking Management</b>					
Traffic Schemes	SC	0	0	0	(131)
<b>Total Traffic and Parking Management</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>(131)</b>
<b>TOTAL</b>		<b>1,185</b>	<b>3,794</b>	<b>4,826</b>	<b>1,309</b>

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**INDICATIVE CAPITAL PROGRAMME 2015-19 - £000s**

Corporate Services	Scrutiny Panel *	Indicative Budget 19/20	Indicative Budget 20/21	Indicative Budget 21/22	Indicative Budget 22/23	Indicative Budget 23/24
<b>Information Technology</b>						
Planned Replacement Programme	OSC	575	860	770	560	575
<b>Total Information Technology</b>		<b>575</b>	<b>860</b>	<b>770</b>	<b>560</b>	<b>575</b>
<b>Facilities Management</b>						
Invest to Save Schemes	OSC	300	300	300	300	300
Water Safety Works	OSC	75	50	25	25	25
Asbestos Safety Works	OSC	250	250	250	250	250
Capital Works - Facilities	OSC	300	300	300	300	300
<b>Total Facilities Management</b>		<b>925</b>	<b>900</b>	<b>875</b>	<b>875</b>	<b>875</b>
<b>TOTAL</b>		<b>1,500</b>	<b>1,760</b>	<b>1,645</b>	<b>1,435</b>	<b>1,450</b>

Community and Housing	Scrutiny Panel *	Indicative Budget 19/20	Indicative Budget 20/21	Indicative Budget 21/22	Indicative Budget 22/23	Indicative Budget 23/24
<b>Housing</b>						
Disabled Facilities Grant	SC	280	280	280	280	280
Small Repairs Grant	SC	60	60	60	60	60
<b>Total Housing</b>		<b>340</b>	<b>340</b>	<b>340</b>	<b>340</b>	<b>340</b>
<b>TOTAL</b>		<b>340</b>	<b>340</b>	<b>340</b>	<b>340</b>	<b>340</b>

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**INDICATIVE CAPITAL PROGRAMME 2015-19 - £000s**

		Indicative Budget 19/20	Indicative Budget 20/21	Indicative Budget 21/22	Indicative Budget 22/23	Indicative Budget 23/24
<b>Children, Schools and Families</b>						
<b>Primary School Expansions</b>						
23 FE School Expansion	CYP	1,600	0	0	0	0
<b>Total Primary School Expansions</b>		<b>1,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Scheme 4 New School Extra 6fe	CYP	0	6,000	4,008	0	0
<b>Secondary School Expansions</b>		<b>0</b>	<b>6,000</b>	<b>4,008</b>	<b>0</b>	<b>0</b>
<b>Special Educational Needs</b>						
Perseid	CYP	850	0	0	0	0
<b>Special Educational Needs</b>		<b>850</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other</b>						
Inflation Contingency	CYP	166	597	402	9	9
Schs Cap Maint & Accessibility	CYP	650	650	650	650	650
<b>Total Other</b>		<b>816</b>	<b>1,247</b>	<b>1,052</b>	<b>659</b>	<b>659</b>
<b>TOTAL</b>		<b>3,266</b>	<b>7,247</b>	<b>5,060</b>	<b>659</b>	<b>659</b>

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\*\* Negative growth in the capital programme is as a result of reduction when compared to the approved (15/18)and indicative (18/19) programme.

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## SECTION 4

## INDICATIVE CAPITAL PROGRAMME 2015-19 - £000s

## ANNEX 5

Environment and Regeneration	Scrutiny Panel *	Indicative Budget 19/20	Indicative Budget 20/21	Indicative Budget 21/22	Indicative Budget 22/23	Indicative Budget 23/24
<b>Footways Planned Works</b>						
Repairs to Footways	SC	1,000	1,000	1,000	1,000	1,000
<b>Total Footways Planned Works</b>		<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>Greenspaces</b>						
Parks Investment	SC	350	350	350	350	350
<b>Total Greenspaces</b>		<b>350</b>	<b>350</b>	<b>350</b>	<b>350</b>	<b>350</b>
<b>Highways General Planned Works</b>						
Surface Water Drainage	SC	69	69	69	69	69
Highways bridges & structures	SC	260	260	260	260	260
Maintain AntiSkid and Coloured	SC	90	90	90	90	90
<b>Total Highways General Planned Works</b>		<b>419</b>	<b>419</b>	<b>419</b>	<b>419</b>	<b>419</b>
<b>Highways Planned Road Works</b>						
Borough Roads Maintenance	SC	1,500	1,500	1,500	1,500	1,500
<b>Total Highways Planned Road Works</b>		<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>
<b>Leisure Centres</b>						
Leisure Centre Plant & Machine	SC	300	300	300	300	300
<b>Total Leisure Centres</b>		<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>
<b>Street Lighting</b>						
Street Lighting Replacement Pr	SC	509	290	290	290	290
<b>Total Street Lighting</b>		<b>509</b>	<b>290</b>	<b>290</b>	<b>290</b>	<b>290</b>
<b>Street Scene</b>						
Street Tree Programme	SC	100	100	100	100	100
<b>Total Street Scene</b>		<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>Transport for London</b>						
<b>Traffic and Parking Management</b>						
Traffic Schemes	SC	175	175	175	175	175
<b>Total Traffic and Parking Management</b>		<b>175</b>	<b>175</b>	<b>175</b>	<b>175</b>	<b>175</b>
<b>Transport and Plant</b>						
Replacement of Fleet Vehicles	SC	500	500	500	500	500
<b>Total Transport and Plant</b>		<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
<b>Waste Operations</b>						
Alley Gating Scheme - Fly Tip	SC	20	20	20	20	20
<b>Total Waste Operations</b>		<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>
<b>TOTAL</b>		<b>4,873</b>	<b>4,654</b>	<b>4,654</b>	<b>4,654</b>	<b>4,654</b>

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## **A) TREASURY MANAGEMENT POLICY STATEMENT Section 5**

### **1. Introduction**

#### **1.1 Background and Treasury Management Policy Statement**

The London Borough of Merton's treasury management activities spans across the management of its investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks.

The investment environment we operate in remain difficult, however the Council will continue to scrutinise all investment opportunity or products before use regardless of whether other council's are investing in such.

#### **1.2 Statutory requirements**

The Local Government Act 2003 (the Act) as amended in 2011 and supporting regulations, requires the council to 'have regard to' the Chartered Institute of Public Finance and Accountancy's (CIPFA) Prudential Code and the CIPFA Treasury Management Code of practice to set Prudential and Treasury Indicators for the next three years and to ensure that the council's capital investment plans are affordable, prudent and sustainable. The Act requires the council to set out its treasury strategy for borrowing and to prepare an Annual Investment Strategy. CIPFA revised code of practice on treasury management has also been adopted.

#### **1.3 Balanced Budget Requirement**

Section 33 of the Local Government Finance Act 1992 requires the council to set a balanced budget. This therefore means that increases in capital expenditure must be limited to a level whereby increases in charges to revenue from increases in interest charges caused by increased borrowing to finance additions to capital expenditure and any increases in running costs from new capital projects, are limited to a level which is affordable within the projected income of the council for the foreseeable future.

Part of the Treasury Management operation is to ensure that its cash flow is adequately planned, with cash being available for spend when it is needed. Cash yet to be used are invested in low risk and good credit quality counterparties or instruments with the consideration first for adequate liquidity and security before investment return.

The other main function is the funding of the Council's capital plans. These capital plans provide a guide to the long or short term borrowing need of the council. To manage this, the council has to control and plan its long term cash flow, while the management of longer term cash may involve arranging long or short dated loans, or using longer term cash flow surpluses. On some occasion and after careful thought of the S151 Officer any debt previously drawn may be restructured or repaid to meet council risk or cost objectives.

**1.4 The Treasury Management strategy for 2015/16 covers two main areas: Capital Issues**

- the capital plans and the prudential indicators;
- the Minimum Revenue Provision strategy.

**Treasury Management Issues**

- the current treasury position as at December 2014;
- treasury indicators which will limit the treasury risk and activities of the council;
- prospects for interest rates;
- the borrowing strategy;
- policy on borrowing in advance of need;
- debt rescheduling and early repayment of debt review;
- the Annual Investment Strategy and alternative investment instruments (Policy on new lending and borrowing instruments);
- creditworthiness policy
- Treasury Management Principles (Appendix 6);
- cash flow policy; and
- policy on use of external service providers; and
- Financial Instruments available to the Council (Appendix 4)

These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, the Communities and Local Government (CLG) MRP Guidance, the CIPFA Treasury Management Code and the CLG Investment Guidance.

**2. The Current Treasury Position**

**2.1 The Use of the Council's Resources and the Investment Position**

The application of resources (capital receipts and reserves etc.) to either finance capital expenditure or other budget decisions to support the revenue budget will have an ongoing impact on investments unless resources are supplemented each year from new sources for example asset sales.

The table below shows the position as at 31 January 2015.

<b>Year End Resources</b>	<b>2013/14 Actual £'000</b>	<b>31 January 2014 Actual £'000</b>	<b>31 March 2014/15 Estimate £'000</b>	<b>31 March 2015/16 Estimate £'000</b>
Investments	80,000	96,450	78.4	70.2
Interest on investments	790	499	777	654
Borrowing				
Long Term Borrowing	116,976	116,976	116,976	116,976
Short Term Borrowing				
<b>Total External Debt</b>	<b>116,976</b>	<b>116,976</b>	<b>116,976</b>	<b>116,976</b>
Interest on External Debt				
Long Term	6,692	5,133	6,682	6,682
Short Term	23			
<b>Total Interest on External Debt</b>	<b>6,715</b>	<b>5,133</b>	<b>6,682</b>	<b>6,682</b>

Interest on investments figures above do not include interest from policy investments.

### 3. The Capital Prudential Indicators

3.1 Capital expenditure plans are one of the key drivers of Treasury Management activity, the output of the capital expenditure plans is reflected in prudential indicators which are designed to provide members with an overview and confirm capital expenditure plans.

**Capital Expenditure** – this indicator is a summary of the council's capital expenditure plans as at December 2014. It should be noted that the figures in the table below do not reflect any slippage in the capital programme. Environment and Regeneration figures include projects relating to Public Health programs however these fully funded and do not have any MRP implications. The 2014/15 figures have been adjusted for finance lease implications.

Capital Expenditure	2013/14 Actual £'000	2014/15 Estimate £'000	2015/16 Estimate £'000	2016/17 Estimate £'000	2017/18 Estimate £'000	2018/19 Estimate £'000
Children Schools & Families	12,610	24,566	17,105	26,084	20,979	20,104
Community & Housing	1,595	2,665	2,161	1,334	340	340
Corporate Services	6,252	4,887	7,428	3,862	2,881	2,757
Environment & Regeneration	11,167	11,638	15,201	26,090	10,288	6,346
CHAS	0	0	0	0	0	0
<b>Total Non-HRA</b>	<b>31,624</b>	<b>44,231</b>	<b>41,695</b>	<b>57,170</b>	<b>34,413</b>	<b>29,547</b>

The table below shows how the capital expenditure plans are being financed by revenue or capital resources. A short fall of resources means a borrowing need. The capital programme expenditure figures used in calculating the financing costs have been adjusted for slippage in the programme as at December 2014.

Capital Expenditure	2013/14 Actual £'000	2014/15 Estimate £'000	2015/16 Estimate £'000	2016/17 Estimate £'000	2017/18 Estimate £'000	2018/19 Estimate £'000
Capital Expenditure	31,624	44,231	41,695	57,710	34,413	29,547
Slippage*	0	7,801	3,074	10,002	(10,002)	(4,268)
Total Capital Expenditure	31,624	36,430	38,621	47,168	44,415	33,815
<b>Financed by:</b>						
Capital Receipts	600	56	291	3,582	2,871	12
Capital Grants & Contributions	15,253	27,704	21,608	11,387	11,141	6,027
Capital Reserves						
Revenue Provisions	6,421	1,674	4,764	0	0	0
Other Financing Sources						

Capital Expenditure	2013/14 Actual £'000	2014/15 Estimate £'000	2015/16 Estimate £'000	2016/17 Estimate £'000	2017/18 Estimate £'000	2018/19 Estimate £'000
<b>Net financing need for the year</b>	<b>9,350</b>	<b>6,996</b>	<b>11,958</b>	<b>32,199</b>	<b>30,403</b>	<b>27,776</b>

\*In the above table slippage includes slippage in from the previous year and out to the following year

### **3.2 The Council's Borrowing Need (the Capital Financing Requirement)**

The second prudential indicator Capital Financing Requirement (CFR), is simply the total historical outstanding capital expenditure which has not yet been paid for from either revenue or capital resources i.e. a measure of the underlying borrowing need. Any capital expenditure above, which has not immediately been paid for, will increase the CFR.

The CFR includes any other long term liabilities like PFI schemes and finance leases which have been brought onto the balance sheet. Whilst this increases the CFR, and therefore the council's borrowing requirement, it should be noted that these types of scheme include a borrowing facility and so the council is not required to separately borrow for these schemes.

This council has no Housing Revenue Account (HRA) and no new PFI schemes in 2015/16 is expected. Public Health capital projects are fully funded therefore have no CFR implications.

The 2014/15 forecast movement in CFR shows a reduction of £2,245k because the expenditure to be funded from borrowing in 2014/15 is less than the amount of MRP charged in the year.

The current projection as at 31 January 2015 for 2014/15 year end is an estimated cash balance of £78.4m. The current cash flow forecast has been based on assumptions in the MTF5 and capital program spend forecast after slippage. 2014/15 forecast £36.4m, 2015/16 £38.62m, and 2016/17 £57.17m. These are based on best estimates which may sometimes slip due to unforeseen circumstances and the nature of large projects and the level of grant income as well as fees and charges for the council may change. Based on current forecasts the earliest the council can borrow is end of 2017/18 in anticipation for 2018/19.

It should be noted that the council can borrow in advance of need if rates fall and borrowing becomes a lot more cheaper that it currently is.

	2013/14 Actual £'000	2014/15 Estimate £'000	2015/16 Estimate £'000	2016/17 Estimate £'000	2017/18 Estimate £'000	2018/19 Estimate £'000
<b>Capital Financing Requirement</b>						
CFR (non-housing)	214,060	211,815	219,310	246,863	266,580	283,182
<b>Total CFR</b>	<b>214,060</b>	<b>211,815</b>	<b>214,396</b>	<b>237,123</b>	<b>256,840</b>	<b>273,442</b>
<b>Movement in CFR</b>	<b>535</b>	<b>(2,245)</b>	<b>2,582</b>	<b>22,727</b>	<b>19,718</b>	<b>16,601</b>
<b>Movement in CFR represented by</b>						
Net financing need for the year (above)	9,350	6,996	11,958	32,199	30,403	27,776
Less Capital MRP/VRP	7,610	7,543	7,628	7,836	9,038	9,694
Less Other MRP/VRP (leasing, PFI)	685	1,141	1,151	996	961	746
Less Other MRP/VRP – PFI – Partial termination	520	557	597	640	686	735
Less Other financing movements <ul style="list-style-type: none"> <li>• Adjustment of PFI Liability</li> <li>• Adjustment of MRP</li> </ul>						
<b>Movement in CFR</b>	<b>535</b>	<b>(2,245)</b>	<b>2,582</b>	<b>22,727</b>	<b>19,718</b>	<b>16,601</b>

**Actual and estimates of the ratio of financing costs to net revenue stream**

- this indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream. The indicator shows the proportion of the income received from council tax, revenue support grant and NNDR that is spent in paying the consequences of borrowing associated with delivery of capital investment i.e. principal and interest charges of long term borrowing.

	2013/14 Actual %	2014/15 Estimate %	2015/16 Estimate %	2016/17 Estimate %	2017/18 Estimate %	2018/19 Estimate %
Ratio of Financing Costs to Net Revenue Stream (Non HRA)	11.15%	11.61%	12.76%	13.62%	15.37%	16.54%

The table below shows the monetary values for the above ratio

	2013/14 Actual £'000	2014/15 Estimate £'000	2015/16 Estimate £'000	2016/17 Estimate £'000	2017/18 Estimate £'000	2018/19 Estimate £'000
Net Revenue Financing Costs	18385	18,871	18,994	19,445	21,063	22,063
Net Financing Stream**	164,869	162,542	148,910	142,730	137,044	133,378

**Estimates of the incremental impact of capital investment decisions on council tax.**

The table below shows the Incremental impact of changes in the capital programme (incorporating the effects of changes in treasury forecasts and investment decisions) on the band D council tax.

%	2013/14 Actual %	2014/15 Estimate %	2015/16 Estimate %	2016/17 Estimate %	2017/18 Estimate %	2018/19 Estimate %
<b>Council tax – band D</b>	<b>0.0025%</b>	<b>0.0006%</b>	<b>0.0002%</b>	<b>0.0006%</b>	<b>0.0021%</b>	<b>0.0013%</b>

Council tax has remained the same since 2011/12 therefore there has been little or no incremental impact on Council tax band D properties.

£	2013/14 Actual £	2014/15 Estimate £	2015/16 Estimate £	2016/17 Estimate £	2017/18 Estimate £	2018/19 Estimate £
Incremental Change in Capital Financing Costs	1830	486	123	451	1,618	1,000
Council Tax Base	66,981	68,087	69,638	69,986	70,336	70,688
<b>Incremental Impact on Council Tax - Band D***</b>	<b>0.03</b>	<b>0.01</b>	<b>0.00</b>	<b>0.01</b>	<b>0.02</b>	<b>0.01</b>
Council Tax - Band D	1,106.56	1,106.56	1,106.56	1,106.56	1,106.56	1,106.56

\*\*\*2014/15 is actual council tax amounts, 2015/16 is proposed.. However the council tax base for future years is an approximation of future years.

#### 4. Minimum Revenue Provision Statement and Policy (MRP)

4.1 The council is required to pay off an element of the accumulated General Fund capital spend each year (the CFR) through a revenue charge (the MRP), although it is also allowed to undertake additional voluntary payments if required (voluntary revenue provision - VRP). The Council has not made any provision for VRP in its capital expenditure.

For capital expenditure incurred before 1 April 2008 or by Supported Capital Expenditure, the MRP policy follows CLG regulations (option 1). This provides for an approximate 4% reduction in the borrowing need (CFR) each year.

From 1 April 2008 for all unsupported borrowing (including PFI and finance leases) the MRP policy will be based on the Asset Life Method – CLG regulations (option 3).

This option will be applied for any expenditure capitalised under a capitalisation direction. It should be noted that this option provides for a reduction in the borrowing need over approximately the asset's life.

The Council is required to have regard for the Local government Involvement in health Act 2007 and any MRP implications on how the Council will pay for unfinanced capital assets through revenue will be included in the MRP policy.

Category	Depreciation (Years)
<b>Properties valued over £1m</b>	
Buildings	50
Mechanical & Electrical	20
External	20
<b>Properties valued under £1m</b>	
Buildings	40
Infrastructure (roads etc)	25
Computer software	5
Computer hardware	5
Large vehicles – e.g. buses, RCVs	7
Small vehicles – e.g. cars, vans	5
Other equipment e.g. CCTV	5

<b>MRP years where there is no depreciation equivalent</b>	
Land	50
Revenue Expenditure Funded by capital Under Statute e.g. Redundancy costs	20

## 5. Treasury Management Strategy

### 5.1 The Prospects for Interest Rates and economic forecasts

Consideration is given to economic and interest rate forecasts because they provide likely investment rates (bank rates), likely borrowing rates (PWLB), credit risk profile thereby giving some latitude on when to borrow, repay and invest. However as with every forecast there is also the likelihood of economic factors not following forecasts.

The following table gives the central position on the council's Treasury Management adviser's view on the prospects on interest rates.

Annual Average %	Bank Rate (%)	PWLB Borrowing Rates (%)			
		5 year	10 year	25 year	50 year
Dec 2014	0.50	2.05	2.69	3.38	3.37
March 2015	0.50	2.20	2.80	3.40	3.40
June 2015	0.50	2.20	2.80	3.50	3.50
Sept 2015	0.50	2.30	3.00	3.70	3.70
Dec 2015	0.75	2.50	3.20	3.80	3.80
March 2016	0.75	2.60	3.30	4.00	4.00
June 2016	1.00	2.80	3.50	4.20	4.20
Sept 2016	1.00	2.90	3.60	4.30	4.30
Dec 2016	1.25	3.00	3.70	4.40	4.40
March 2017	1.25	3.20	3.80	4.50	4.50
June 2017	1.50	3.30	3.90	4.60	4.60
Sept 2017	1.75	3.40	4.00	4.70	4.70
Dec 2017	1.75	3.50	4.10	4.70	4.70
Mar 2018	2.00	3.60	4.20	4.80	4.80

Source: Capita Asset Services



Recent fall in oil prices are expected to leads to growth in the economy. ECB stimulus to the Eurozone economy is expected to positively impact the UK economy..

The Bank of England have confirmed that inflation target will remain at 2% and UK house price growth began to slow. UK base rate rise expected around Q1 2016. Fiscal policies will continue to affect growth especially with inflation being below target rates. There is risk that markets may overreact when policy interest rates start to rise

In the Eurozone, industrial production growth annual growth fell from +0.8% to -0.4% due to base effects. Although industries expect a better performance in quarter 4, any growth will not mask the general weakness in the Eurozone over the whole of 2014. The Eurozone remains a concern due to the lack of ability to cut costs like the UK and US in order to stimulate growth. Sovereign QE is expected.

In the US, retail sales fell by 0.9% in December but annualised quarter 4 real consumption growth of 3.5% should support GDP growth of around 3%. Concerns have been raised about Core sales falling by and inflationary pressures remain subdued. US interest rates is expected to rise in 2015

Poor US data, added to weakness of UK inflation saw further investor demand for gilts push yield to fresh record lows. Growth in China has slowed.

## **5.2 Borrowing Strategy**

### **Current Borrowing Portfolio Position**

The table below shows the CFR as at 30 November 2014 against the gross debt position of the council. The gross debt includes other long term liabilities like PFI and finance lease obligations. Gross debt should not exceed Capital Financing Requirement in the medium to long term. The expected change in debt is a fluid figure which may change as the capital program spend and financing changes. The lease balances do not include adjustments for new implications in 2014/15.

	2013/14 Actual £'000	2014/15 Estimate £'000	2015/16 Estimate £'000	2016/17 Estimate £'000	2017/18 Estimate £'000	2018/19 Estimate £'000
External Debt at 1 April	116,976	116,976	116,976	116,976	116,976	113,010
Expected change in Debt (repayment and new debt)****	0	0	0	0	-3,966	0
<b>Closing External Debt</b>	<b>116,976</b>	<b>116,976</b>	<b>116,976</b>	<b>116,976</b>	<b>113,010</b>	<b>113,010</b>
PFI Balance b/f	21,000	20,449	19,524	18,664	17,959	17,164
In year movement	-551	-925	-860	-705	-795	-684
<b>Closing Balance PFI</b>	<b>20,449</b>	<b>19,524</b>	<b>18,664</b>	<b>17,959</b>	<b>17,164</b>	<b>16,480</b>
PFI Partial Termination Balance b/f	16,287	15,767	15,210	14,613	13,973	13,287
In year movement	-520	-557	-597	-640	-686	-735
Closing Balance Partial Termination PFI	<b>15,767</b>	<b>15,210</b>	<b>14,613</b>	<b>13,973</b>	<b>13,287</b>	<b>12,552</b>
<b>TOTAL PFI</b>	<b>36,216</b>	<b>34,734</b>	<b>33,277</b>	<b>31,932</b>	<b>30,451</b>	<b>29,032</b>
Finance Leases at 1 April	855	615	501	425	374	323
Expected Change in Finance Leases	-240	-115	-75	-51	-51	-74
<b>Closing Balance Finance Leases</b>	<b>615</b>	<b>501</b>	<b>425</b>	<b>374</b>	<b>323</b>	<b>248</b>
<b>Salix Loan</b>		<b>58</b>	<b>48</b>	<b>38</b>	<b>28</b>	<b>18</b>
<b>Salix in year movement</b>		<b>-10</b>	<b>-10</b>	<b>-10</b>	<b>-10</b>	<b>-10</b>
<b>Closing Balance Salix</b>		<b>48</b>	<b>38</b>	<b>28</b>	<b>18</b>	<b>8</b>
<b>Actual gross debt at 31 March</b>	<b>153,807</b>	<b>152,259</b>	<b>150,716</b>	<b>149,310</b>	<b>143,802</b>	<b>142,298</b>
<b>Capital Financing Requirement</b>	<b>214,060</b>	<b>211,815</b>	<b>214,386</b>	<b>237,123</b>	<b>256,840</b>	<b>273,442</b>
<b>Under/(over) borrowing</b>	<b>-60,253</b>	<b>-59,556</b>	<b>-63,689</b>	<b>-87,813</b>	<b>-113,038</b>	<b>-131,144</b>

\*\*\*\*£3.966m of long term debt matures in 2017/18

The table above shows a relatively flat CFR forecast for 2013/14 and 2014/15, there are also no maturing debt till 2017/18 hence little borrowing pressure therefore the council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the CFR), has not been fully funded with loan debt as cash supporting the council's reserves, balances and cash flow has been used as a temporary measure. PFI and finance lease portion of the CFR will not be funded by additional loan. Capital forecasts relating to 2017/18 and 2018/19 are very much subject to change at this stage.

The Council's decision to use internal borrowing is currently prudent as it eliminates the revenue cost of carry as investment returns remain low, there is sometimes slippage on capital program budgets and counterparty risks still remains to a degree. There are a number of options available to the Council

- Fund all its borrowing requirement now if this is affordable. In which case borrowing will be up to CFR

Against this background the Director of Corporate Services will continue to monitor interest rates in financial markets to maximise short term savings. However when interest rates begin to rise, the council will consider borrowing in advance of need than current forecast requirements show. The duration of loans will be driven by the current loan portfolio, affordability, the position on internal borrowing and borrowing rates.

#### **Council's Year End Balance Sheet Position at 31 March 2014**

	2012/13	2013/14	Change
	£'000	£'000	£'000
CFR	213,525	214,060	-535
<b>PFI and LEASES</b>	<b>-37,902</b>	<b>-36,831</b>	<b>-1,071</b>
<b>Underlying Borrowing Requirement</b>	<b>175,623</b>	<b>177,229</b>	<b>-1,606</b>
External Borrowing	124,976	116,696	8,280
Under borrowing / Internal borrowing to date	50,647	60,533	-9,886

#### **Strategy to 'unwind' internal borrowing**

The level of internal borrowing at 31 March 2014 remain at sustainable levels. However the Council will commence a review of its strategy to 'unwind' internal borrowing.

## Debt Liability Benchmarking

In defining its borrowing strategy, the council considered the true characteristics of all of the debt instruments in its portfolio, most especially the LOBO's and the various options available to the council. Consideration was given to the fact that in the current economic climate the LOBO's in the council's portfolio will not be called due to their very high interest rate. Should they be called, replacement borrowing will not be required because the council will have cash available in 2015/16 to meet the call options based on the current estimates of the use of internal borrowing for the capital program. However if all LOBO's are called at once (an unlikely event) then future estimated use of cash to temporarily fund the capital program may be affected.

All Counter parties were contacted in 2014 and most responded and cited a minimum rate they would consider reviewing the call option on the LOBO as being over 3%. Bank of England rate is currently 0.50% with rates not expected to rise to 0.75% before Q4 2015.

The borrowing strategy to temporarily finance its capital program, led the council to consider setting a minimum amount of projected liquid cash of £10m. This means that cash outflows for capital purposes would primarily be met from cash investments until £10m was reached and only at that point would external borrowing be undertaken except if interest rates fall well below its borrowing trigger rate then the council will borrow in advance of need or where interest rates are expected to rise significantly and quickly. The council will continue to review through out the year its options around higher and lower levels of cash-backed balances.

The council has given consideration to future borrowing rates for new borrowing and has set a trigger rate of 3.00% for 25 to 30 year PWLB loans.

## Treasury Risk Analysis - Debt

Whilst it is not mandatory for Local Authorities to adopt the CIPFA Risk Toolkit produced by CIPFA's Treasury Management Panel, the Council will continue to utilise and adopt the risk tool kit and participate in the risk study in 2015/16 as there are some merits for the council in managing its integrated treasury management portfolio and in considering risk mitigation options for its treasury management review process and benchmarking with its peers.

### 5.3 Treasury Indicators: Limits to Borrowing Activity

**The Operational Boundary** - this is the limit beyond which external borrowing is not normally expected to exceed.

Operational boundary £'000	2013/14 Actual £'000	2014/15 Estimate £'000	2015/16 Estimate £'000	2016/17 Estimate £'000	2017/18 Estimate £'000	2018/19 Estimate £'000
External Debt	116,976	116,976	116,976	116,976	113,010	113,010
Other long term liabilities	36,831	35,283	33,740	32,334	30,792	29,288
Operational Boundary	153,807	152,259	150,716	149,310	143,802	142,298

## The Authorised Limit for external borrowing

The limit is the statutory limit determined under section 3 (1) of the Local Government Act 2003. It represents a limit beyond which external borrowing must not go over in the 3 years, and this limit when set is to be revised annually by Council. It reflects the level of external borrowing which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

	2013/14 Actual £'000	2014/15 Estimate £'000	2015/16 Estimate £'000	2016/17 Estimate £'000	2017/18 Estimate £'000	2018/19 Estimate £'000
Gross Debt	153,807	152,259	150,716	149,310	143,802	142,298
Authorised Limit	<b>183,192</b>	<b>212,173</b>	<b>220,716</b>	<b>219,310</b>	<b>213,802</b>	<b>212,298</b>

Members are required to note that these authorised limits shows the gross maximum borrowing for the year and, in year regulatory accounting changes which may affect the level of debt in the balance sheet as well as allow for any potential overdraft position and short term borrowing for cash flow purposes. All of which will be counted against the overall borrowing. The authorised limit also provides headroom for any debt rescheduling which may occur during the year and any borrowing in advance of need.

## 5.4 Treasury Management Limits on Activity

The table below shows the debt related treasury activity limits.

Members are asked to note that the maturity structure guidance changed in the CIPFA 2011 guidance notes for Lenders Option Borrowers Option (LOBO) Loans, the maturity dates is now deemed to be the next call date.

As interest rates begin to rise, it may be beneficial for the council to go into some variable rate investments to avoid being locked into long term investments at low rates in a period of rising interest rates or shorter duration borrowing to gain advantage of low rates.

The table below shows the fixed and variable interest rate exposure

	2014/15	2015/16	2016/17	2017/18	2018/19
<b>Interest rate Exposures</b>	<b>Upper Estimate</b>	<b>Upper Estimate</b>	<b>Upper Estimate</b>	<b>Upper Estimate</b>	<b>Upper Estimate</b>
<b>Upper limit for fixed interest rates based on net debt</b>	100%	100%	100%	100%	100%
<b>Upper limit for variable interest rates based on net debt</b>	50%	50%	50%	50%	50%
<b>Limits on fixed interest rates:</b>					
• Debt only	100%	100%	100%	100%	100%
• Investments only	100%	100%	100%	100%	100%
<b>Limits on variable interest rates</b>					
• Debt only	40%	40%	40%	40%	40%
• Investments only	40%	40%	40%	40%	40%

The table below shows the Limits on the Maturity Structure of Borrowing

	Maturity Structure of fixed interest rate borrowing 2015/16			Maturity Structure of variable interest rate borrowing 2015/16		
	Actual at 31/01/2015	Lower	Upper	Actual 31/01/2015	Lower	Upper
Under 12 months	0.0%	0%	60%	0%	0%	50%
12 months to 2 years	0.0%	0%	60%	0%	0%	50%
2 years to 5 years	3.39%	5%	60%	0%	0%	50%
5 years to 10 years	26.08%	5%	80%	0%	0%	50%
10 years and above	70.53%	93%	100%	0%	0%	50%

### Local Indicators

In setting indicators below, the Council has taken into consideration investment risks and returns. The table below shows target borrowing and investment rates

	2013/14 Actual %	2014/15 Estimate %	2015/16 Estimate %	2016/17 Estimate %	2017/18 Estimate %	2018/19 Estimate %
<b>Average Investment Target Return</b>	0.78%	0.88%	0.90%	1.50%	2.00%	2.50%
<b>Average Investment Target – Property Fund</b>	n/a	n/a	3.5%	3.5%	3.5%	3.5%
<b>Long Term Borrowing Target</b>						
• Current Portfolio	5.72%	5.72%	5.72%	5.72%	5.72%	5.72%
• <b>Future Debt if trigger rate led to borrowing in advance of need</b>			3.00%	3.00%	3.00%	3.00%

The average investment target return above is based on the expected target return for the following periods.

Period	Overnight	7 day	1 month	3 month	6 month	12 months
Target Rate	0.25%	0.35%	0.36%	0.40%	0.60%	0.90%

## 5.5 Policy on Borrowing in Advance of Need

The London Borough of Merton will not borrow more than, or in advance of its needs, purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved CFR estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the council can ensure the security of such funds. Should interest rates reach the borrowing trigger rates of 3.00% or less for PWLB 25 year loan then, borrowing in advance could be made within the constraints that:

- It will be limited to no more than 50% of the expected increase in borrowing need (CFR) over the three year planning period; and
- Would not look to borrow more than 24 months in advance of need. Where possible rates will be locked using forward borrowing to reduce the risk of the council holding cash in low interest rate environment.

Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism. The possibility of this happening is very slim. However should the council need to borrow in advance of need, then the following will apply.

Year	Maximum Borrowing in advance	Notes
2015/16	No more than 50% of under borrowing requirement	Borrowing in advance will be limited to no more than 50% of the expected increase in borrowing need (CFR) over the period of the approved Medium Term Capital Programme, a maximum of 2 years in advance to reduce carrying costs.
2016-17	No more than 50% of under borrowing requirement	
2017-18	No more than 50% of under borrowing requirement	
2018-19	No more than 50% of under borrowing requirement	

## 5.6. Debt Rescheduling

Long term fixed rates have remained relatively unchanged over the past three years, although borrowing costs remain historically attractive redemption rates are prohibitive. The table below shows the maturity profile of the council's current debt as at 31 January 2015.

Duration	£'000	% of Debt Portfolio
less than 1 year	0	0.00
1 - 2 years	0	0.00
2 - 5 years	3,966	3.39
5 -10 years	30,510	26.08
10 -15 years	4,500	3.85
15- 20 years	1,000	0.85
20 - 25 years	11,500	9.83
25-30 years	13,500	11.54
30 - 35 years	0	0.00
35-40 years	17,000	14.53
40 -45 years	15,000	12.82
45-50 years	20,000	17.10
<b>Total</b>	<b>116,976</b>	<b>100.00</b>

All of the Council's LOBO's are past their non call period, however should all LOBO's be called at their next interest due date then the maturity profile will be as shown in the table below and event which is very unlikely due current low interest rate environment.

Duration	£'000	% of Debt Portfolio
less than 1 year	63,000	53.86
1 - 2 years	0	0.00
2 - 5 years	1,966	1.68
5 -10 years	26,510	22.66
10 -15 years	0	0.00
15- 20 years	1,000	0.85
20 - 25 years	2,500	2.14
25-30 years	0	0.00
30 - 35 years	0	0.00
35-40 years	7,000	5.98
40 -45 years	15,000	12.82
45-50 years	0	0.00
<b>Total</b>	<b>116,976,258</b>	<b>100.00</b>

The Council tests the markets for redemption opportunities should they exist. The PWLB loans portfolio was elected for the early redemption review in January. A total loan value of £52m would incur redemption costs of £24million in addition to any accrued interest due.



The high cost of premium buttresses the fact that loan redemption is not economically viable in current markets. However there may be cases where the Council may be in the position to negotiate with the counterparty. (Appendix 1).

The Director of Corporate Services will continue to review and identify any residual potential for making savings and provide cabinet with updates when such circumstances present itself. All rescheduling made will be reported to cabinet at the earliest meeting following action.

#### Use of Derivatives

In using derivatives as part of its risk management tools, the Council will ensure that relevant statutory powers, accounting practices and legal opinions on the use of derivatives by Local Authorities in the UK are met.

#### 5.7 Borrowing Options

The Council will use a number of borrowing sources available at its disposal. These include the Public Works Loans Board (PWLB maturity, EIP or annuity loans), Market loans, Municipal Bond Agency, Retail Bonds, Loans from other Local Authorities and temporary loans.

#### 5.8 Key and Future Changes which may affect Treasury Management

- Future Regulatory Changes to Money Market Fund Valuation

Proposed EU legislative changes which will require money market funds with constant net asset value to change to variable net asset value. This will mean that investors in the fund will be liable for their share of all losses as a result of counterparty failure. Consultation continues on the expected changes.

Moody's Rating Agency restarted its review on the money market funds on the back end of the European election in May 2014.

- Proposed changes to leasing

Future changes to accounting for leasing may mean that the cost of service will increase along with increases in MRP and CFR which will affect the underlying borrowing requirement of the Council. It is anticipated that there may be some impact on both capital and revenue income and the changes will require all leases to be included on balance sheet and be measured on PV of future lease payments. The new lease standard is expected to be issued in 2015 with adoption anticipated in 2017 or 2018.

- Municipal Bond Agency

It is likely that the Municipal Bond Agency currently in the process of being set up will be offering loans to local authorities in the near future. It is also hoped that borrowing rates will be lower than those offered by the PWLB.

- National Infrastructure Bill and Proposed changes to the governance of the Public Works Loans Board (PWLB)

It is expected that the role of the PWLB Commissioners will be removed and the PWLB in time will be renamed but not abolished. There is an expectation that the current lending arrangements will remain in place going forward. The background to the development is that there is a bill currently going through the House of Lords called the National Infrastructure Bill.

- Future challenges to Local government Funding  
Future challenges to local government funding and their effect on cash flow remains a challenge.

- Proposed changes to ratings methodology by the three main Ratings Agencies.

Ratings assumptions are expected to be updated by the three main rating agencies, reacting primarily to European regulatory changes which are due to come into effect in January 2016. However rating changes could happen before this date and could be widened out to affect financial institutions in other regions in the future. Implied sovereign support is expected to be removed, the timing of this is unclear but could come in 2015 for UK institutions. The Council is reviewing other factors of evaluating counterparties.

- Banking Sector Regulatory Reforms

- o Bail-in – UK regulation changes are expected to be based on ‘no creditor worse off’ principles and institutions are required to hold far greater levels of better quality capital. It is expected that incidents of bank failure should be reduced and the impact on wider market should be reduced.

There is a possibility that as a result of recent Regulatory changes and developments, the Regulator might require institutional investors to undertake their own enhanced analysis before investing. Banks are now expected to publish key ratings going forward. However this will not eliminate all counterparty and credit risks completely and evaluation parameters to be used for counterparties will not be the same across the board.

## **6. Annual Investment Strategy**

### **6.1 Investment Policy**

The London Borough of Merton’s investment policy has regard to the CLG’s Guidance on Local Government Investments (“the Guidance”) and the 2011 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes (“the CIPFA TM Code”). The council’s investment priorities will be security first, liquidity second, then return.

## **6.2 Investment Strategy**

The council does not place cash with fund managers as all of its cash is managed in house. Base rate is forecast to remain at 0.50% till Q4 2015. The forecast rates have been built on the basis that bank rate is expected to remain unchanged to around quarter one of 2016, however if interest rates do not rise then future income expectations may not be met. Local indicators /benchmark for investments set is included in paragraph 5.4 this report.

In other to maximise returns, cash available for investments will be split into three categories;

- Operational cash (under 3 months)
- Core cash (available for 3 to 6 months)
- Strategic cash (available for over 6 months)

Strategic cash will aim to be locked for longer periods of up to 12 months or more to enable the council to gain the advantage of good rates. However this is also constrained by counterparty risk. Operational cash will predominantly be overnight cash and cash locked away for less than three months.

## **6.3 Alternative investment instruments**

The Council has in the past restricted its treasury activities to simple investment structures like fixed deposits and money market funds. However in today's market, regulatory and economic environment, the council may be required to utilise varied number of instruments. Appendix 4 of this reports gives a detailed over view of the various instruments and investment options available to the Council.

The global financial melt-down of 2007 led to a major overhaul of regulators, financial markets and financial institutions across the world. These have been aimed at promoting investor confidence and make financial markets and operators safer and transparency. Some of these measures include more institution-level regulatory changes like stringent capital, leverage and liquidity requirements in addition to The European Union (EU) Directives on Bank Recovery and Resolution (BRRD) and Deposit Guarantee Schemes (DGSD) among a few are key in this reform. Although these changes are ultimately designed to make financial systems sounder they not expected to have a fundamental impact on Insolvency creditor hierarchy.

Although the Council does not expect a fundamental change in type of instruments is uses in the delivery of its treasury management activities, a number of new instruments have been included to provide flexibility should there be changes in the economic environment which will warrant their use. As with any investment there are varying degree of risks associated with each of these asset instruments or investment options.

Should the council choose to invest in these asset classes a comprehensive analysis will be conducted to understand the risk associated them and each instrument will be signed off by the Director of Corporate Services before use.

**6.4 Investment treasury indicator and limit** - total principal funds invested for greater than 364 days. These limits are set with regard to the council's liquidity requirements and are based on the availability of funds after each year-end.

	31 Dec 2014 Actual £'m	2014/15 Estimate £'m	2015/16 Estimate £'m	2016/17 Estimate £'m	2017/18 Estimate £'m	2018/19 Estimate £'m
Estimated Principal sums invested greater than 365 days	8m	18m	40m	40m	40m	40m

In addition to fixed deposits a number of other financial instruments like Property funds will fall under the category of investments with duration exceeding 365 days. For its cash flow generated balances, in addition to using money market funds, call accounts, notice accounts, the council will seek to utilise other liquid and transferable instruments like certificate of deposits and gilts.

#### **6.5 The use of Specified and Non-Specified Investments**

Investment instruments identified for use in the financial year are as follows:

##### **Specified Investments**

These are sterling investments of not more than one-year maturity, or those which could be for a longer period where the Council has the right to be repaid within 12 months if it wishes. These are considered low risk assets where the possibility of loss of principal or investment income is small. These would include sterling investments which would not be defined as capital expenditure by virtue of regulation 25(1)(d) of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 [SI 3146 as amended with:

- The investment is denominated in sterling and any payments or repayments in respect of the investment are payable only in sterling;
- The investment is not a long term investment;
- The making of the investment is not defined as capital expenditure]; and
- The investment is made with a body or in an investment scheme of *high credit quality* or with one of the following public-sector bodies:
  - The United Kingdom Government;
  - A local authority in England or Wales (as defined under section 23 of the 2003 Act).

##### **Non Specified Investments**

Non-Specified investments are defined as those not meeting the above criteria and exceeding 365 days in duration.

## 6.6 Investment Risk Benchmarking

These benchmarks are simple guides to maximum risk, so they may be breached from time to time, depending on movements in interest rates and counterparty criteria. The purpose of the benchmark is that officers will monitor the current and trend position and amend the operational strategy to manage risk as conditions change

Revenue Pressures – 0.1% improvement on £20m is £20k income generated and the cost of no risk is lost revenue therefore risks must be balanced to Council's risk appetite.

Security - The council's maximum security risk benchmark for the current portfolio, when compared to these historic default tables, is:

- 0.00% historic risk of default which is not due to administrative faults when compared to the whole portfolio.
- Liquidity – in respect of this area the council seeks to maintain:
  - Bank overdraft - £1m
  - Liquid short term deposits of around £5m or more available with one day access.

## 6.7 Risk Management and Creditworthiness Policy

### Investment Risk

Investment risk is carefully monitored and steps are taken to ensure that the Council mitigates its risk. Counterparties are given a risk score of 1 to 7 with counterparties like money market funds, of the highest ratings (AAA or AA+) are given the lowest risk score. Duration of investments in addition to counterparty compliance with regulatory requirements is also taken into consideration as counterparty ratings change.

Diversification of the portfolio through the use of high grade liquid and transferable instruments and highly rated counterparties.

### Counterparty Risk and Credit Risk

In managing its risk, the London Borough of Merton will only use financial instruments for the prudent management of its financial affairs and never for speculative purposes.

In order to minimise the risk to investments, the council's minimum acceptable credit quality of counterparties for inclusion on its lending list is listed below. Credit ratings are monitored daily in the first instance as prescribed by CIPFA using daily electronic notifications of the three agencies received from the council's treasury adviser. Direct news feeds is also received from all three Rating Agencies. When choosing new counterparties, the Council does perform enhanced analysis and a due diligence report on the Counterparty is prepared for the Director of Corporate Services sign off.

In addition other monitoring takes the form of;

- Review where possible daily financial news and treasury journals for news on counterparties and sovereigns;
- Receiving and reading direct mail shots from the ratings agencies- ratings watch;

- Where possible Share price monitoring of counterparties for early warning signals;
- Monitor other market information and pricing data such as the Credit Default Swaps via data obtained from the council's treasury adviser;
- As part of daily contact with brokers market information will be obtained;
- The counterparties exposure to sovereign debt; and
- Checking of provisions which the counterparty has in place in compliance with Financial Conduct Authority (FCA) and EU rules
- Regular meetings with counterparties to understand their business model and key issues which affect them.
- European Banking Association Bank Reports and European Securities Market Association report and news. Understanding the key like Core equity tier I ratio and how non-performing asset ratio.
- For money market funds in addition to the credit rating, the Weighted Average Maturity and the constituents counterparties is monitored daily in addition to comprehensive month end reviews..
- The Council's aggregate exposure to counterparties including its money market constituent funds will be monitored on a daily basis.

Investment instruments identified for use in the financial year are listed in Appendices 2A and 2B to this report under the categories of specified and non specified investment categories.

### **Institutions**

The minimum credit criteria the council will use for individual counterparty institutions is stated below:

<b>BANKS AND BUILDING SOCIETIES MINIMUM CRITERIA ACROSS ALL THREE RATING AGENCIES</b>			
	FITCH	MOODY's	S&P
Short Term	F1	P-1	A-1
Long Term	A-	A3	A-

The minimum credit criteria has taken into account possible future changes in ratings methodology by the three main Ratings Agencies. Key focus is on Short and Long term ratings.

Rating agencies are expected to remove implied sovereign support for financial institution ratings based in the EU at some stage ahead of January 2016 (when bail-in measures are finally enacted). However the timing and extent of changes is still not clear. As such, even if ratings are downgraded, the impact on the Council's current list would be modest. Security of capital remain the primary factor for the Council.

Where an institution does not meet the underlying minimum criteria it will not be used. The Council will continue to use high quality counterparties, be mindful of its own cashflow requirements and will ensure suitable diversification among its investments. Should rating agency action materially reduce the number of suitable counterparties, the Council has sufficient capacity to invest in alternate options by utilising other suitable instruments included in appendix 4 of this report.

The availability of these instruments in the Council's strategy will enable it to deal with anticipated reductions in yield of pooled investments like money market funds where shorted instruments with high levels of liquidity is offered.

All three major rating agencies (Fitch, Moodys and Standards & Poor's are expected to publish changes to their methodologies due to changes in EU regulations expected to come into effect in 2016. Some of the key changes expected are:

#### Fitch

Changes are expected as a result anticipated reassessment of systemic support applied to financial institution ratings, although reductions in Support ratings may be off- set by improvements in Viability ratings.

Moody – removal of implied sovereign support will marry up standalone and Long Term ratings at some stage in the future while potential the potential that some institutions may suffer Long Term rating reductions in the future may be a reality.

Standards & Poor's – removal of implied sovereign support will marry up standalone and Long Term ratings at some stage in the future, potential Long Term ratings reductions expected for some institutions although this could be offset by improved standalone position.

The table below shows the minimum credit criteria money market funds and key investment types.

	FITCH	MOODY's	S&P
	LT	LT	LT
Money Market Funds	AAAmmf	Aaa-mf	AAAm
UK Gilts	Assume rating of UK Government Sovereign		
Government Institutions and DMADF	N/A (assume rating of UK Government Sovereign)		
Local authorities, parish councils Collateralised Deposits	N/A (assume rating of UK Government Sovereign)		
Supranational Institutions	AAA	Aaa	AAA
Multilateral Development Banks	AAA	Aaa	AAA
Bonds including Corporates	AA-	Aa3	AA-
Certificate of Deposits	AA-	Aa3	AA-

### **European Central Bank Stress Tests**

The Council will continue to monitor and take into account results of stress tests conducted by the European Central Bank in the selection of its counterparties. Results from the recent stress test conducted by the ECB saw all of the banks the Council invests in pass the test. Future test results and regulatory changes will continue to be monitored and results taken into consideration in the selection of counterparties.

### **UK Bank Stress Tests**

The Bank of England released results of its recent stress test in December 2014. All banks the Council invests in passed the test. Unlike the ECB test, the Bank of England test focussed on household sector and is expected to be conducted annually with the potential for future iterations to cover a wide range of institutions.

**Duration of use for Counterparties** - In coming to a decision on duration the Council will consider suggested duration from its adviser. Counterparties may therefore fall in to duration categories of:

- not to be used,
- use for three months or less ,
- use for six months or less,
- use for one year or less or
- use for one year or more
- use for two years or less or
- use for five years or less (this will apply to AA+ rated government debt, bond or property funds )

The council in addition to the criteria above will also consider the sovereign ratings and economic conditions prevalent in sovereign of each of its counterparties. This is included in Appendix 2 of this report.

## **6.8 Counterparty Downgrades**

A counterparty will be removed from the council's approved list on the following grounds:

- If a counterparty fails the Bank of England stress test or ECB stress test, its further use as a new investment will be withdrawn;
- if a downgrade results in the counterparty / investment scheme no longer meeting the council's minimum criteria, its further use as a new investment will be withdrawn immediately;
- If the council is advised of adverse movements in CDS which shows extreme market movements which may result in downgrade of an institution;
- If market information or market data indicate that there is cause for concern about a counterparty, its further use as a new investment will be withdrawn;
- If a counterparty financial collapses;
- If the counterparty's capital and other key ratios is below the regulatory minimum and regulator has raised serious concerns; and
- If the Sovereign rating of the counterparty is downgraded below the council's minimum rating for a sovereign.



## Treasury Risk Analysis – Investments

The Council's portfolio of investments constantly changes. The tables below show the Security/Liquidity/Yield characteristics of the council's investments as at 31 December 2014.

Portfolio Breakdown		Institution Type		Country	
Fixed Deposits	98.88%	Banks	58.72%	UK	100%
Call	0.01%	Building Societies	21.29%	Foreign ex MMF's	0%
MMF	1.11%	Government/L A	22.88%		
CD's	0%	MMF	1.11%		
		Other	0%		
<b>Total</b>	<b>100%</b>	<b>Total</b>	<b>100%</b>	<b>Total</b>	<b>100%</b>


### Maturity Structure of Investments as at 31 December 2014

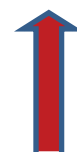
	Number of Investments	£ ('000)	%
< 1 month	6	11,630	11.57
1 – 3 months	10	23,000	22.88
3 – 6 months	5	17,500	17.41
6 – 9 months	7	24,600	24.47
9 – 12 months	6	15,800	15.72
12 months+	2	8,000	7.96
<b>Total</b>		<b>100,530</b>	<b>100.00</b>

## 6.9 Provisions for Credit Related Losses

If any of the council's investments appears at risk of loss due to default (i.e. this is a credit-related loss and not one resulting from a fall in price due to movements in interest rates) the council will make revenue provision of an appropriate amount.

### Insolvency Creditor Hierarchy - Order of priority (from January 2015)

Insolvency Creditor Hierarchy (a) Order of Priority from January 2015	
	<p><b>Fixed charge holders</b> (ie security in the form of: mortgage, fixed charge, pledge, lien), including:</p> <ul style="list-style-type: none"> <li>• Capital market transactions (eg covered bonds)</li> <li>• Trading book creditors (eg collateralised positions)</li> </ul> <p><b>Liquidators</b> (fees and expenses)</p> <p><b>Preferential creditors (ordinary)</b>, including:</p> <ul style="list-style-type: none"> <li>• FSCS, taking the place of all protected depositors for amounts up to £85,000(b)</li> <li>• Employees with labour-related claims</li> </ul> <p><b>Preferential creditors (secondary):(b)</b></p> <ul style="list-style-type: none"> <li>• Depositors that are individuals and micro, small or medium-sized businesses for amounts in excess of £85,000</li> </ul>



	<p><b>Floating charge holders(c)</b></p> <p><b>Unsecured senior creditors</b>, including:</p> <ul style="list-style-type: none"> <li>• Bondholders</li> <li>• Trading book creditors (eg uncollateralised positions)</li> <li>• Creditors with master netting agreements (net position only)</li> <li>• Commercial or trade creditors arising from the provision of goods and services</li> <li>• Depositors that are not individuals or micro, small and medium-sized businesses for amounts in excess of £85,000(b)</li> <li>• FSCS, taking the place of individuals with funds invested with the insolvent firm (including protected amounts up to £50,000)(d)</li> </ul> <p><b>Unsecured subordinated creditors</b> (eg subordinated bondholders)</p> <p><b>Interest incurred post-insolvency(e)</b></p> <p><b>Shareholders (preference shares)</b></p> <p><b>Shareholders (ordinary shares)</b></p> <p>(a) Proceeds recovered through an insolvency are used to meet the claims of creditors in the top row first, with any excess being passed down to meet claims of creditors in the second row, and so on. Any losses arising from a shortfall between proceeds and creditor claims are incurred firstly by shareholders, and then pass up the creditor hierarchy until they are fully absorbed. Creditors within a row are treated equally (rank 'pari passu').</p> <p>(b) Amendments to existing creditor hierarchy introduced by the Bank Recovery and Resolution Directive.</p> <p>(c) Floating charges that constitute financial collateral arrangements or collateral security (pursuant to the UK Financial Collateral Arrangements Regulation and the Financial Markets and Settlement Finality Regulations) rank senior to preferential creditors and liquidators' fees and expenses.</p> <p>(d) Some smaller businesses are also protected by the FSCS for investment business up to £50,000.</p> <p>(e) Ranking for all statutory interest from the date of the winding-up order until a final dividend is declared or all proved debts have been paid — unless otherwise specified by the terms of the debt contract. Statutory interest may rank ahead of unsecured subordinated creditors, depending on the precise circumstances, including the terms of the subordination.</p>	
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## Bank Bail-in, stress testing and Implications of recent government regulations

The objective of the Regulatory change is mainly to improve compliance and investor confidence. The new Regulatory environment now require banks to have capital buffers set at specific levels on their balance sheets.

Going forward investors will need to familiarise themselves with key ratios like liquidity coverage ratio, leverage ratio and capital ratio.

Recent Stress testing exercise by the Bank of England and European Central Bank are expected to be ongoing supervisory tools.

Although it would take banks a few years to implement, these regulations affect whole sale and investment banks the most. it is anticipated that these tests would be applied to other counterparties. The classification of banking customers is expected as a result of BASEL III regulations.

## **6.10 Banking Arrangements**

The council's bankers are Lloyds bank. The Council's bank accounts include some school accounts and client bank accounts managed as part of its Appointeeship role for residents that require this support. All schools are responsible for the management of their bank accounts.

From time to time the council may open bank accounts with other banks for specific reasons.

## **6.11 Country limits**

The current economic climate has not only affected companies and financial institutions, it has affected sovereigns as well. In addition to counterparty selection, due care will be placed on country selection and only approved counterparties from countries with a minimum sovereign credit rating of AA- (Appendix 3 ).

This does not mean that the council will lend to every sovereign that meets this criteria, the list will be added to, or deducted from, by officers in consultation with the Director of Corporate Services, should ratings or other key factors change in accordance with this policy. The council is mindful of the fact that investments should not be concentrated in one counterparty or country apart from the UK. Therefore;

- no more than 50% of the council's aggregate investments will be placed with any non-UK country at any time;
- Countries will be monitored as part of the counterparty monitoring for appropriateness against limits suggested by the council's treasury adviser Capita Asset Services and judgement of officers.

**6.12 Group Limits** - No more than 50% of the council's aggregate funds will be placed in any one banking group.

## **6.13 Use of Part Nationalised Banks**

The Council currently uses Part -Nationalised banks, however government ownership will be monitored.

## **6.14 'Challenger' Banks**

These are 'new' financial institutions aimed at increasing competition in UK banking sector, many have different business models in comparison to high street banks. These banks are not rated at the moment because they do not have the historic data required by Rating Agencies. The Council will continue to monitor their capital and leverage ratios, understand their business models and the policies by which they manage their balance sheet.

## **6.15 Use of Unrated Building Societies**

Generally there is no legal framework that prohibits local authorities from investing in unrated entities. However understanding the organisation and its business model is key as well as the strength of their balance sheet.

#### **6.16 Lending to Community Organisations, Other Third Parties and RSL's -**

Any loans to or investments in third parties will be made under the Well Being powers of the council conferred by section 2 of the Local Government Act 2000 or Localism Act of 2012.

The Well Being power can be exercised for the benefit of some or all of the residents or visitors to a local authority's area. The power may also be used to benefit organisations, schools, local enterprises, local companies or even individuals. Loans of this nature will be under exceptional circumstances and must be approved by cabinet or by delegated authority to the Director of Corporate Services. Authorisation from the Financial Services Authority will also be sought where applicable.

Where it is deemed necessary additional guarantees will be sought. This will be via security against assets and/or through guarantees from a parent company. The Council will also consider other factors like the statutory powers in place, reasonableness of the investment, Financial Conduct Authority, objective and revenue earnings for the Council, MRP requirements, accounting issues and categorisation of the expenditure as capital or revenue.

In other instances, the council may receive soft loans from government agencies.

#### **Non Treasury investment lending**

The Council may be required to make policy investments either for the good of its community by lending to local organisations and in some cases schools.

Legal agreements are drawn which stipulate the terms of the loan which includes the ability of the organisation to make repayments. The Council may also lend to its wholly owned companies.

#### **6.17 Comparative Reviews - The Council participates in various comparative and benchmarking clubs.**

### **7. Cash Flow Management**

#### **7.1** CIPFA requires all monies to be under the control of the responsible officer and for cash flow projections to be prepared on a regular and timely basis. Cash flow provides outline of operations. Actuals and forecast are recorded using Logotech systems. At the end of each day the net receipts and payments is either invested or borrowed to ensure that the council's bank account is kept at a minimum.

The current projection as at 31 January 2015 for 2014/15 year end is an estimated cash balance of £78.4m. The cash flow forecast has been based on assumptions in the MTFs and capital program spend forecast after slippage. 2014/15 forecast £36.4m, 2015/16 £38.62m, and 2016/17 £57.17m. These are based on best estimates which may sometimes slip due to unforeseen circumstances and the nature of large projects. Based on current forecasts the earliest the council can borrow is end of 2017/18 in anticipation for 2018/19.

It should be noted that the council can borrow in advance of need if rates fall and borrowing becomes a lot more cheaper than it currently is.

The cashflow forecast assumes that all new services transferred from Merton CCG to London Borough of Merton will spend all budgets fully. These have been included in a separate line. Apart from DSG other schools grants have been included at 2014/15 values. A revised version will be submitted in June 2015.

## **7.2 Purchase and Corporate Credit Cards**

The use of corporate credit cards like other accounts payable methods carries significant risks. The Director of Corporate Services is responsible for ensuring that the council has appropriate controls in place to protect the council's funds.

## **8. Policy on the use of external service providers**

The council recognises CIPFA's guidance on Treasury Management that the responsibility for Treasury Management cannot be delegated outside the authority and recognises that any external service provider used by the council is to support the in-house Treasury Management function. The council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review. The council is aware of the CIPFA Treasury Management Advisors Regulation and Services issues in March 2010.

The council is also mindful of the requirements of the Bribery Act 2011 as amended in its dealings with external providers. A copy of the Council's policy can be found in the link below.

[http://www.merton.gov.uk/democratic\\_services/w-agendas/w-nonexecreports/1115.pdf](http://www.merton.gov.uk/democratic_services/w-agendas/w-nonexecreports/1115.pdf)

## **9. Training**

A key outcome of the recent investigations into Local Authority investments is the need to ensure that all relevant Treasury Management staff receive appropriate training and knowledge in relation to these activities. Training is in-house on the job, via CIPFA seminars and training courses, via treasury adviser seminars and training courses and sometimes counterparties conduct training. In addition members of the team attend national forums and practitioner user groups.

## **10. The Localism Act**

- 10.1 A key element of the Act is the “General Power of Competence”: “A local authority has power to do anything that individuals generally may do.” CIPFA emphasise that where the legality of the use of derivatives is confirmed, then there is a need for a framework for their use. The council does not use derivatives. Should the need for the use of derivative arise as a requirement for managing its interest rate exposure or hedging its investments, the council will take legal advice and report to members before use.

## **11. Treasury Management Practices**

- 11.1 The 2011 code reinforces a framework of 12 Treasury Management practices (TMPs), which define the manner in which authorities seek to achieve the policies and objectives outlined in their Treasury Management policy statement. The council’s detailed Treasury Management practices approved in March 2012/13 can be found on the council’s intranet. An updated version is included as Appendix 6

## **12. Appendices**

- 12.1 Appendix 1– Early Repayment of Debt estimate  
Appendix 2A – Specified Investments  
Appendix 2B – Non Specified Investments  
Appendix 2C – Policy Investments  
Appendix 3 – Approved Countries for Investment  
Appendix 4 – Approved instruments for Investment  
Appendix 5 – The Treasury Management Role of the S151 Officer  
Appendix 6 – Treasury Management Principles 2015/16  
Appendix 7 – Glossary  
Appendix 8 – Cash Flow

## **13. Background Papers**

- CIPFA Prudential Code for Capital Finance in Local Authorities 2013 Edition
- 2014/15 Treasury Management Strategy report
- The Guide to Local Government Finance (2013 Edition) Module 4: Treasury Management
- CIPFA Practical Considerations in Using Financial Instruments to Manage Risk in the Public Sector

## APPENDIX 1 – Early Repayment of Debt Estimates for a Selection of Debt

### PWLB loan Early Redemption Estimates at 16 January 2015

Internal Reference No.	Lender	Last Date Interest was Paid	Loan Start Date	Loan Term (yrs)	Loan Maturity Date	Loan Principal Outstanding (£)	Loan Rate (%)	Term left on Loan (Yrs)	Next Interest Due Date	Discount Rate (%)	Accrued Interest to 16 Jan 2015 (£)	Premium/Discount (£)	Total Due (£)
1000484711	PWLB	31/10/2014	13/11/2000	24	31/10/2024	5,000,000	5.000	9.9	30/04/2015	1.360	52,739.73	1,662,758.94	6,715,498.67
1000484981	PWLB	31/10/2014	30/11/2000	24	31/10/2024	1,500,000	4.750	9.9	30/04/2015	1.360	15,030.82	464,567.54	1,979,598.36
1005489969	PWLB	20/11/2014	20/05/2005	30	20/05/2035	2,500,000	4.450	20.4	20/05/2015	1.970	17,373.29	1,035,043.18	3,552,416.47
1005490706	PWLB	21/11/2014	21/11/2005	26	21/11/2031	1,000,000	4.250	16.1	21/05/2015	1.830	6,520.55	349,461.61	1,355,982.16
1005490967	PWLB	25/07/2014	10/01/2006	50	25/07/2055	10,000,000	3.950	40.6	25/01/2015	2.070	189,383.56	5,139,503.76	15,328,887.32
1005490976	PWLB	25/07/2014	10/01/2006	50	25/07/2055	5,000,000	3.950	40.6	25/01/2015	2.070	94,691.78	2,569,751.88	7,664,443.66
1006491475	PWLB	28/10/2014	28/04/2006	45.5	28/10/2051	7,000,000	4.400	36.9	30/04/2015	2.090	67,506.85	4,135,608.22	11,203,115.07
1097480120	PWLB	30/09/2014	15/10/1997	25.5	31/03/2023	310,000	6.625	8.2	31/03/2015	1.220	6,076.85	130,425.05	446,501.90
1097480121	PWLB	30/09/2014	15/10/1997	26.5	31/03/2024	12,000,000	6.500	9.2	31/03/2015	1.320	230,794.52	5,370,513.03	17,601,307.55
1097480232	PWLB	30/09/2014	11/11/1997	26.5	31/03/2024	1,700,000	6.750	9.2	31/03/2015	1.320	33,953.42	797,541.92	2,531,495.34
1098480925	PWLB	31/10/2014	30/04/1998	26	30/04/2024	6,000,000	5.875	9.3	30/04/2015	1.320	74,363.01	2,381,747.78	8,456,110.79
						52,010,000					788,434.38	<b>24,036,922.91</b>	76,835,357.29

## APPENDIX 2A – Specified Investments - Any assessment using viability ratings will cease once the three main Rating Agencies cease to provide them.

Organisation/Instrument/ Sovereign	Counter Party Minimum Credit Criteria	Other Data	Maximum Lending Period	Limit (Agg)
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	FITCH				MOODY			STANDARDS & POORS		CDS DATA		
	Fitch L/T	Fitch S/T	Fitch Viability	Fitch Support	Moody L/T	Moody S/T	Moody FSR	S&P L/T	S&P S/T	In range		
Term deposits – banks	AA-	F1+	a+	1	Aa3	P-1	C	AA-	A-1+	In range	0 – 12 months	80%
Term deposits – banks	A	F1	a	1	A2	P-1	C	A	A-1	In range	0 –12months	60%
Term deposits –building societies	A	F1	a	1	A2	P-1	C	A	A-1	In range	0- 12 months if within limits	40%
Term deposits – Nationalised and Part Nationalised Banks	A	F1	a-	1	A1	P-1	C-	A-	A-1	In range	0 - 12 months if within limits	80%
<b>Structured Deposits</b>												
Term Deposits in Supranational	AAA	n/a	n/a	n/a	Aaa	n/a	a/a	AAA	n/a	n/a	0 – 12 months	90%
		<b>Fund Quality Rating</b>						<b>Principal Stability Fund Rating</b>	<b>Fund Credit Quality Rating</b>	<b>Fund Volatility Rating</b>		
Constant Net Asset Value Money Market Funds	AAAmmf	Excellent			Aaa-mf			AAAm	AAAf	n/a	0 – 3 months	60%
Money Market Funds	AAAmmf				Aaa-mf			AAAm			Daily	80%
Enhanced Money Market Funds	AAAmmf				Aaa-mf			AAAm			0 to 3 months	80%
Term Deposits – UK Government	Assume AA+ UK Government Sovereign rating Status									n/a	0 – 12 months	100%
Term Deposits – LA's with or without credit ratings	Assume AA+ UK Government Sovereign rating Status									n/a	0 – 12 months	50%
Debt Management Agency Deposit	Assume AA+ UK Government Sovereign rating Status									n/a	0 – 12 months	80%
UK Government Gilts	Assume AA+ UK Government Sovereign rating Status									n/a	0 – 12 months	80%
Gilt Funds and Bond Funds	AA+	n/a	n/a	n/a	Aa1	n/a	n/a	AA	n/a		0 – 12 months	50%
Certificate of Deposit	AA-	F1+	a+	1	Aa3	P-1	C	AA-	A-1+		0 -12 months	30%
Corporate Bond (direct, passive and active external management)												
Corporate Bonds LA	AA+				Aa1			AAA		n/a	0 – 12 months	50%



**APPENDIX 2B - Non Specified Investments** (where rating agencies have issued a counterparty with different ratings score, the lowest ratings score will apply)

Type of investment	Counter Party Minimum Credit Criteria									Other Data	Maximum Lending Period	Limit (Agg)	
	FITCH				MOODY			STANDARDS & POORS					CDS DATA
	Fitch L/T	Fitch S/T	Fitch Viability	Fitch Support	Moody L/T	Moody S/T	Moody FSR	S&P L/T	S&P S/T				
Term Deposits in Banks	AAA	F1+	n/a	n/a	Aaa	P-1	-	AAA	A-1+	In range	1 – 3 years	80%	
Term Deposits in Supranational	AAA	n/a	n/a	n/a	Aaa	n/a	n/a	AAA	n/a	n/a	1 – 5 years	80%	
Money Market Funds	AAAmf				Aaa-mf			AAAm				80%	
Enhanced Cash Funds	AAAmf				Aaa-mf			AAAm				80%	
Collateralised Local Authority Deposits	AA+	n/a	n/a	n/a	Aa1	n/a	n/a	AAA	n/a	n/a	1 – 5 years	80%	
Certificates of deposits issued by banks and building societies	AA	n/a	n/a	n/a	Aa3	n/a	n/a	AA-	n/a	In range	1 – 2 years	40%	
Term Deposits – UK Governments	AA+				Aa1			AAA		n/a	0 – 5 years	80%	
Term Deposits – LA's with or without credit ratings	Assume AA+ UK Government Sovereign rating Status				Assume Aa1 UK Government Sovereign rating Status			Assume AAA UK Government Sovereign rating Status		n/a	0 – 5 years	80%	
Debt Management Office Deposit	AA+				Aa1			AAA		n/a	1 – 2 years	80%	
UK Government Gilts (Treasury Bills)	AA+				Aa1			AAA	n/a	n/a	0 – 2 years	80%	
Gilt Funds and Bond Funds (including Conventional & Index Linked)	AA+	n/a	n/a	n/a	Aa1			AAA			0 – 2 years	30%	
Commercial Paper issuance covered by a specific UK Government (explicit) Guarantee	AA+	n/a	n/a	n/a	Aaa	n/a	n/a	AAA			0 – 2 year	20%	
Commercial Paper Other	AA	n/a	n/a	1	Aa3	n/a	n/a	AA-	n/a		1 year	20%	
Corporate Bonds – direct, passive and active external management													
Covered Bonds	AAA				Aaa			AAA			1 to 5 Years	20%	
Property Funds	n/a										1 – 5 years	20%	
Retail Bonds	AA				Aa3			AA-			n/a	10%	
Equity Funds	n/a										n/a	10%	

Appendix 2C – Policy Investments (Non Treasury Management Investments)

Type	Duration	
Joint Development Companies	One month to 10 years	Subject to specific terms
Loans to Registered Land Lords	One month to 5 years	Subject to specific terms
Open Loan Facility to RCL's with an affiliation with Merton	One month to 5 years	Subject to specific terms
Loans to wholly owned companies	One month to 5 years	Subject to specific terms

### APPENDIX 3

Approved countries for investments for use by the council's treasury team. It should however be noted that the countries on the council's approved list may change from time to time as Sovereign ratings change. Where rating agencies have awarded different ratings, the lowest credit rating will apply.

<b>Sovereign Benchmark</b>	<b>Fitch Long Term Ratings</b>	<b>Moody's Long Term Ratings</b>	<b>S&amp;P Long Term Ratings</b>
<b>AAA</b>			
Australia	AAA	Aaa	AAA
Canada	AAA	Aaa	AAA
Denmark	AAA	Aaa	AAA
Germany	AAA	Aaa	AAA
Luxembourg	AAA	Aaa	AAA
Norway	AAA	Aaa	AAA
Singapore	AAA	Aaa	AAA
Sweden	AAA	Aaa	AAA
Switzerland	AAA	Aaa	AAA
<b>AA+</b>			
Finland	AAA	Aaa	AA+
Hong Kong	AA+	Aa1	AAA
Netherlands	AAA	Aaa	AA+
U.K	AA+	Aa1	AAA
USA	AAA	Aaa	AA+
<b>AA</b>			
Abu Dhabi (U.A.E)	AA	Aa2	AA
France	AA	Aa1	AA
Qatar	-	Aa2	AA
<b>AA-</b>			
Belgium	AA	Aa3	AA
Saudi Arabia	AA-	Aa3	AA-

## Appendix 4

### **Instruments and investment Options available to the Council to execute treasury management its activities**

In other to maintain a diversified investment portfolio, manage risk, increase number of counterparties available, increase liquidity, improve and increase credit quality as well as ensure the security of its capital, the Council may use a number of instruments.

The instruments below have been classified as transferable and non-transferable based on the ease at which they can be liquefied by the investor. Instruments classified as non-transferable can also be liquefied but this is usually at a price to the investor. For example a bank will charge a small fee should an investor want to break out of a 2 year fixed deposit. Most contain break clauses.

It is the Council's policy not to introduce new instruments or counterparties without sign off of the Director of Corporate Services. The execution of some of these instruments may require the use of custodian banks. Due procurement process will be followed in the appointment of custodian.

### ***DIRECT COUNTERPARTY INSTRUMENTS***

#### **Fixed Deposits (Short term deposits)**

A specified amount held at a bank, other financial institutions or Corporate on a fixed term. The receiving entity pays interest at a specified percentage for the time duration of the deposit. At the end of the time period of the deposit the amount that is originally given and interest is returned to the investor. Fixed deposits are also known as term deposits. The selection of counterparty is key. Although terminations are generally discouraged, they can be terminated but the investor is required to pay a penalty called the break-cost should the investor wants receive the principal back before maturity.

#### **Call accounts**

Usually with banks these are immediate access accounts. Counterparty risk is key. Investors are paid relatively lower rates because of the immediate access to their cash.

#### **Notice accounts**

Usually with banks, Investors access money by giving specified notice to the bank. For example 3 day notice. Once notice is given interest rate falls.

### ***POOLED FUNDS*** - Money Market Funds (Constant Net Asset Value and Variable Net Asset Value)

These are open ended funds that invests in short term debt securities, fixed deposits and other monetary instruments. They are regarded as being liquid and of AAA credit quality. Most have a constant net asset value (CNAV) and some have variable net asset value (VNAV). It is expected that proposed money market regulations may lead to the phasing out of constant net asset value funds.

## **TRANSFERABLE SECURITIES**

### Treasury Bills/Gilts

Treasury Bills are short term securities issued by HM Treasury. The rate you buy is the rate you receive at maturity. Treasury Bills have the same credit ratings as the UK government.

#### Advantage

Low risk in both credit and duration. Very liquid as there is a very active secondary market for them. There is no additional credit risk if held to maturity and no cost to bid.

### Certificates of Deposits

These are highly liquid instruments issued by UK and International banks and Building Societies on a daily basis. Rates are comparable to fixed deposits, there is no obligation to hold them to maturity and rates remain fixed until maturity. They are generally ranked like fixed deposits.

Advantage – access to more counterparties and in the event of a down grade of the counterparty or unexpected cash flow requirement they can be sold on the secondary market

### Index-linked gilts

These are gilts indexed to inflation.

### Bonds

Bonds like any transferable security can be purchased and sold on the secondary market. This attribute therefore makes them highly liquid. Bonds generally provide access to a much wider range of counterparties (like Corporates, government agencies and housing associations) to suit the investors credit criteria and provide a means to respond to perceived interest rate fluctuations. Enhanced security as some counterparties are AAA rated counterparties or sovereigns. Some bonds like covered bonds have added security thereby assisting with bail-in risk mitigation. Bonds can be fixed or floating.

There are different types of bonds which can be issued by HM Treasury (UK Gilts), Supra-nationals (joint & several liability of leading developed nations e.g. World Bank or EIB or issued by Corporates.

Major risks of bond investments are credit or counterparty risk, liquidity risk, interest rate risk and event risk.

- Conventional fixed bonds

These are debt instruments which guarantee to pay the holder a fixed interest payment (coupon). The coupon reflects interest rates at time of issue.

When investing in conventional fixed bonds the council will ensure that it understands the ranking of the instrument, only bonds of highly rated counterparties are lent to.

- Floating rate notes (FRN'S)

A bond with a floating /variable rate of interest which re-fixes over a reference rate e.g. LIBOR.

These instruments generally protect investors against rising interest rate. Generally they carry a maximum interest rate exposure of 3 months therefore investors will generally re-fix every three months at a margin over 3 months LIBOR if they intend to hold for longer.

- Covered Bonds

These are bonds fixed or floating that are backed by a separate pool of securities, usually prime residential mortgages. The rating of the bond would be higher than that of the issuer, normally AAA. However the covered rating can be no more than 6 notches above that of the issuer. It should be noted that the issuer remains responsible at all times to pay the coupons and repay the capital.

- Retail Bonds

Retail Bonds are another form of 'new issue' where corporates look to raise extra capital by borrowing from the investor at a fixed rate for a set period.

#### Commercial Paper Issued by Corporate Institutions

These are unsecured, short-term debt instrument issued by a corporate to meet short-term liabilities. Maturities on commercial paper rarely range any longer than 270 days. The debt is usually issued at a discount, reflecting prevailing market interest rates.

Commercial paper is not usually backed by any form of collateral, so only corporates with high-quality ratings will easily find buyers.

#### POOLED FUNDS

There are a number of Pooled Funds such as bond funds, equity funds and property funds. Pooled funds generally have higher management costs than simple vanilla investments. Generally investments are long term (5 to 7 years). Yields are higher and most appreciate in value but there are entry and exit fees as well as annual management charges.

- Pooled Property Funds

This is generally expected to be held for the medium or long term. They are classified as non-specified investments. Pooled property funds may invest in the UK only or Europe or Globally.

- Pooled Bond Funds

These are portfolios managed by investment managers which contain a wide range of bonds in one pot. The investor buys units in the fund. Management fees are deducted from fund value before passing to investor.

- Equity Funds

Portfolio of equity shares in one pot. The investor purchases units in the fund.

#### OTHERS

Lending to Community Organisations, Local Authority Owned Companies, Social Enterprise, Other Third Parties and Registered Social Landlords (RSL).

Example of such arrangements are the provision of a loan facility by the Council which the RSL can draw down as and when required within the stipulated time frame.

Rates will be charged at two levels – when the facility has been drawn down from and lower rate for having the facility in place. There is usually an agreed number of times a year the RSL can draw down the facility. When selecting which RSL to lend to, the Council will seek advice from experts.

## **APPENDIX 5 The Treasury Management role of the section 151 officer**

### **The S151 officer (Director of Corporate Services)**

- recommending clauses, Treasury Management policy / practices for approval, reviewing the same regularly, and monitoring compliance;
- submitting regular Treasury Management policy reports;
- submitting budgets and budget variations;
- receiving and reviewing management information reports;
- reviewing the performance of the Treasury Management function;
- ensuring the adequacy of Treasury Management resources and skills, and the effective division of responsibilities within the Treasury Management function;
- ensuring the adequacy of internal audit, and liaising with external audit;
- recommending the appointment of Treasury Management external service providers.
- Approval of appropriate money market funds for the council to invest in.



## **LONDON BOROUGH OF MERTON TREASURY MANAGEMENT PRINCIPLES 2015/16**

### **TMP1 RISK MANAGEMENT**

The Director of Corporate Services – the responsible officer will implement and monitor all arrangements for the identification, management and control of treasury management risk, will report at least annually on the adequacy / suitability thereof, and will report, as a matter of urgency, the circumstances of any actual or likely difficulty in achieving the organisation's objectives in this respect, all in accordance with the procedures set out in TMP6 Reporting requirements and management information arrangements. In respect of each of the following risks, the arrangements which seek to ensure compliance with these objectives are set out in the schedule to this document.

#### **1.1 Credit and Counterparty Risk Management**

The council regards a key objective of its treasury management activities to be the security of the principal sums it invests. Accordingly, it will ensure that its counterparty lists and limits reflect a prudent attitude towards organisations with which funds may be deposited, and will limit its investment activities to the instruments, methods and techniques referred to in TMP4 Approved Instruments Methods and Techniques and listed in the schedule to this document. It also recognises the need to have, and will therefore maintain, a formal counterparty policy in respect of those organisations from which it may borrow, or with whom it may enter into other financing or derivative arrangements.

##### **Policy on the use of credit risk analysis techniques**

- The council will use credit criteria in order to select creditworthy counterparties for placing investments with.
- Credit ratings will be used as supplied from all three rating agencies - Fitch, Moodys and Standard & Poors.
- Treasury Management Consultants will provide regular updates of changes to all ratings relevant to the council.
- The treasury manager will formulate suitable criteria for assessing and monitoring the credit risk of investment counterparties and shall construct a lending list comprising maturity periods, type, group, sector, country and counterparty limits.

## 1.2 Liquidity Risk Management

The council will ensure it has adequate though not excessive cash resources, borrowing arrangements, overdraft or standby facilities to enable it at all times to have the level of funds available to it which are necessary for the achievement of its business/service objectives. The council will only borrow in advance of need where there is a clear business case for doing so and will only do so for the current capital programme or to finance future debt maturities.

The treasury management team shall seek to minimise the balance held in the council's main bank accounts at the close of each working day. Borrowing or lending shall be arranged in order to achieve this aim. At the end of each financial day any unexpected surplus funds are transferred to the main bank account.

Bank overdraft arrangements – A £1 million net overdraft at 2% over base rate on debit balances has been agreed as part of the banking services contract. The overdraft is assessed on a group basis for the council's accounts. Separate facilities are available for the Pension Fund bank account.

a. Short-term borrowing facilities

The council accesses temporary loans through approved brokers on the London money market.

b. Special payments

Where an urgent clearing house automated payment system (CHAPS) payment is required, a CHAPS payment request form must be completed and forwarded to the Head of Transactional Services who then checks for correct required signatures and supporting paper work. Further guidance can be found on the Council's intranet.

c. Inter account transfer

From time to time transactions occur between the Pension Fund and the Council. Reimbursement where necessary is by inter- account transfers between both bank accounts.

## 1.3 Interest Rate Risk Management and use of Derivatives

The council will manage its exposure to fluctuations in interest rates with a view to containing its interest costs, or securing its interest revenues, in accordance with the amounts provided in its budgetary arrangements as amended in accordance with TMP6 Reporting requirements and management information arrangements. It will achieve this by the prudent use of its approved financing and investment instruments, methods and techniques, primarily to create stability and certainty of costs and revenues, but at the same time retaining a sufficient degree of flexibility to take advantage of unexpected, potentially advantageous changes in the level or structure of interest rates. This should be the subject to the consideration and, if required, approval of any policy or budgetary implications.

The council does not use derivatives, the council's S151 Officer will ensure that any hedging tools such as derivatives are only used for the management of risk and the prudent management of financial affairs and that the policy for the use of derivatives when used will be clearly stated to members. The treasury management strategy has full details of interest rate exposure limits.

Policies concerning the use of instruments for interest rate management.

- forward dealing

Consideration will be given to dealing from forward period's dependant upon market conditions. When forward dealing is more than a 364 day period forward then the approval of the Chief Financial Officer is required.

- callable deposits

The council may use callable deposits as part as of its Annual Investment Strategy (AIS). The credit criteria and maximum periods are set out in the Schedule of Specified and Non Specified Investments appended to the AIS.

#### Policy on Use of LOBOS (borrowing under lender's option / borrower's option)

Use of LOBOs is considered as part of the annual borrowing strategy. All long term borrowing must be approved by the S151 Officer.

### **1.4 Exchange Rate Risk Management**

Occasionally, the council has to make foreign exchange payments, the council will manage its exposure to fluctuations in exchange rates so as to minimise any detrimental impact on its budgeted income/expenditure levels.

### **1.5 Refinancing Risk Management**

The council will ensure that its borrowing, private financing and partnership arrangements are negotiated, structured and documented, and the maturity profile of the monies so raised are managed, with a view to obtaining offer terms for renewal or refinancing, if required, which are competitive and as favourable to the organisation as can reasonably be achieved in the light of market conditions prevailing at the time.

It will actively manage its relationships with its counterparties in these transactions in such a manner as to secure this objective, and will avoid overreliance on any one source of funding if this might jeopardise achievement of the above.

The council will establish through its Prudential and Treasury Indicators the amount of debt maturing in any year. Any debt rescheduling will be considered when the difference between the refinancing rate and the redemption rate is most advantageous and the situation will be continually monitored in order to take advantage of any perceived anomalies in the yield curve. The reasons for any rescheduling to take place will include:

- a) the generation of cash savings at minimum risk;
- b) to reduce the average interest rate;
- c) amend the maturity profile and /or the balance of volatility of the debt portfolio.

Any rescheduling will be reported to the council at the meeting immediately following the action.

### **1.6 Legal and Regulatory Risk Management**

The council will ensure that all of its treasury management activities comply with its statutory powers and regulatory requirements. It will demonstrate such compliance, if required to do so, to all parties with whom it deals in such activities. In framing its credit and counterparty policy under TMP1 1.1 Credit and Counterparty Risk Management, it will ensure that there is evidence of counterparties powers, authority and compliance in respect of the transactions they may effect with the organisation, particularly with regard to duty of care and fees charged.

The council recognises that future legislative or regulatory changes may impact on its treasury management activities and, so far as it is reasonably able to do so, will seek to minimise the risk of these impacting adversely on the organisation.

The council will ensure that its treasury management activities comply fully with legal statute, guidance, Codes of Practice and the regulations of the council.

The council's powers to borrow and invest are contained in the Local Government Act 2003, section 12 and Local Government Act 2003, section 1. The treasury management scheme of delegation is contained in the corporate services scheme of delegation. This document contains the officers who are authorised signatories. The council's monitoring officer is the Assistant Director Corporate Governance, while the S151 Officer is the Director of Corporate Services.

### **1.7 Fraud, Error and Corruption, and Contingency Management**

Treasury tasks are segregated and adequate internal checks have been implemented to minimise risks and fraud. Procedures are documented and staff will not be allowed to take up treasury management activities until they have had proper training and are then subject to an adequate and appropriate level of supervision. Records will be maintained of all treasury management transactions so that there is a full audit trail and evidence of the appropriate checks being carried out. Periodic backups will be made to ensure contingency of systems is available.

#### **Details of Systems and Procedures to be Followed, Including Internet Services**

The council uses Logotech Treasury systems as its treasury management recording tool.

- The Corporate Services Scheme of Delegation sets out the delegation of duties to officers. While the council's constitution details delegated authority of treasury management to the Section 151 Officer.
- All loans and investments are negotiated by the treasury manager or authorised persons.
- All long term loans must be authorised by the Section 151 Officer.

### **1.8 Market Risk Management**

The council will seek to ensure that its stated treasury management policies and objectives will not be compromised by adverse market fluctuations in the value of the principal sums it invests, and will accordingly seek to protect it from the effects of such fluctuations. This is controlled mainly by setting limits on investment instruments where the principal value can fluctuate. The limits are detailed in the treasury management strategy

**TMP 1 SCHEDULE 1 – SPECIFIED AND NON SPECIFIED INVESTMENTS**

This is included in the treasury management strategy.

## **TMP 2 PERFORMANCE MEASUREMENT**

### **2.1.1 Evaluation and Review of Treasury Management Decisions**

Periodic reviews during the financial year

The Director of Corporate Services will as and when required may periodically hold treasury management review meetings with the treasury manager to review actual activity against the Treasury Management Strategy Statement and cash flow forecasts.

This will include:

- Total debt (both on-and off balance sheet) including average rate and maturity profile.
- Total investments including average rate and maturity profile and changes to the above from the previous review and against the TMSS.
- Cash flow forecast against the actual.

### **2.1.2 Annual Review after the end of the financial year**

- Annual Treasury Report will be submitted to the Full Council each year after the close of the financial year.

### **2.1.3 Comparative reviews**

Each year or on a quarterly basis, comparative reviews are undertaken to see how the performance of the council on debt and investments compares to other authorities with similar size portfolios (but allowing for the fact that Prudential and Treasury Indicators are locally set). Such reviews are: -

- CIPFA Treasury Management statistics published each year for the last complete financial year
- CIPFA Benchmarking Club
- CIPFA Risk Study
- other

## **2.2 Benchmarks and Calculation Methodology:**

### **2.2.1 Debt management**

- Average rate on all external debt
- Average rate on external debt borrowed in previous financial year
- Average period to maturity of external debt
- Average period to maturity of new loans in previous year

### **2.2.2 Investment.**

The performance of investment earnings will be measured against any of the following benchmarks: -

- in house benchmark and when necessary other benchmarks such as

Bank of England base rate, 7 day LIBID un compounded, 7 day LIBID compounded weekly, 1 month LIBID and 3 month LIBID compounded quarterly

Performance will also be measured against other local authority funds with similar benchmark and parameters managed by other fund managers using the CIPFA treasury management benchmark service.

### **2.3 Policy Concerning Methods for Testing Value for money in Treasury Management**

The process for advertising and awarding contracts will be in line with the council's Contract Standing Orders and procurement guidelines.

#### **2.3.1 Money-broking services**

From time to time, the council will use money broking services in order to make deposits or to borrow, and will establish charges for all services prior to using them. An approved list of firm of brokers is maintained by the treasury manager, this takes account both prices and quality of services. No firm of brokers will be given undue preference.

#### **2.3.2 Consultants / advisers services**

The council's treasury management adviser is Capita Asset services.

## **TMP 3 DECISION-MAKING AND ANALYSIS**

### **3.1 Funding, Borrowing, Lending, and New Instruments/Techniques:**

#### **3.1.1 Records to be kept**

The following records will be retained -

- Daily cash balance forecasts for the day and previous day
- Money market deal booking and deal approval confirmation emails
- Dealing slips for all investment and borrowing transactions
- Brokers' confirmations for all investment and temporary borrowing transactions made through brokers
- Confirmations from borrowing / lending institutions including money market fund portals
- PWLB loan confirmations
- PWLB interest due schedule
- Certificates for market loans, local bonds and other loans
- Deal confirmation letters for deals over one month
- Banking and other contract documents which the treasury team has responsibility for.

#### **3.1.2 Processes to be pursued**

- Cash flow analysis.
- Debt and investment maturity analysis
- Ledger/Logotech/Bank reconciliations
- Review of counterparty limits in addition to monitoring of counterparties
- Review of opportunities for debt restructuring
- Review of borrowing requirement to finance capital expenditure (and other forms of financing where those offer value for money)
- Performance information (e.g. monitoring of actuals against budget for debt charges, interest earned, debt management; also monitoring of average pool rate, investment returns, etc).
- Treasury contracts management

#### **3.1.3 Issues to be addressed.**

##### **3.1.3.1. In respect of every treasury management decision made the council will:**

- a) Above all be clear about the nature and extent of the risks to which the council may become exposed
- b) Be certain about the legality of the decision reached and the nature of the transaction, and that all authorities to proceed have been obtained
- c) Be content that the documentation is adequate both to deliver the council's objectives and protect the council's interests, and to deliver good housekeeping
- d) Ensure that third parties are judged satisfactory in the context of the council's creditworthiness policies, and that limits have not been exceeded
- e) Be content that the terms of any transactions have been fully checked against the market, and have been found to be competitive.
- f) Ensure that adequate investigation on security of the council's funds has been conducted



**3.1.3.2 In respect of borrowing and other funding decisions, the council will:**

- a) consider the ongoing revenue liabilities created, and the implications for the organisation's future plans and budgets
- b) evaluate the economic and market factors that might influence the manner and timing of any decision to fund
- c) consider the merits and demerits of alternative forms of funding, including funding from revenue, use of reserves, leasing and private partnerships
- d) consider the alternative interest rate bases available, the most appropriate periods to fund and repayment profiles to use.

**3.1.3.3 In respect of investment decisions, the council will:**

- a) Consider the optimum period, in the light of cash flow availability and prevailing market conditions;
- b) Consider the alternative investment products and techniques available, especially the implications of using any which may expose the council to changes in the value of its capital;

## **TMP 4 APPROVED INSTRUMENTS, METHODS AND TECHNIQUES**

### **4.1 Approved Activities of the Treasury Management Operation**

- borrowing;
- lending;
- debt repayment and rescheduling;
- consideration, approval and use of new financial instruments and treasury management techniques;
- managing the underlying risk associated with the council's capital financing and surplus funds activities;
- managing cash flow;
- banking activities;
- the use of external fund managers (other than Pension Fund)
- leasing;
- Undertaking all treasury management activities for the Pension Fund including its strategy setting.

### **4.2 Approved Instruments for Investments**

**English and Welsh authorities:** The Annual Investment Strategy has a list of approved instruments.

### **4.3 Approved Techniques**

- Forward dealing
- LOBOs – lenders option, borrower's option borrowing instrument
- Structured products such as callable deposits

#### 4.4 Approved Methods and Sources of Raising Capital Finance

Finance will only be raised in accordance with the Local Government Act 2003 and within this limit the council has a number of approved methods and sources of raising capital finance. These are:

<b>On Balance Sheet</b>	<b>Fixed</b>	<b>Variable</b>
PWLB	●	●
EIB	●	●
Market (long-term)	●	●
Market (temporary)	●	●
Market (LOBOs)	●	●
Bonds administered by the Municipal Bond Agency	●	●
Stock issues	●	●
Local temporary	●	●
Local Bonds	●	
Overdraft		●
Negotiable Bonds	●	●
Internal (capital receipts & revenue balances)	●	●
Commercial Paper	●	
Medium Term Notes	●	
Leasing (not operating leases)	●	●
Deferred Purchase	●	●

#### **Other Methods of Financing**

Government and EC Capital Grants  
 Lottery monies  
 PFI/PPP  
 Operating and Finance leases  
 Revenue Contributions

Borrowing will only be done in British Pound Sterling. All forms of funding will be considered dependent on the prevailing economic climate, regulations and local considerations. The Director of Corporate Services has delegated powers in accordance with Financial Regulations, Standing Orders and Scheme of Delegation to Officers to take the most appropriate form of borrowing from the approved sources.

#### 4.5 Investment Limits

The Annual Investment Strategy sets out the limits and the guidelines for use of each type of investment instrument.

#### 4.6 Borrowing Limits

The Treasury Management Strategy Statement and Prudential and Treasury Indicators state all appropriate limits.

## **TMP 5 ORGANISATION, CLARITY AND SEGREGATION OF RESPONSIBILITIES, AND DEALING ARRANGEMENTS**

### **5.1 Allocation of responsibilities**

#### **(i) Council (Budget)**

- receiving and reviewing reports on treasury management policies, practices and activities
- approval of annual strategy.

#### **(ii) Cabinet**

- approval of amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices
- budget consideration and approval
- approval of the division of responsibilities
- receiving and reviewing regular monitoring reports and acting on recommendations

#### **(iii) Overview and Scrutiny Commission (financial monitoring task group)**

- reviewing all treasury management reports and making recommendations to the Cabinet.

## 5.2 Principles and Practices Concerning Segregation of Duties

5.2.1 The following duties are undertaken by separate officers: -

Tasks	Duties	Responsible Officer
Dealing	• Negotiation and approval of deal	Treasury manager
	• Entering of deal into Logotech	Treasury manager/ Fund officer
	• Sending confirmation letter to counterparty (to be signed by authorised signatory)	Treasury Manager/Fund Officer
	• Checking of brokers and counterparty confirmation notes against Logotech	Fund officer
	• Reconciliation of FMIS Codes and reconciliation to bank statement	Fund Officer Treasury manager
	• Sign off of reconciliations	Fund officer
Accounting Entry	• Processing of accounting entry into FMIS (bank reconciliation team)	Bank reconciliation team
Authorisation / Payment of Deal	• Inputting CHAPS on Lloyds link	Treasury Manager/Fund officer
	• Approval of CHAPS on Lloyds link and CHAPS form authorisation	Authorisers per bank mandate

## 5.3 Statement of the treasury management duties/responsibilities of each treasury post

### 5.3.1 The responsible officer

The responsible officer is the person charged with professional responsibility for the treasury management function and in this council it is the Director of Corporate Services and is also the S151 officer. This person or delegated persons will carry out the following duties: -

- a) recommending clauses, treasury management policy / practices for approval, reviewing the same regularly, and monitoring compliance
- b) submitting regular treasury management policy reports
- c) submitting budgets and budget variations
- d) receiving and reviewing management information reports
- e) reviewing the performance of the treasury management function

- f) ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function
- g) ensuring the adequacy of internal audit, and liaising with external audit
- h) recommending the appointment of external service providers.
- i) The responsible officer has delegated powers through this policy to take the most appropriate form of borrowing from the approved sources, and to make the most appropriate form of investments in approved instruments.
- j) The responsible officer may delegate his power to borrow and invest to members of her staff. The Treasury & Insurance Manager, the fund officer. Treasury management team staff must conduct all dealing transactions, or staff authorised by the responsible officer to act as temporary cover for leave / sickness.
- k) The responsible officer will ensure that Treasury Management Policy is adhered to, and if not will bring the matter to the attention of elected members as soon as possible.
- l) Prior to entering into any capital financing, lending or investment transaction, it is the responsibility of the responsible officer to be satisfied, by reference to the council's legal department and external advisors as appropriate, that the proposed transaction does not breach any statute, external regulation or the council's Financial Regulations
- m) It is also the responsibility of the responsible officer to ensure that the council complies with the requirements of The Non-Investment Products Code (formerly known as The London Code of Conduct) for principals and broking firms in the wholesale markets.

### **5.3.2 Treasury & Insurance Manager**

The responsibilities of this post will be: -

- a) Drafting the treasury management strategy and annual report
- b) execution of transactions
- c) adherence to agreed policies and practices on a day-to-day basis
- d) maintaining relationships with counterparties and external service providers
- e) supervising treasury management staff
- f) monitoring performance on a day-to-day basis
- g) submitting management information reports to the responsible officer
- h) identifying and recommending
- i) opportunities for improved practices

### **5.3.3 The Head of the Paid Service – the Chief Executive**

The responsibilities of this post will be: -

- a) Ensuring that the system is specified and implemented
- b) Ensuring that the responsible officer reports regularly to the full Council / cabinet or General Purpose Committee on treasury policy, activity and performance.

### **5.3.4 The Monitoring Officer**

The responsibilities of this post will be: -

- a) Ensuring compliance by the responsible officer with the treasury management policy statement and treasury management practices and that they comply with the law.

- b) Being satisfied that any proposal to vary treasury policy or practice complies with law or any code of practice.
- c) Giving advice to the responsible officer when advice is sought.

#### **5.3.5 Internal Audit**

The responsibilities of Internal Audit will be: -

- a) Reviewing compliance with approved policy and treasury management practices.
- b) Reviewing division of duties and operational practice.
- c) Assessing value for money from treasury activities.
- d) Undertaking probity audit of treasury function.

#### **5.4 Absence Cover Arrangements**

Cover for treasury management staff will be to specific delegated staff.

#### **5.5 Dealing Limits**

No investment deal must exceed £5million per transaction

No borrowing deal at any point in time must exceed £10 million except when existing loans are being repaid.

#### **5.6 List of Approved Brokers**

A list of approved brokers is maintained within the Treasury team and a record of all transactions recorded against them can be obtained from Logotech.

##### **Policy on Brokers' Services**

It is this council's policy to rotate business between brokers.

#### **5.7 Policy on Taping of Conversations**

The council currently does not tape conversations **but** ensures that confirmations are received from counterparties.

#### **5.8 Direct Dealing Practices**

The council will deal direct with counterparties if it is appropriate and the council believes that better terms will be available. There are certain types of accounts and facilities, however, where direct dealing is required, as follows;

- Business Reserve Accounts:
- Call Accounts:
- Money Market Funds.
- Gilt/CD purchase via custodian
- Fixed period account e.g. 15 day fixed period account

#### **5.9 Settlement Transmission Procedures**

A confirmation letter signed by an authorised signatory per the council's bank mandate must be sent to the counterparty if the deal period exceeds one month. Copy of forms folder located in H:  
/techaccy/treasury/forms

For payments any transfer to be made via Lloyds link CHAPS system must be completed by 2.00 p.m. on the same day to ensure it is authorised. Money market funds may have earlier time deadlines.

#### **5.10 Documentation Requirements**

For each deal undertaken a record should be prepared giving details of dealer, amount, period, counterparty, interest rate, dealing date, payment date(s), broker and confirmation fax, email or letter.

#### **5.11 Arrangements Concerning the Management of Third-Party Funds.**

The council holds a number of trust funds, appointeeship and custody bank accounts. The cash in respect of these funds is held in the council's bank account but transactions are separately coded.



## **TMP 6 REPORTING REQUIREMENTS AND MANAGEMENT INFORMATION ARRANGEMENTS**

### **6.1 Annual Treasury Management Strategy Statement**

1. The Treasury Management Strategy Statement sets out the specific expected treasury activities for the forthcoming financial year. This strategy will be submitted the cabinet and then to the Council (budget) for approval before the commencement of each financial year.
2. The formulation of the annual Treasury Management Strategy Statement involves determining the appropriate borrowing and investment decisions in the light of the anticipated movement in both fixed and shorter-term variable interest rates. For instance, this council may decide to postpone borrowing if fixed interest rates are expected to fall, or borrow early if fixed interest rates are expected to rise.
3. The Treasury Management Strategy Statement is concerned with the following elements:
  - a) Prudential and Treasury Indicators
  - b) current Treasury portfolio position
  - c) borrowing requirement
  - d) prospects for interest rates
  - e) borrowing strategy
  - f) policy on borrowing in advance of need
  - g) debt rescheduling
  - h) investment strategy
  - i) creditworthiness policy
  - j) policy on the use of external service providers
  - k) any extraordinary treasury issue
  - l) the MRP strategy
4. The Treasury Management Strategy Statement will establish the expected move in interest rates against alternatives.

### **6.2 The Annual Investment Strategy Statement**

At the same time as the council receives the Treasury Management Strategy Statement it will also receive a report on the Annual Investment Strategy which will set out the following: -

- a) The council's risk appetite in respect of security, liquidity and optimum performance
- b) Which specified and non specified instruments the council will use
- c) The council's policy on the use of credit ratings and other credit risk analysis techniques to determine creditworthy counterparties for its approved lending list
- d) Which credit rating agencies the council will use
- e) How the council will deal with changes in ratings, rating watches and rating outlooks
- f) Limits for individual counterparties and group limits
- g) Country limits
- h) Levels of cash balances
- i) Interest rate outlook
- j) Budget for investment earnings
- k) Policy on the use of external service providers

### **6.3 The Annual Minimum Revenue Provision Statement**

This statement sets out how the council will make revenue provision for repayment of its borrowing using the four options for so doing and will be submitted at the same time as the Annual Treasury Management Strategy Statement.

### **6.4 Policy on Prudential and Treasury Indicators**

1. The council approves before the beginning of each financial year a number of treasury limits which are set through Prudential and Treasury Indicators.
2. The responsible officer is responsible for incorporating these limits into the Annual Treasury Management Strategy Statement, and for ensuring compliance with the limits. Should it prove necessary to amend these limits, the responsible officer shall submit the changes for approval to the full Council.

### **6.5 Other reporting**

- Annual report on treasury management activity
- Other management information reports

## **TMP 7 BUDGETING, ACCOUNTING AND AUDIT ARRANGEMENTS**

### **7.1 Statutory / Regulatory Requirements**

The accounts are drawn up in accordance with IFRS. The council has also adopted in full the principles set out in CIPFA's 'Treasury Management in the Public Services - Code of Practice' (the 'CIPFA Code'), together with those of its specific recommendations that are relevant to this council's treasury management activities.

## **TMP 8 Cash and Cash Flow Management**

### **8.1 Arrangements for Preparing Cash Flow**

Cash flow projections are prepared annually, monthly and daily. The annual and monthly cash flow projections are prepared from the previous years' cash flow records, adjusted for known changes in levels of income and expenditure, new grant allocations and changes in payments and receipts dates. These details are supplemented on an ongoing basis by information received of new or revised amounts to be paid or received as and when they are known. Logotech is used to record cashflow.

### **8.2 Bank Statements Procedures**

The council receives daily bank statements. On a daily basis download the day's bank statement into the folder below. Estimates on Logotech cash flow is updated with actuals from bank statement.  
**H:\TECHACCY\TREASURY\Daily\Bank Statement Export**

## **TMP 9 MONEY LAUNDERING**

### **9.1 Proceeds of Crime Act 2002 and Amendments**

See council's website and intranet for Money laundering process and associated policies  
[http://intranet/anti\\_money\\_laundering\\_policy.pdf](http://intranet/anti_money_laundering_policy.pdf)

### **9.2 The Terrorism Act 2000 and Amendment order**

See council's website and staff intranet on policy. Staff should note that. All individuals and businesses in the UK have an obligation to report knowledge, reasonable grounds for belief or suspicion about the proceeds from, or finance likely to be used for, terrorism or its laundering, where it relates to information that comes to them in the course of their business or employment

### **9.3 The Money Laundering Regulations 2007 and updates**

The council's money laundering officer is the Head of Audit. See council's website and intranet for details [http://intranet/anti\\_money\\_laundering\\_policy.pdf](http://intranet/anti_money_laundering_policy.pdf)

Treasury management and banking staff are required to familiarise themselves with all money laundering regulations.

### **9.4 Procedures for Establishing Identity / Authenticity of Lenders**

It is not a requirement under POCA for local authorities to require identification from every person or organisation it deals with. However, in respect of treasury management transactions, the council does not accept loans from individuals except during a bond issue.

All loans are obtained from the PWLB, other local authorities or from authorised institutions under the Financial Services and Markets Act 2000. This register can be accessed through the FCA website on [www.fca.gov.uk](http://www.fca.gov.uk).

### **9.5 Methodologies for identifying Deposit Takers**

Other than those organisations mentioned in para section 6.16 and appendix 2c of the treasury strategy In the course of its Treasury activities, the council will only lend money to or invest with those counterparties that are on its approved lending list. These will be local authorities, the PWLB, Bank of England and authorised deposit takers under the Financial Services and Markets Act 2000. The FSA register can be accessed through their website on [www.fsa.gov.uk](http://www.fsa.gov.uk)).

All transactions will be carried out by CHAPS, faster payments or bacs for making deposits or repaying loans.

## **TMP 10 TRAINING AND QUALIFICATIONS**

The council recognises that relevant individuals will need appropriate levels of training in treasury management due to its increasing complexity.

All treasury management staff should receive appropriate training relevant to the requirements of their duties at the appropriate time.

Additionally, training may also be provided on the job and it will be the responsibility of the treasury manager to ensure that all staff under her authority receives the level of training appropriate to their duties.

### **10.1 Details of Approved Training Courses**

Treasury management staff and members will go on courses provided by our treasury management consultants, CIPFA, money brokers etc.

### **10.2 Records of Training Received by Treasury Staff**

Staff will keep records on their training.

### **10.3 Member training records**

Member training will be provided as required.

## **TMP 11 USE OF EXTERNAL SERVICE PROVIDERS**

### **11.1 Details of Contracts with Service Providers, Including Bankers, Brokers, Custodian Banks, Consultants, Advisers**

This council may employ the services of other organisations to assist it in the field of treasury management. However, it will ensure that it fully understands what services are being provided and that they meet the needs of this council, especially in terms of being objective and free from conflicts of interest.

#### **11.1.1 Banking Services**

- a) The council's supplier of banking services is Lloyds TSB Bank. The bank is an authorised banking institution authorised to undertake banking activities by the FCA
- b) The branch address is:  
Lloyds Banking Group  
25 Gresham Street, London  
EC2V 7HN

#### **11.1.2 Money-Broking Services**

The council will use money brokers for temporary borrowing and investment and long term borrowing. It will seek to give an even spread of business amongst the approved brokers.

#### **11.1.3 Consultants'/Advisers' Services**

##### **Treasury Consultancy Services**

The council receives mail shots on credit ratings, economic market data and borrowing data. In addition interest rate forecasts, annual treasury management strategy templates and from time to time the council may receive advice the timing of borrowing, lending and debt rescheduling. The performance of consultants will be reviewed by the treasury manager to check whether performance has met expectations.

#### **11.1.4 Custodian Banks**

The Council will use the services of custodian banks when trading in most transferable instruments like treasury bills. Due procurement process will be followed in the procurement of this service. It should be noted that that it is the borrower that pays in most cases and not the lender. Property fund on the other hand do not require custody services, the investor pays all fee.

#### **11.1.5 Credit Rating Information**

The council receives notifications of credit ratings from Capita Asset services.

### **11.2 Procedures and Frequency for Tendering Services**

See TMP2

## **TMP 12 CORPORATE GOVERNANCE**

### **12.1.1 List of Documents to be Made Available for Public Inspection**

- a. The council is committed to the principle of openness and transparency in its treasury management function and in all of its functions.
- b. It has adopted the CIPFA Code of Practice on Treasury Management and implemented key recommendations on developing Treasury Management Practices, formulating a Treasury Management Policy Statement and implementing the other principles of the Code.



**Accrued Interest**

Any interest that has accrued since the initial purchase or since the last coupon payment date, up to the date of sale/purchase

**Basis Point**

One hundredth of 1% e.g. 0.01%

**Certificate of Deposit (CD)**

A Tradable form of fixed deposit. They can be sold before maturity via the secondary market at a rate that is negotiable. Often issued by banks and Building Societies in any period from 1 month to 5 years.

**Coupon**

The total amount of interest a security will pay on a yearly basis. The coupon payment period depends on the security.

**Covered Bond**

Covered bonds are conventional bonds (fixed or floating) issued by financial institutions that are backed by a separate group of loans, usually prime residential mortgages or public sector loans.

**Credit Rating**

A measure of credit worthiness of a borrower. A credit rating can be assigned to a country, organisation or specific debt issue/ financial obligation. There are a number of credit ratings agencies but the main 3 are Standard & Poor's, Fitch and Moody's.

**Credit risk**

This is the risk that the issuer of a security becomes temporarily or permanently insolvent, resulting in its inability to repay the interest or to redeem the bond. The solvency of the issuer may change over time due to various factors.

**Debt Management Office**

Debt Management Office is an executive agency of HM Treasury. They are responsible for debt management in the UK, in the form of issuing Treasury Bills and Gilts.

**Financial Strength Rating**

Rating criteria used by Moody's ratings agency to measure a bank's intrinsic safety and soundness.

**Floating Rate Note (FRN)**

An instrument issued by Banks, Building Societies and Supranational organisations which has a coupon that re-sets usually every 3 months. The refix will often be set at a premium to 3 month Libor.

**Gilt**

A UK Government Bond, sterling denominated, issued by HM Treasury

### Index Linked Gilts

A government bond issued by the DMO whose coupon and final redemption payment are related to movement in the RPI (Retail Price Index)

### Interest rate risk

The risk that an investment's value will change due to a change in the absolute level of interest rate. Interest rate risk affects the value of bonds more directly than stocks, and it's a major risk to all bond holders. As interest rates rise, bond prices fall and vice versa. The rationale is that as interest rates increase, the opportunity cost of holding a bond decreases since investors are able to realise greater yields by switching to other investments that reflect the higher interest rate

### LIBOR

London Interbank Offered Rate: set on a daily basis. The rate at which banks lend to each other for different periods

### Long Term

Duration in excess of one year

### Net Asset Value

Often used when funds or investment assets are valued. This term is generally means the Total assets less total liabilities.

### Premium

The sale/purchase of an asset at a level that is above the par value or original price. If a security is trading at a premium, current market interest rates are likely to be below the coupon rate of the security.

### Short Term

Duration in excess of 1 year

### Support Rating

Fitch Ratings Agency's assessment of extraordinary support given to a financial institution either by the parent and or sovereign.

### Supranational Bond

A bond issued by a Supranational organisation (multi-lateral development banks). They are AAA rated organisations in which the share capital is jointly owned and guaranteed by leading developed nations in their respective region.

### Treasury Bill (T-Bills)

A Treasury Bills is a short dated instrument issued by HM Treasury. They are issued at a discount, therefore they are not coupon bearing.

### Viability Ratings

Assessment of a bank's intrinsic creditworthiness applied by Fitch Ratings Agency. It's aim was to enhance visibility on benefits of support. This replaced the individual ratings

#### Yield curve

The yield curve represents the relationship between yield and maturity. The conventional shape being that as the maturity lengthens, the yield will increase. Each security will have its own yield curve, depending on the yield in every time period available.

