



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,& 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 & 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 & 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

Page 385

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 & 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 & 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 & 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.
Religion/ belief	<u>X</u>		X		<u>CSD5 Potential for wider community to use the centre</u> <u>CSD7 & 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.
Sex (Gender)	<u>X</u>		X		<u>CSD5 Potential for wider community to use the centre</u> <u>CSD7 & 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.
Sexual orientation	<u>X</u>		X		<u>CSD5 Potential for wider community to use the centre</u> <u>CSD7 & 8</u> Existing policies and procedures will be applied to ensure fairness.
Socio-economic status	<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					

Page 388

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 th 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
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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)	<p>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.</p> <p>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.</p> <p>CS15 – Increase in court costs to cover administrative charge.</p>
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.	<p>CS13 – one member of staff vulnerable to redundancy. No impact on service delivery.</p> <p>CS14 – one member of staff if vacancy has not arisen through natural wastage before implementation. No impact on service delivery.</p> <p>CS15 – households struggling financially to pay their Council Tax will be faced with an increased charge for debt recovery action.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None

Page 39

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.
Sexual orientation			YES	Existing policies and procedures will be applied to ensure fairness.
Socio-economic status			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"> Impact is predominately on staff and procedures and policies for reorganizations will be followed and guidance and support sought from HR colleagues 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.
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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
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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)	The proposals as part of the savings proposals over the next four years include: A reduction in the My Merton spend by reviewing suppliers and costs, with no intended impact on the overall My Merton offer 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 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
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.	The savings proposals will have an impact on two main groups: Service departments , 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. Groups of residents will be effected in that the usual channels we use to communicate with them, will change.
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.

Page 397

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

Page 39
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 add Assessment
<p>The proposal will have a negative impact on:</p> <ul style="list-style-type: none"> • Older people who may not have access to online facilities, therefore may not be able to access information via digital communications channels • 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

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

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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"> • Increased general income £62k • Increased Treasury income £60k • Increased income from pension fund £20k • Re-phasing existing running cost savings £42k • Further running cost savings £33k • Reducing consultancy budget £100k • Delete 1 business partner post £78k • Delete further 2-3 posts £100k
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

Page 402

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)?

Page 403

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.					

Page 40 of 41

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"> 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.'

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

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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.

Page 8 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).

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.

Page 409

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					

Sex (Gender)			x		82% workforce female so changes will have an impact
Sexual orientation					
Socio-economic status					

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)

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- 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 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	

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
<p>The proposal will have a negative impact on:</p> <ul style="list-style-type: none"> female workers as the majority of employees in the division are female. age profile of the division the proposal will have a negative impact on employees 45 – 64 years of age. <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:

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

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

Page 418

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
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&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>

Page 421

	<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&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>
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).

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.

Page 429

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)?

Page 430

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

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

Page 136

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.

Page 438

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

Stage 1: Overview	
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

Page 440

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)?

Page 141

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.					

Page 443

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"> 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.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Julia Regan, Head of Democracy Services	Signature:	Date:12.01.15
Improvement action plan signed off by Director/ Head of Service	Paul Evans, Assistant Director of Corporate Governance	Signature:	Date: 19.01.15

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

Stage 1: Overview	
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.

Page 4/18

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)?

Page 447

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.

Page 449

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

<p>This Equality Analysis has resulted in an Outcome add Assessment</p> <p>Please include here a summary of the key findings of your assessment.</p> <ul style="list-style-type: none"> • 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"> • Reduce budget to London Councils Grant Scheme by £64k to meet actual cost • Potential further reduction of £20k to London Councils Grant Scheme • Delete 1 post £50k
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

Page 45

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)?

Page 452

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	

Page 454

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:

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>

Page 156 of 156

	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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Page 457

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	

Pregnancy and Maternity				no	
Race			Yes		Disproportionate effect in specific communities that access youth work - Black African, Black Caribbean and White British
Religion/ belief				no	
Sex (Gender)				no	
Sexual orientation			yes		A small LGBT group is being started at one centre and will cease.
Socio-economic status			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.

Page 458

Stage 4: Conclusion of the Equality Analysis

5. 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			Youth Service	

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"> 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.

Page 459

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.

Page 46 of 101

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

Page 462

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.**

Page 463

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

Page 464

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
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	Add name/ job title	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	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"> • to close/outsourced daycare and childcare services in various locations across the borough • reduce the core delivery offer from some Children’s Centres reducing access for some families and partner agencies/VCS, • to further reduce the support/advice/guidance/improvement offer for good and outstanding providers of funded education – safeguarding and early intervention only • to further reduce staff numbers – back office and those delivering direct services <p>Phase 2</p> <ul style="list-style-type: none"> • to further reduce staff who work directly with families through Children’s Centres and staff who work directly with early years and education providers • to reduce the number of managers across the service in light of above reduction of services • increase self serve and income generation • Further reduce remaining Children’s Centre service offer in some geographical areas of the borough (based on need)
<p>Which Department/ Division has the responsibility for this?</p>	<p>Children, Schools and Families, early years</p>

Page 465

Stage 1: Overview	
Name and job title of lead officer	Add in name and job title of lead officer
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>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"> • reduce the number of day-care places /nurseries that the council delivers directly – closure or outsourcing • reduce the range of services available via Children's Centres across the borough • further reduce the early years Quality Improvement work and support to PVI provides • reduce number of staff providing back office and infrastructure support <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>
2. How does this contribute to the council's corporate priorities?	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
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	This proposal with impact on external and internal customers, partners agencies, children and families , early years providers, council staff, schools
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	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.</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).

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)?

Page 468

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

Page
470

- 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 471 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.

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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:

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>

Page 174

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

				years. Some are specifically targeted at improving maternal health.
Race			yes	One service works specifically with refugees and asylum seeking young people
Religion/ belief			no	
Sex (Gender)			yes	All current commissioning manager postholders are female
Sexual orientation			no	
Socio-economic status			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

Page 476

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	

Page 477

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"> Savings from the EIP Commissioning budget could potentially have a negative impact on disadvantaged groups within the community 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 <p>What course of action are you advising as a result of this assessment?</p> <ul style="list-style-type: none"> Acceptance of these savings proposals based on the ability to mitigate negative impact on specific equality groups.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Leanne Wallder	Signature:	Date: 18/11/14
Improvement action plan signed off by Director/ Head of Service	Paul Ballatt	Signature:	Date: 18/11/14

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
Stage 1: Overview	
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> <p>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</p>
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	
Age		√	√		The existing users of the theatre focusses on children & young people
Disability		√	√		Although the overwhelming majority of users are not disabled, the existing users will include disabled children and those with special needs
Gender Reassignment		√		√	
Marriage and Civil Partnership		√		√	
Pregnancy and Maternity		√		√	
Race		√	√		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.
Religion/ belief		√		√	
Sex		√		√	
Sexual orientation		√		√	
Socio-economic status		√	√		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>Outcome 1 – 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>Outcome 2 – 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>Outcome 3 – 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>Outcome 4 – Stop and rethink: when your EA shows actual or potential unlawful discrimination.</p>		<p>If a policy shows unlawful discrimination it must be removed or changed.</p>	
<p>Note: If your EA is assessed as outcome 3, 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.

Risks or improvements identified in the EIA	Action required	Performance measure & target(s)	By when	Uses existing or additional resources?	Lead Officer	Progress
Loss of service delivery by Polka Theatre Page 483	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

Assessment completed by: Name/Job Title	Christine Parsloe Leisure & Culture Development Manager	Signature: C A Parsloe	Date: 19 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 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
Stage 1: Overview	
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	
Age	√			√	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.
Disability	√			√	This facility is regularly used by disabled people and holds the RYA Sailability status, hence greater opportunities opened up for disabled users
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?

Not applicable.

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
Outcome 1 – 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.		Outcome 3 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.	

Page 10

<p>Outcome 2 – 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>Outcome 3 – 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>Outcome 4 – Stop and rethink: when your EA shows actual or potential unlawful discrimination.</p>	<p>If a policy shows unlawful discrimination it must be removed or changed.</p>
<p>Note: If your EA is assessed as outcome 3, 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

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.

Risks or improvements identified in the EIA	Action required	Performance measure & target(s)	By when	Uses existing or additional resources?	Lead Officer	Progress
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

Assessment completed by: Name/Job Title	Christine Parsloe Leisure & Culture Development Manager	Signature: C A Parsloe	Date: 19 th 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 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
Stage 1: Overview	
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> <ol style="list-style-type: none"> 1) Increase income over expenditure and deliver efficiency savings in supplies and services across the Leisure & Culture Development Teams budget.
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>Outcome 1 – 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>Outcome 2 – 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>Outcome 3 – 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>	

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Outcome 4 – Stop and rethink: when your EA shows actual or potential unlawful discrimination.	If a policy shows unlawful discrimination it must be removed or changed.
Note: If your EA is assessed as outcome 3 , 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:
19th 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
Stage 1: Overview	
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 & 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>Outcome 1 – 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>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>Outcome 2 – 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 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>Outcome 3 – 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>

Page 199

Outcome 4 – Stop and rethink: when your EA shows actual or potential unlawful discrimination.	If a policy shows unlawful discrimination it must be removed or changed.
Note: If your EA is assessed as outcome 3 , 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.
 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

Assessment completed by: Name/Job Title	Christine Parsloe Leisure & Culture Development Manager	Signature: C A Parsloe	Date: 27 th 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

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.

Page 50 of 102

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 502

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.

Page 504

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Howard Joy/Property Management and Review Manager	Signature:	Date:19 th 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.

Page 506

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 207

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.](#)

Page 509

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Howard Joy/Property Management and Review Manager	Signature:	Date:19 th 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

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 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

Page 11

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)?

Page 512

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

Page 515

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 outcome

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Paul Walshe Parking Services Manager	Signature: Paul Walshe	Date: 04/12/2014
Improvement action plan signed off by Director/ Head of Service	Chris Lee Director of Environment and Generation	Signature:	Date: 04/12/2014

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?	E&R8	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	

Stage 1: Overview		
Name and job title of lead officer	Paul Walshe Parking Services Manager	
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	The introduction of ANPR will greatly improve the Council's ability to manage traffic flows, congestion, and traffic pollution, free flow of buses and emergency vehicles as well as ensuring increased safety for pedestrians, particularly around schools. There is no reduction in the level of service and it is envisaged that there will be no deletion of posts.	
2. How does this contribute to the council's corporate priorities?	Resident surveys have listed traffic congestion as one of the top 5 concerns in the borough. 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 Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
Age	X			X	With the expected improvement in compliance by the motorists of the parking regulations pedestrian safety will improve for the older and infirmed in general and children particularly outside schools.
Disability	X			X	As above improvement in compliance ill positively effect people with disabilities.
Gender Reassignment	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
Marriage and Civil Partnership	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
Pregnancy and Maternity	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

APPENDIX 13

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

APPENDIX 13

Religion/ belief	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.
Sex (Gender)	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.
Sexual orientation	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.
Socio-economic status	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)	The aim is to review the back office resources with the aim to achieve efficiencies. There will be no reduction in service but there may be a reduction in 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 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

Page 229

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)?

Page 530

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.

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 outcome

Page 532

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Paul Walshe Parking Services Manager	Signature: Paul Walshe	Date: 04/12/2014
Improvement action plan signed off by Director/ Head of Service	Chris Lee Director of Environment and Generation	Signature:	Date: 04/12/2014

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?	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

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)?

Page 535

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.

Page 537

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome add Assessment
The realignment of management structures will ensure that there is no negative impact arising from this proposal.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Paul Walshe Parking Services Manager	Signature: Paul Walshe	Date: 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?	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
Page 53 of 53 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.
	Improves the efficiencies of parking services by reducing the cost to run the service.
	Only staff will be affected but not negatively as they will use only their Civic Centre accommodation/base.
2. How does this contribute to the council's corporate priorities?	
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?	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)?

Page 5/10

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.

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 outcome

Page 512

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Paul Walshe Parking Services Manager	Signature: Paul Walshe	Date: 04/12/2014
Improvement action plan signed off by Director/ Head of Service	Chris Lee Director of Environment and Generation	Signature:	Date: 04/12/2014

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"> Commercial businesses providing licensable activities e.g. street trading, tattooists, nail bars Large development companies.
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"> E&R Public Protection has sole responsibility for regulatory services

Page 5/14

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)?

Page 55

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
Socio-economic status		✓		✓	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

Page 546

- 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"> • 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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Page 547

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Paul Foster, Head of the Regulatory Services Partnership	Signature:	Date: 23.12.14
Improvement action plan signed off by Director/ Head of Service	Paul Foster, Head of the Regulatory Services Partnership	Signature:	Date: 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"> • Additional income • Greater resilience • Access to specialist expertise
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"> • Other partner boroughs (residents, businesses, councillors and staff) • Partner agencies e.g. police, HMRC, Public Health England
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"> • 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

Page 5 of 9

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 550

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
Socio-economic status		✓		✓	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 Plan**9. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact**

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Not applicable	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 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	Paul Foster, Head of the Regulatory Services Partnership	Signature:	Date: 23.12.14
Improvement action plan signed off by Director/ Head of Service	Paul Foster, Head of the Regulatory Services Partnership	Signature:	Date: 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"> • Other partner boroughs • Police
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"> • 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 • The police • The RSP has overall responsibility

Stage 2: Collecting evidence/ data

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

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

- 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)?

Page 55

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
Socio-economic status		✓		✓	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

Page 556

- 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

Page 557

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"> • 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	Paul Foster, Head of the Regulatory Services Partnership	Signature:	Date: 23.12.14
Improvement action plan signed off by Director/ Head of Service	Paul Foster, Head of the Regulatory Services Partnership	Signature:	Date: 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>What are you proposing and what are they designed to deliver?</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"> Waste Collection and recycling Commercial waste Street Cleaning Winter Maintenance Vehicle Maintenance Greenspaces, principally grounds maintenance (and potentially other functions to be determined)
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>

Page 559

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 561

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.

Page 563

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Charles Baker	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes	Signature:	Date:

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>What are you proposing and what are they designed to deliver?</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.

Page 565

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		✓		✓	

Page 6 of 6

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.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Brian McLoughlin	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes	Signature:	Date:

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)	What are you proposing and what are they designed to deliver? 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.

Page 57

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

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.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Charles Baker	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes	Signature:	Date:

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)	What are you proposing and what are they designed to deliver? 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.

Page 57/77

Stage 2: Collecting evidence/ data

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

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

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		✓		✓	

Page 6 of 8

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.

Page 580

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Charles Baker	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes	Signature:	Date:

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)	What are you proposing and what are they designed to deliver? 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.

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)?

Page 583

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

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

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 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?
<p>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.</p>	<p>Implement Street cleaning communications project plan</p> <p>Objectives:</p> <ul style="list-style-type: none"> - 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 	<p>Monitor complaints</p>	<p>Ongoing</p>			
<p>Disability</p> <p>The negative impact would be if the disability was not obvious e.g. mental health and an FPN was issued.</p>	<p>The private contractor is briefed to identify disability wherever possible taking into consideration body language and behaviour.</p> <p>Where an offender is disabled but this disability is not obvious the carer would make representation and this would be considered by a</p>	<p>Monitor representations and complaints</p>	<p>Ongoing</p>			

<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>			

Page 587

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.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Brian McLoughlin	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes	Signature:	Date:

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)	What are you proposing and what are they designed to deliver? To undertake a joint procurement for the operational provision of the Boroughs Household Reuse and Recycling Center at Garth rd
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 current proposal is for the procurement to provide the same level of service minimising any impact on residents 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.
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.

Page 590

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 591

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.

Page 593

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Charles Baker	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes	Signature:	Date:

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)	What are you proposing and what are they designed to deliver? 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.

Page 59 of 69

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 596

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	

Page 598

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.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Brian McLoughlin	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes/	Signature:	Date:

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)	What are you proposing and what are they designed to deliver? 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.

009 ebrt

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 601

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.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Brian McLoughlin	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes/	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?	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.

Page 2 of 6

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 606

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 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?
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

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

Page 612

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 613** **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

Page 6 of 6

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

Page 6 of 6

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 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

Page 622

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

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		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

Page 62

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

What are the proposals being assessed?	<p>Proposed shared services with Wandsworth incorporating further savings (17/18)</p> <ol style="list-style-type: none"> 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) Efficiencies delivered through Mobile and flexible working arrangement rollout and other TOM improvements 6) Potential outsourcing of admin scanning functions
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 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

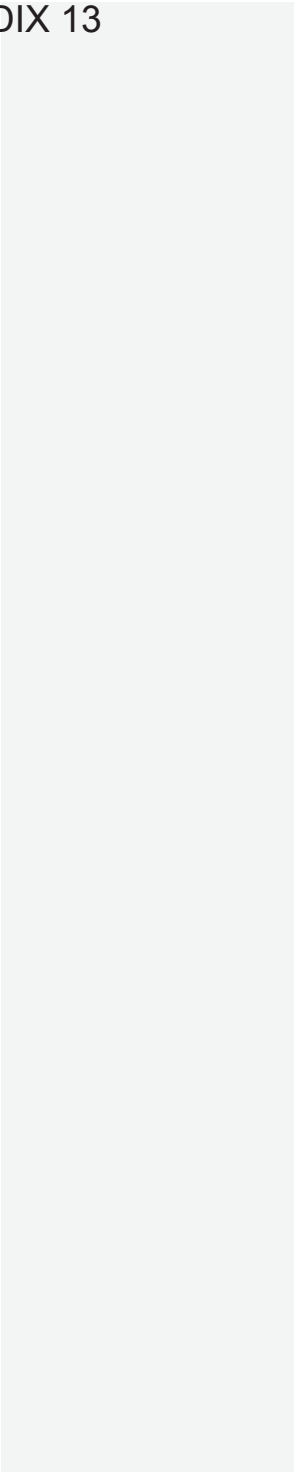
This section can also be used in your decision making reports (CMT/Cabinet/etc) but you must also attach the assessment to the report, or provide a hyperlink

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.

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Does the 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	
Age		x		x	There is no information to suggest this group would be affected or that service provision will be reduced.
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 638

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 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.

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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.

Does the 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

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 646

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.

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.

Page 650 of 650

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 651

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.

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:

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.

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 no anticipated adverse impact on equalities groups

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.

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)?

Page 061

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

Page 66

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: 4/12/14
Improvement action plan signed off by Director/ Head of Service		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&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.

Page 66 of 66

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 066

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.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Mario Lecordier – Traffic and Highway Services Manager	Signature: Mario Lecordier	Date: 4/12/14
Improvement action plan signed off by Director/ Head of Service		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&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.

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)?

Page 071

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 [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: 4/12/14
Improvement action plan signed off by Director/ Head of Service	CL	Signature:	Date:30.12.14

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.

Page 67

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.

Page 9 of 9

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:

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&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.

Page 68

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.

Page 685

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:

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)?

Page 685

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.

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:

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

Page 689

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 6/10

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 add Assessment
The proposed savings to not bear any significant equality impact.

Page 692

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Paul McGarry	Signature: P McGarry	Date:24/12/2014
Improvement action plan signed off by Director/ Head of Service		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?	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

-

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.

Community and Housing - Adult Social Care

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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Stage 1: Overview	
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.

Page 701

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). Please see attached consultation report - Appendices 1 to 6.

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

As previously indicated a 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 mitigating actions are detailed in Section 7 below.
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	Yes	No	Yes	No	<p>First Contact Service: CH11 Risk of slower response to some initial referrals and requests for support, but opportunity to respond using promoting independence principles.</p> <p>Day Services for Service Users: CH13 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>Staffing: CH20; CH21; CH22; CH23; CH37 - 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>Reviews of Service User Support Plans: CH12; CH24; CH25; CH26; CH27; CH28; CH30; CH31; CH32; CH33 - 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>Other: CH29 - 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>CH34 - 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>
		No	Yes		
	Yes		Yes		
	Yes		Yes		

	Yes		Yes	<p>CH35 - 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>CH36 - Reduction in Single Homeless contracts within Supporting People (YMCA, Spear, and Grenfell). This fits with our aspiration of 'promoting independence'.</p> <p>CH38 - Assessment & Commissioning - placement budget reduction. This fits with our aspiration of 'promoting independence'.</p> <p>CH39 - 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>First Contact Service: CH11 Risk of slower response to some initial referrals and requests for support, but opportunity to respond using promoting independence principles.</p> <p>Day Services for Service Users: CH13 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>Staffing: CH20; CH21; CH22; CH23; CH37 - 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>Reviews of Service User Support Plans: CH12; CH24; CH25; CH26; CH27; CH28; CH30; CH31; CH32; CH33 - 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>Other: CH29 - 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>CH34 - 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>
		No	Yes	
		No	Yes	
	Yes		Yes	
	Yes		Yes	
	Yes		Yes	

	Yes		Yes	<p>CH35 - 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>CH36 - Reduction in Single Homeless contracts within Supporting People (YMCA, Spear, and Grenfell). This fits with our aspiration of 'promoting independence'.</p> <p>CH38 - Assessment & Commissioning - placement budget reduction. This fits with our aspiration of 'promoting independence'.</p> <p>CH39 - 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	
Gender Reassignment				N/A
Marriage and Civil Partnership				N/A
Pregnancy and Maternity				N/A
Race				N/A
Religion/ belief				N/A
Sex (Gender)				N/A
Sexual orientation				N/A
Socio-economic status	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>First Contact Service: CH11 Risk of slower response to some initial referrals and requests for support, but opportunity to respond using promoting independence principles.</p> <p>Day Services for Service Users: CH13 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>Staffing: CH20; CH21; CH22; CH23; CH37 - 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>Reviews of Service User Support Plans: CH12; CH24; CH25; CH26; CH27; CH28; CH30; CH31; CH32; CH33 - 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	

Page 706

	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>Other:</p> <p>CH29 - 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>CH34 - 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>CH35 - 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>CH36 - Reduction in Single Homeless contracts within Supporting People (YMCA, Spear, and Grenfell). This fits with our aspiration of 'promoting independence'.</p> <p>CH38 - Assessment & Commissioning - placement budget reduction. This fits with our aspiration of 'promoting independence'.</p> <p>CH39 - 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>Service redesign - 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>Communication and engagement - 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>Principle of promoting independence - 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>Reviews of Services Users Support Plans - Practice - 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>Fair allocation of resources - resource panels, guidance and training for frontline staff</p> <p>Contract reduction process - explore alternative provision for areas where spend is reduced engaging with service users and providers</p> <p>Integration with health services - progress agreed plans for integration project</p> <p>Process efficiencies - pursue process efficiencies to facilitate greater staff contact time</p> <p>Monitoring - 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.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Douglas Russell ASC Programme Manager	Signature:	Date: 6 th February 2015
Improvement action plan signed off by Director/ Head of Service	Simon Williams Director of Community & Housing	Signature:	Date: 6 th February 2015

Appendix 1

Wards: All Wards

Subject: ASC Savings Proposals for 2015-2016 Consultation Results Lead officer: Simon Williams Director for Community and Housing

Lead member: Councillor Caroline Cooper- Marbiah, Cabinet Member for Adult Social Care and Health

Contact officer: Caroline Phillips Business Manager Adult Social Care Redesign Team
caroline.phillips@merton.gov.uk, 020 8545 3873

Recommendations:

- A. To consider the outcome of the consultation exercise as detailed in the report with regard to the 3 additional savings proposals.

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. The purpose of the report is to provide feedback on the responses to the consultation exercise that has taken place, on the Adult Social Care budget savings proposals and associated changes to services. This feedback will inform decisions about these proposals.

2 DETAILS

- 2.1. The Adult Social Care budget savings proposals presentation and an easy read version were made available on the council's website: at merton.gov.uk/adult-social-care-consultation. Paper copies of these documents were also available at the Civic Centre in Morden, Merton libraries, Merton Voluntary Service Council (MVSC) at Vestry Hall and at the council's daycentres.
- 2.2. The total savings proposed for 2015-16 are £2.234m most of which have been approved previously by Members. However, the underachievement of some savings in previous years has meant that the 2015-16 total now includes £400k of replacement savings not previously approved by Members. This consultation was based around three specific replacement savings proposals which are to:
- Redesign the ' Initial Access Service for adult social care, to achieve savings of £125,000
 - Altering the staff mix at day services for people with learning disabilities including using more volunteers to realise savings of £200,000
 - Review of support packages for everyone who uses adult social care in Merton more often, to ensure the support given remains appropriate as needs change to realise savings of £75,000

- 2.3. The consultation documents also outlined the savings between 2016 and 2019 which had been approved by Cabinet for discussion with scrutiny, and put these savings in the context of other savings already agreed. This makes the cumulative effect of year on year savings clear for consultees.
- 2.4. Views on the proposals were sought from residents within Merton and from people who work within Merton and who have had experience of the adult social care service. They were asked to provide comments on the impact the proposals may have, and to propose alternative ways in which the council could make savings. In order to facilitate an accessible and comprehensive consultation there were 5 options available for providing feedback. These were:
- Online questionnaire was available at merton.gov.uk/consultation
 - Paper questionnaires were widely available at Merton's libraries, at Vestry Hall, the civic centre main reception and the daycentres within the borough. An accessible version of these questionnaires was provided
 - Two public consultation events were held on 15th December 2014 at Vestry Hall and at the Acacia Centre 13th January 2015.
 - Email comments could be sent to ASCconsultation@merton.gov.uk
 - Views could also be sent to Adele Williams atadele@healthwatchmerton.co.uk
- In addition to the above:
- 2.5. A separate consultation event was held with the voluntary sector, and
- Views were also received in the form of a 550 signature petition organised by the Centre for Independent Living (CIL) and an open letter to the Council from the CIL giving its views on the proposals, and
 - Open responses (letters or e-mails) from 12 interested people/ organisations giving their views on the whole savings package for 2015-16 and in some cases beyond.

3 SUMMARY OF RESPONSES AND KEY FEEDBACK FROM QUESTIONNAIRES

- 3.1. There were 62 questionnaire responses received overall. The characteristics of the people who responded is detailed below, where the information was given. The full details are attached in Appendix 2
- 3.2. Responses were received from 20 Carers and 24 Service Users
- 3.3. Responses to Gender were received from 24 Males and 22 Females
- 3.4. 46 respondents provided details of their age with the largest coming from the 45-54 age range – 13 responses and 11 responses from the 55 -64 age group.

15 and under	0
16 -24	2
25 -34	5
35 -44	6
45 -54	13
55 -64	11
65 -74	6
75 or over	2

4 SUMMARY OF RESPONSES AND KEY FEEDBACK ABOUT PROPOSAL 1 INITIAL ACCESS SERVICE (IAS)

4.1. Comments were sought on how straightforward responders found the current IAS process this is detailed in the grid below.

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Straightforward	5	4	1		1
Helpful	5	3	1		1
Quick	4	2	3		1
Easy to understand	4	4	1		1
Difficult	1		1	6	1
Confusing	1		1	6	1
Not helpful	1		1	6	1

Question 12 in the questionnaire asked responders to what extent they agreed with the proposal for the IAS. 11 responses were received about the IAS proposal with 1 strongly agreed, 5 agreed and 5 strongly disagreed with the proposed changes. The balance of the views were marginally in agreement with the proposal.

Strongly Agree	1
Agree	5
Strongly Disagree	5

4.2. There were a further 24 additional comments made in the questionnaire detailed in Appendix 2.1. They can be grouped into 4 main themes:

- Theme 1 was how important it is to have people to speak to in person both on the phone and in person, in addition to on-line access
- Theme 2 was how important it is to have properly trained staff that have a holistic view of people's needs so they can signpost to the correct services.
- Theme 3 was how important it was to have information on how to contact the new service. This needs to be widely communicated both on the Merton website and within the community.

- Theme 4 raised concerns about the capacity within the voluntary sector to take on this additional work, including funding, signposting, training, consistency of approach, and ability to deal with complex needs that span more than one part of the voluntary sector.

5 SUMMARY OF RESPONSES AND KEY FEEDBACK ABOUT PROPOSAL 2

DAY SERVICES FOR PEOPLE WITH LEARNING DISABILITIES

- 5.1. Responses were sought on how important the activities at the day centre were to service users and carer's. This is detailed in the grid below. Overall all of the main areas were scored as being very important.

	Very important	Important	Not so important	Not at all important
Respite care	20	4	3	2
Place to learn	23	5	3	2
Place to have fun	25	7	1	1
Place to meet friends	28	2	2	1
Place for community activities	25	6	1	1

Question 22 in the questionnaire asked responders to what extent they agreed with the proposal for learning disability day services. 35 responses were received for the day services proposal 2 which are detailed below. The balance of views, were against the proposals to reduce the service.

Strongly agree	7
Agree	1
Neither agree nor disagree	12
Disagree	2
Strongly disagree	13

- 5.2. There were an additional 26 comments made with regard to why respondents agreed or disagreed with the above proposal and these are detailed in Appendix 2.1 attached.

6 SUMMARY OF RESPONSES AND KEY FEEDBACK PROPOSAL 3 REVIEW OF SUPPORT PACKAGES

- 6.1. Respondents were asked the last time that their needs had been reviewed and their responses are detailed in the grid below. 37 responses were received.

Less than 6 months ago	10
About 6 months ago	5
Within the last 12 months	10
More than a year ago	12

- 6.2. Question 32 in the questionnaire asked responders to what extent they agreed with the proposal for more frequent reviews. 36 responses were received for the reviews proposal 3 and the responses are detailed in the grid below. The balance of views is against the proposals

Strongly agree	4
Agree	4
Neither agree nor disagree	10
Disagree	6
Strongly disagree	12

- 6.3. There were a further 28 comments about the review proposals and how the review process could be improved. These are detailed in Appendix 2.1.

7 SUMMARY OF PUBLIC CONSULTATION EVENTS

- 7.1. The two events asked participants to provide feedback and comments on the proposals and on the consultation process. The feedback from the events was collated and is detailed in full in Appendix 3 and 4.
- 7.2. The summary of the general issues/concerns and queries was as follows:
- The event was welcomed by the group and they all felt it was a positive first step
 - The group felt that ASC needed to sell itself more and raise the profile of what it does. The group felt that most people didn't know what it covered and therefore were unaware of the importance of the work. They felt that a communication plan and better uses of My Merton with real cases studies and more awareness raising on Merton-i will help future users understand the importance of ASC and the impact it has on people's lives. The group felt that ASC should be a higher profile than for example "cleaning dog faeces from streets" and felt it's because people don't realise that ASC is not just about older people in care homes
 - The group felt that the Council needed to be more robust in its approach and say how important ASC is so it ranks highly. Areas where there are potential alternative savings are two weekly bin collections, recycling more and the council should enforce these changes as it is good for the environment and means that ASC will have to save less. It shouldn't be a political decision when peoples lives are at risk
 - Recognition that Merton is one of the lowest spenders in ASC which means that they are doing a good job so cuts should be from other areas that are not so cost effective
 - People in the group felt that political decisions for votes outweigh the importance of care for people. The group felt that the community would be willing for council tax to be increased by 1% if they realised how ASC impacts on those it helps
 - They explicitly asked "Why is council tax not being raised to cover the deficit?"

- People in the group felt that there should be more shared services between councils. Some members of the group wanted more information on savings where other boroughs had done this such as the tri-borough partnership
- The group said “Cuts are a Curb to independence”

7.3. The groups expressed concern about:

- Future generations – what services will they get?
- Having less activities and staff at day centres
- The increasing age of carers and the toll on them; this is cumulative
- Acknowledging that people have other responsibilities as well as caring
- Ensuring empathy, sympathy, patience, active listening by staff when speaking to callers with mental health issues

7.4. The group suggested:

- Getting/enabling customers and carers to do mystery shopping to review and improve new systems e.g. new access arrangements
- Recognising that the council has been ‘pared down’,
- There are still some opportunities to reduce process and procedures and some of these need to be simplified

8 SUMMARY OF VOLUNTARY SECTOR CONSULTATION

8.1. A consultation event was held on the 23rd January at Wandle Valley Resource Centre and was attended by representatives of the following voluntary sector organisations.

8.2. Carers Support Merton, YMCA, Merton CIL, MVSC, Merton & Morden Guild, Merton Vision, Dean City Farm, Grenfell, Merton Community Transport.

8.3. Nine key points were raised which were :

- A good initial assessment will set the foundation for a proper support plan. It is the key assessment. Use it to build in preventative approaches at this stage and monitor customers regularly
- They welcome the advance notice about the budgets and savings
- The voluntary sector could offer a more VFM service in relation to equipment advice and support compared to the current offer
- Voluntary sector can support Adult Social Care and support delivery of savings by absorbing the work, but not if funding for the voluntary sector is cut by 50%
- The Council needs to work more collaboratively with the voluntary sector on finding solutions to deliver savings and better outcomes for individuals.
- It is Important to understand the impact of savings on the quality of services

- Agreed that ASC and the Voluntary sector need to support people to plan for the future. The need to set up and run forums to do this was agreed. All agreed that this should be actioned as a good idea and would engage people in a creative way.
- Transport costs should be included in people's personal budgets.
- They agreed it would be helpful to have further discussions on future savings and work on solutions/options together

9 SUMMARY OF OPEN LETTERS/EMAILS

- 9.1. Feedback was received from 12 respondents on the savings proposals in a free form format. They covered 5 main areas which were the overall savings programme, the 3 specific savings proposals and the consultation process itself.
- 9.2. The summary of responses is attached in Appendix 5
- 9.3. The main comments which were raised by more than two responders were:
- Responses to the overall savings programme
 - ASC savings are risky and will disproportionately affect the most vulnerable people in Merton and should be reconsidered.
 - There is not enough detail about the impact of savings proposals on all disabled people and the evaluation of the impact is flawed.
 - Proposal 1- The Voluntary sector may not have the range of skills to advise all client groups
 - Proposal 2 – Day services are already efficient and effective so why should more savings be made?
 - It is not practical to expect volunteers to do what paid care workers do.
 - Proposal 3 – If reviews presume that care/support will reduce there is a risk that the Council will fail to meet its duty around eligible needs

10 RESPONSES ABOUT THE CONSULTATION

- 10.1. The consultation would have been more effective if it had been more accessible and had allowed more time for people affected to give their views
- 10.2. The consultation was of limited use as alternative proposals to make savings other than in ASC were not presented

11 MERTON CENTRE FOR INDEPENDENT LIVING (CIL) OPEN LETTER AND PETITION

- 11.1. Merton CIL fed back its views on the ASC savings package 2016-19 in an "Open Letter" dated 22nd January 2015 and through a petition it organised and was signed by 550 people.
- 11.2. The open letter was addressed to Stephen Alambritis (Leader), Ged Curran, (CEO), Caroline Cooper-Marbiah, (Cabinet Member for ASC and Health) and

Simon Williams (Director of Communities and Housing). The full letter is provided at Annex65, but in summary the open letter explained the CIL's three main concerns. They were that the:

- Process for setting the £14 million savings target is flawed, and the amount planned too high,
- Full, negative, impact of the cuts on disabled people and older people in Merton has not been properly assessed and decisions are being made without reference to the full facts, and
- Consultation process is insufficient given the scale of the cuts and has not been accessible enough.

11.3. The letter went on to request that the 2015-16 savings are carefully monitored in partnership with the CIL and its Members and that the 2016-19 savings be put back on the table for further discussion.

11.4. The open letter was followed by a petition delivered to Merton Council on 2nd February 2015. It was signed by 550 people calling for the Council to "*Stop, Think, Consult before slashing £14m from Adult Social Care*". A hard copy of the petition will be available for Members at the Council meeting on the 4 March 2015.

11.5. The covering note emphasised the people signing the petition were asking that:

- No further savings to ASC be agreed,
- The impact of the savings on disabled and older people be fully assessed including changes to ILF, and
- Local people should be given the opportunity to work with the Council to identify solutions.

12 ALTERNATIVE OPTIONS

12.1. The consultation documents issued by ASC presented three replacement savings proposals as outlined above and sought views on these. Some respondents responded to the invitation to offer alternatives to these. For example, it was suggested that the Council could:

- (i) Raise the Council tax rather than cut ASC budgets
- (ii) Establish more shared services with other councils
- (iii) Switch to fortnightly refuse collections
- (iv) Undertake more recycling
- (v) Cut street cleaning rather than ASC budgets
- (vi) Employ an Access Officer within the Corporate Team to work with local organisations to improve access for disabled people to external opportunities, including improved access to leisure, businesses, and the built environment generally.

13 CONSULTATION UNDERTAKEN OR PROPOSED

13.1. The consultation period was open from 10th December 2014 to 2nd February 2015 (a period of 7 weeks). The details of the consultation undertaken have been detailed above. There are proposals for further consultation to take place with regard to the proposed savings for 2016 – 2019.

14 TIMETABLE

14.1. The three replacement savings options being consulted on all relate to the financial year 2015-16.

15 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

15.1. The savings being consulted on are put forward in order to meet adult social care's contribution to the required savings for the council's Medium Term Financial Strategy.

16 LEGAL AND STATUTORY IMPLICATIONS

16.1. Adult Social Care is a statutory service. From 1st April 2015 the current wide range of legislation that applies to Adult Social Care is being drawn together and consolidated under the Care Act 2014. It is intended and expected that the council will still meet its core statutory duties if these savings are implemented.

17 CRIME AND DISORDER IMPLICATIONS

17.1. None specific to this report

18 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

18.1. None specific to this report

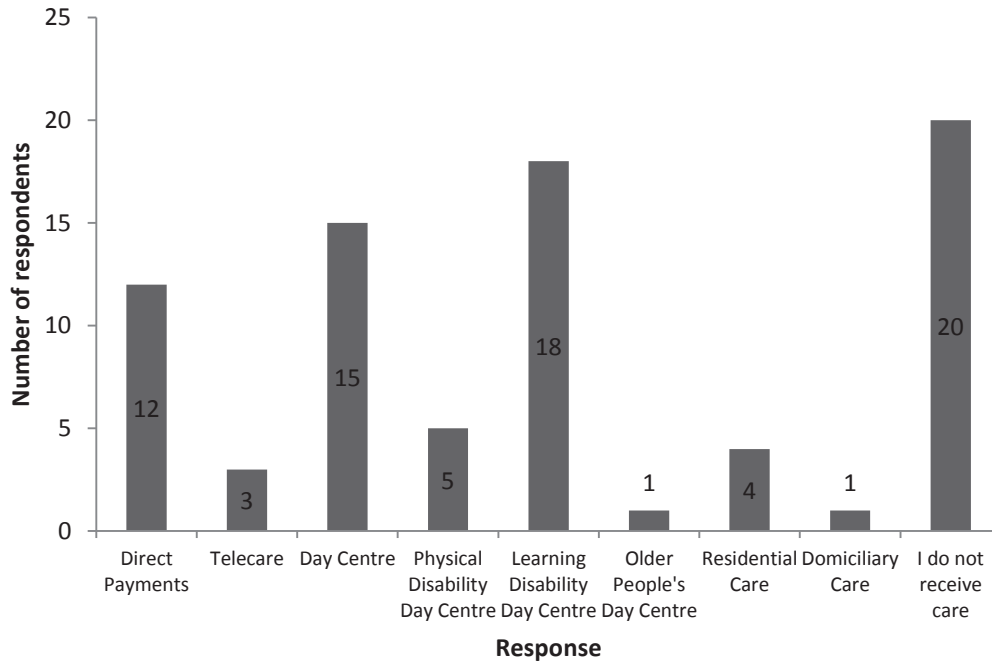
19 APPENDICES – THE FOLLOWING DOCUMENTS ARE TO BE PUBLISHED WITH THIS REPORT AND FORM PART OF THE REPORT

- Appendix 2 Summary of questionnaire responses and
- Appendix 2.1 Additional comments
- Appendix 3 Summary of public consultation event at Vestry Hall
- Appendix 4 Summary of consultation event at The Acacia Centre
- Appendix 5 Summary of Open comments/ emails responses
- Appendix 6 Open letter from the CIL
-

Q1: Are you a Carer/User?

Carer	24
Service User	20

**Q2: Which services do you currently use?
50 respondents (Multiple response)**



Q3: Do you live/and or work in the borough?

I live in the borough	51
I work in the borough	9
Both	6
Neither	1

Q35: Gender?

Male	24
Female	22

Q36: Age group?

16-24	2
25-34	5
35-44	6
45-54	13
55-64	11
65-74	6
75+	2

Q36: Ethnicity?

White English/Welsh/Scottish/Northern Irish/British	34
White Irish	2
Black or Black British - African	1
Asian or Asian British - Any other Asian background	3
Mixed/multiple ethnic groups - White and Asian	2
Other ethnic group - Any other ethnic group	1

Questions about Proposal 1: Initial Access Service

Q4: Have you ever used the Initial Access Service, either for yourself or on behalf of someone else?

Yes	14
No	46

Q5: Who did you contact the Initial Access Service on behalf of?

Myself	1
Family Member	7
Neighbour	2
Other	2

Q6: To what extent do you agree/disagree the process was the following?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Straightforward	5	4	1		1
Helpful	5	3	1		1
Quick	4	2	3		1
Easy to understand	4	4	1		1
Difficult	1		1	6	1
Confusing	1		1	6	1
Not helpful	1		1	6	1

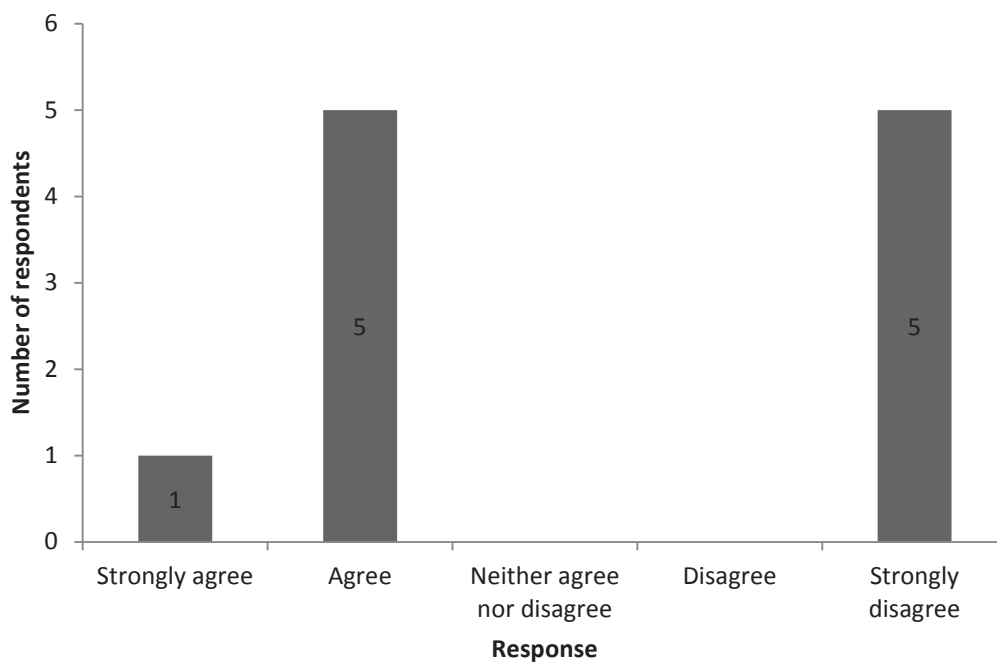
Q7: Did you get the response you were hoping for from this service?

Yes	9
No	2

Q9: How important are the following for the future of IAS?

	Very important	Important	Not so important	Not at all important
Quick response	8	4		
Consistency of person to talk to	10	2		
Accessibility	9	3		
Friendliness	6	6		
Excellent signposting	9	3		
Online access	3	4	5	
Access to an assessment	8	4		

Q12: Do you agree or disagree with the IAS proposal?
11 respondents

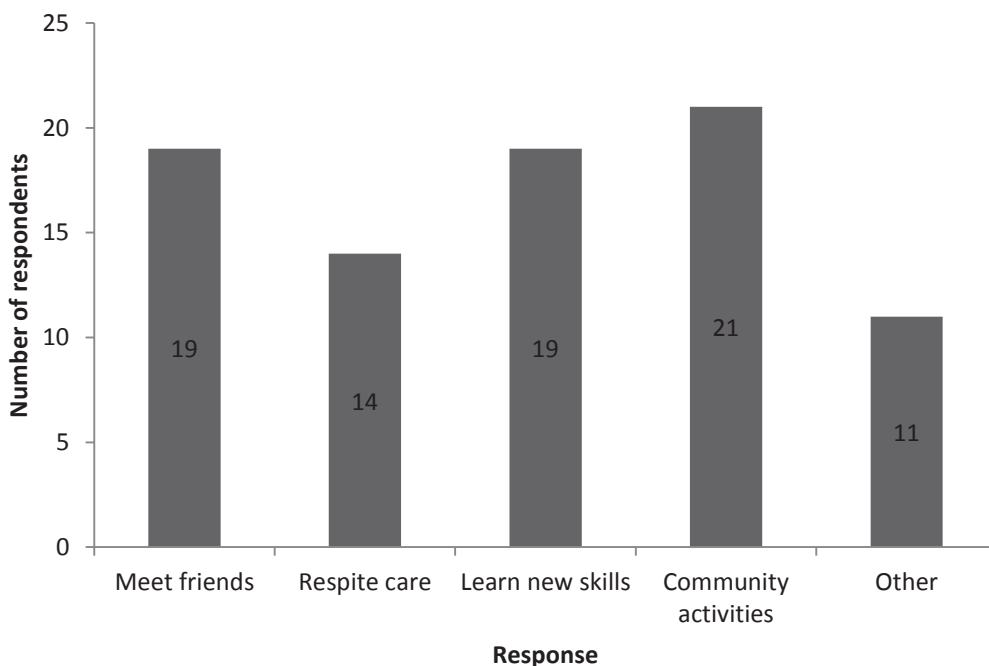


Questions about Proposal 2: Day Services

Q14: Do you access the Learning Disabilities Day Services for any of the following?

Myself	9
Family Member	16
Other	17
Do not use it	5

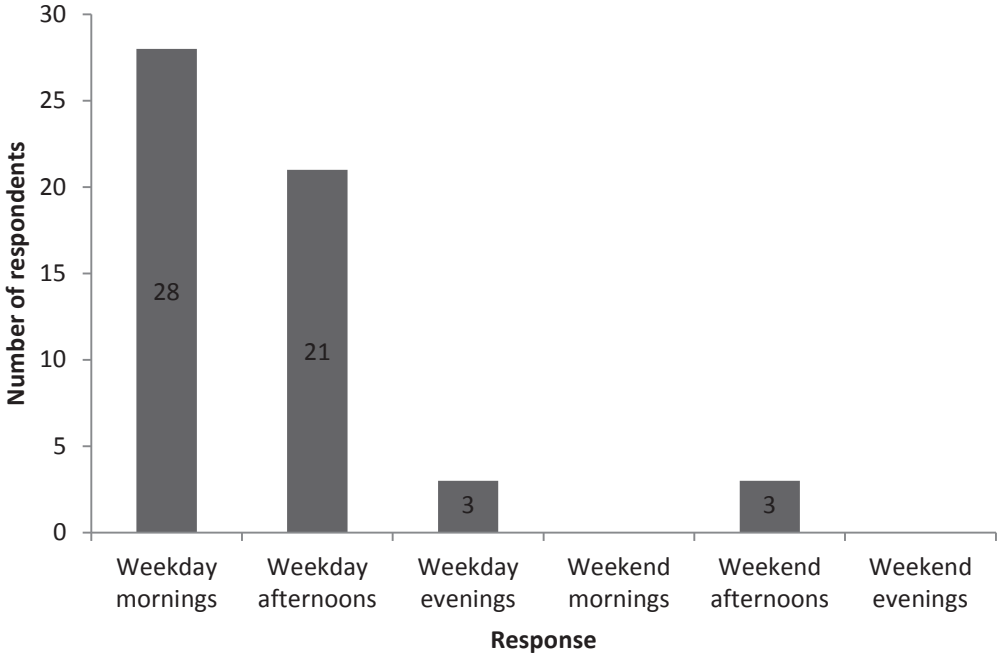
**Q15: What purposes are Learning Disabilities Day Services used for?
31 respondents (Multiple response)**



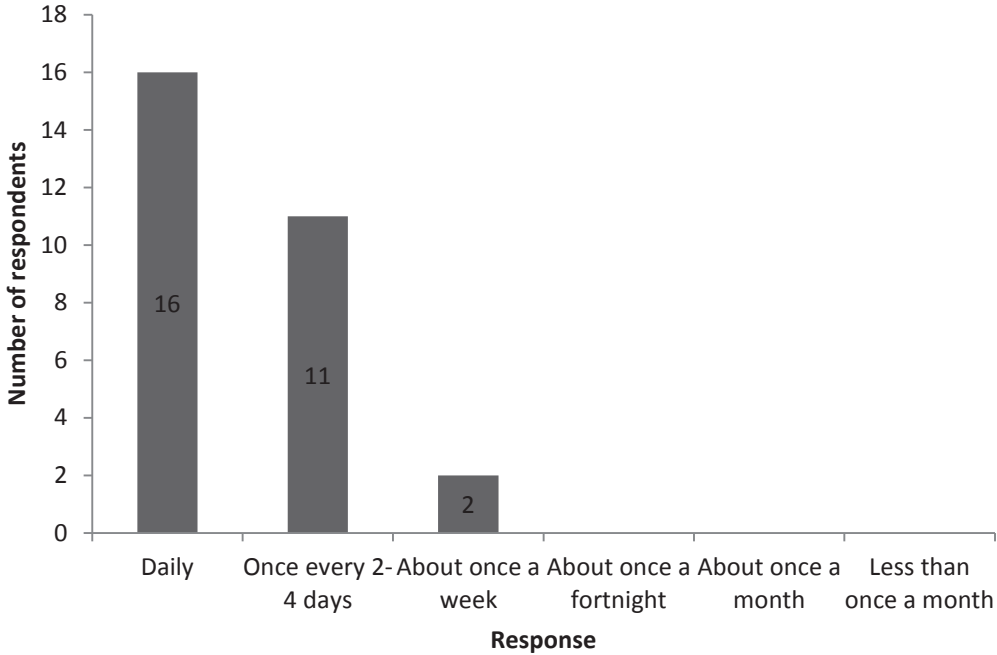
Q16: Which Learning Disabilities Day Services are used?

All Saints	11
High Path	9
Jan Malinowski	12

**Q17: When are the Learning Disabilities Day Services accessed?
28 respondents (Multiple response)**



**Q18: How often are the Learning Disabilities Day Services accessed?
28 respondents (Multiple response)**



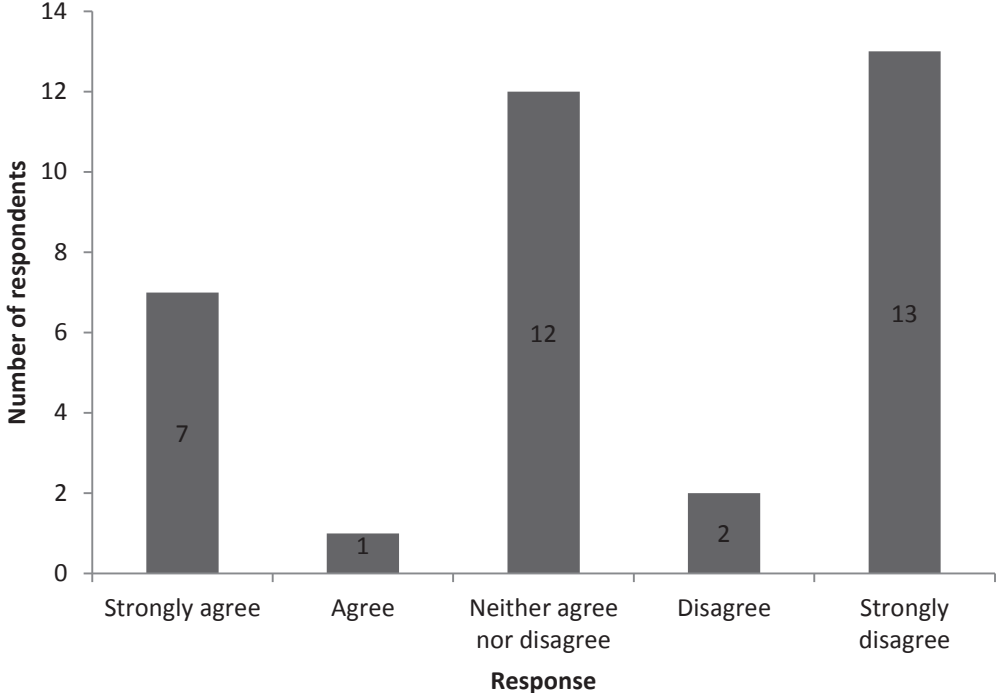
Q19: Preferred time for using Learning Disabilities Day Services?

	1 st pref	2 nd pref	3 rd pref	4 th pref	5 th pref	6 th pref
Weekday mornings	24	1	1	1		
Weekday afternoons	2	19			1	
Weekday evenings		1	5			1
Weekend mornings	1			4		
Weekend afternoons		1			5	
Weekend evenings			1			4

Q20: How important are the following to you?

	Very important	Important	Not so important	Not at all important
Respite care	20	4	3	2
Place to learn	23	5	3	2
Place to have fun	25	7	1	1
Place to meet friends	28	2	2	1
Community activities	25	6	1	1

Q22: Agree or disagree to Learning Disabilities Day Services proposal?
35 respondents



Questions about Proposal 3: Reviews

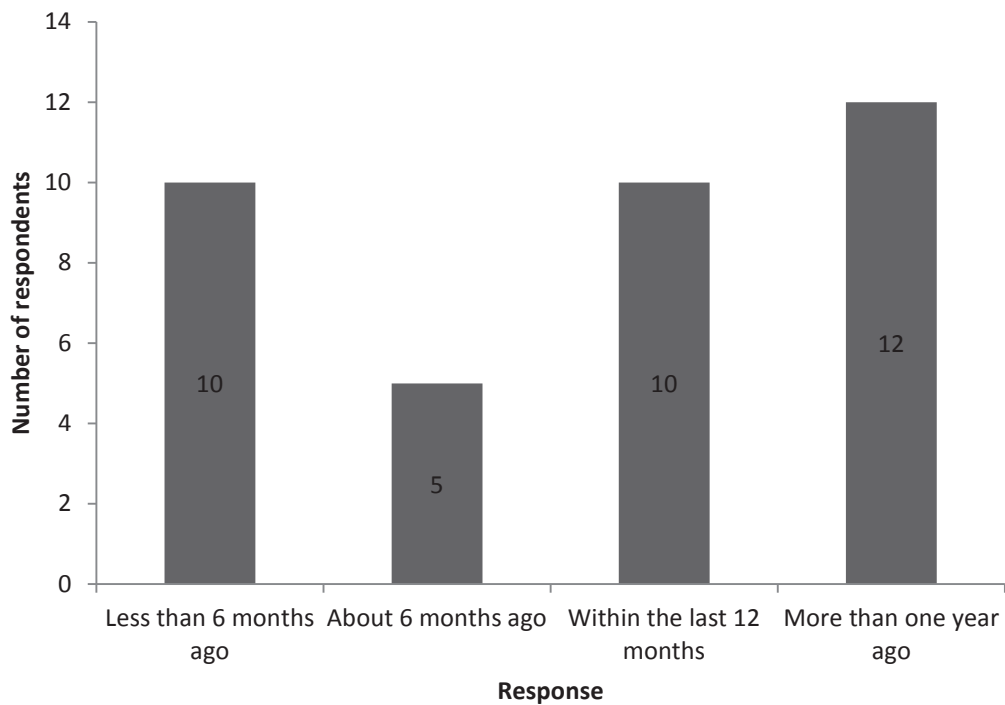
Q26: Where do you currently live?

At home independently	7
At home without support	3
At home with support from family	22
At home with support from social services	4
Residential care home	3
Sheltered accommodation	1
Other	3

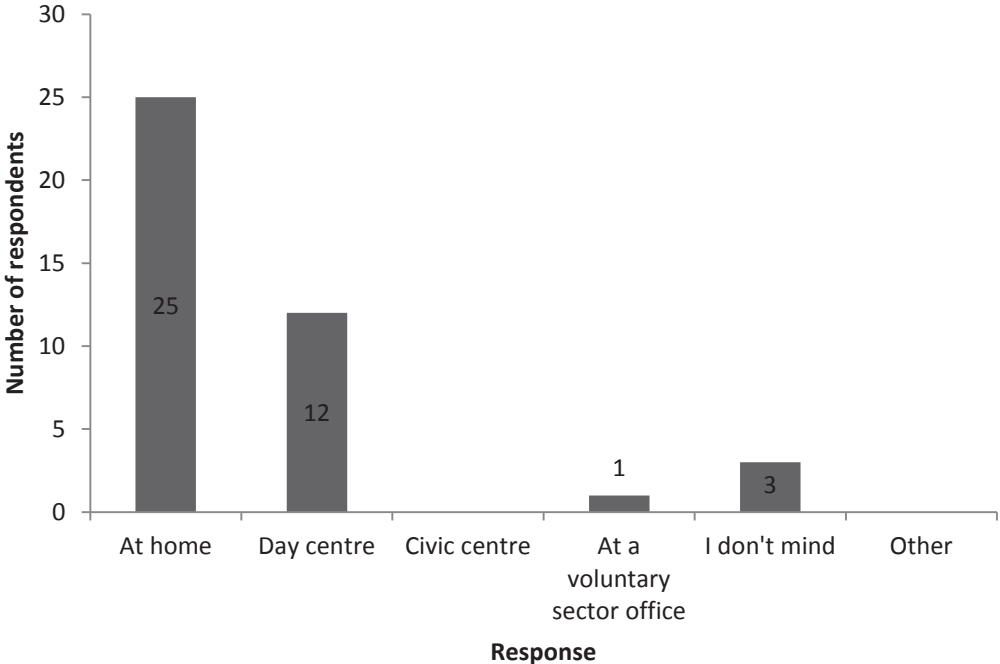
Q27: How important is it for you to continue to do things for yourself?

Very important	26
Important	8
Not so important	5
Not at all important	0

**Q28: When was the last time your needs were reviewed?
37 respondents**



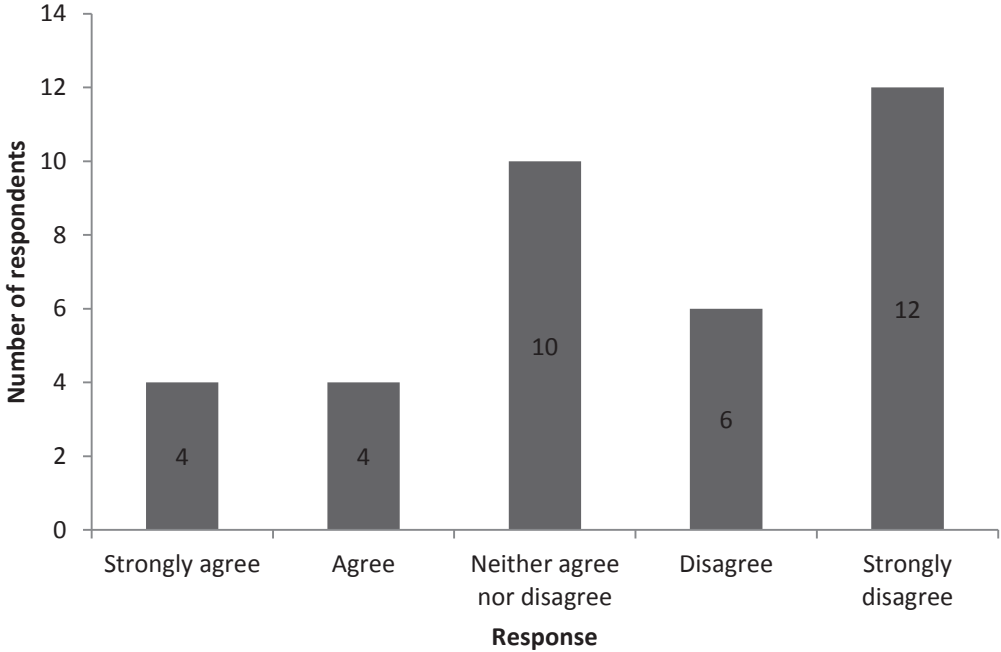
Q29: Where would you prefer to have your reviews carried out?
37 respondents



Q30: Is it helpful to have someone you know at the review?

Yes	36
No	1

Q32: Do you agree or disagree with the review of care packages proposal?
36 respondents



Proposal 1: Q5.1: If you have ticked 'other', please specify in the comment box below
This open response (Free text) question was answered by 2 respondents.
another carer
I rang it for a carer who needed help
Proposal 1: Q10: Anything else you feel is important?
This open response (Free text) question was answered by 3 respondents.
anyone running the service needs to have a comprehensive knowledge of all types of needs/services across adult social care
As well as on-line access it is important to have people to speak to in person & on the phone as many disabled & older people do not want on-line access. The service needs to be staffed by trained staff who are qualified to carry out assessments of need & have the knowledge to signpost people to the right services. People do not fit into neat boxes of either having learning disabilities, being physically disabled or having a sensory impairment. We need staff who are aware of holistic needs, not just one set of needs
Autism
Proposal 1: Q11: Can IAS be improved in any way?
This open response (Free text) question was answered by 3 respondents.
For people like me it does not exist - and ignores our substantial - severe needs.
I don't think it will be improved by farming it out to the voluntary sector. Most voluntary sector organisations in Merton are focused on one "client group" or another. they do not have the expertise or knowledge to address a range of complex needs & signpost effectively. this will lead to people not having needs met or being shunted round from one organisation to another.
There is always room for improvement
Proposal 1: Q13: Any further comments on IAS proposals?
This open response (Free text) question was answered by 15 respondents.
As a pensioner I am very concerned about the possibility that educational offers may be reduced/stopped. This is not how a 'civilised' society should support its elderly
Assessment of need is a statutory duty for the local authority. By closing the service and sending it out to the voluntary sector with no extra funding is a total devaluation of the assessment process. It shows no understanding of the complex needs people have. they don't fit into neat boxes. With no extra funding the voluntary sector will be using resources that would otherwise have been used for different purposes. What will be the processes for ensuring staff are qualified and trained and that a consistency is provided across organisations. This quality assurance monitoring will have a cost.
Closing team will have detrimental & knock on impact on the lives of those needing assessment/support.
Do not understand what Initial Access Service is
Don't know enough to make a valid comment
Emergency access must be protected
I am a vulnerable disabled adult (Autistic) By law you have to support me. I am totally isolated, I barely function. This is no life, I wish I could die. There is no care - there are no services!

I am appalled that the jobs of a highly professional team are likely to be replaced by volunteers across a variety of settings who will not provide the consistency of approach and support that comes from this dedicated team. Merton Link is not a solution. That team is under a lot of pressure anyway and my experience of them is they do possess the level of empathy required to support people enquiring about access services and providing advice on care issues.
I don't know what that is, I wasn't aware it existed so have never used it.
If this is to work it's crucial that information on who to contact and how is made widely available particularly for people moving into the area, those for whom English is a second language etc. This needs to be via the Merton website and community information boards (eg libraries, doctors' surgeries). It's not clear how people with complex needs that span many parts of the voluntary sector will be catered for.
It's crucial that information on who to contact is widely available across the borough - eg via doctors, libraries, schools etc. Voluntary sector bodies will need to have excellent communication with each other and the council if this is to work.
Many free hours are given by volunteers in organisations helping people to remain INDEPENDENT. But we have to have trained staff to oversee the activities, food, etc. They need very little funding and it would be a false economy for council to stop funding these lifelines for many vulnerable older people. If they remain indoors on their own, it will be a drain on other services. False economy because they would deteriorate mentally, All surveys show that Loneliness leads to depression, depression to bad diet and bad diet to dementia in older people.
Never heard of it.
Proposal OK provided the service is monitored
There is no access now - how can you cut nothing?
Proposal 2: Q14.1: If 'other', please specify
This open response (Free text) question was answered by 4 respondents.
I attend All Saints for a physical not mental disability
I support people who do.
I was unaware of them. They had never been mentioned by any social worker
There are no services, for autistic adults.
Proposal 2: Q15.1: If 'other' please specify
This open response (Free text) question was answered by 11 respondents.
As a widow I am the sole carer for my daughters and this is the opportunity to get away from me. When she's at the centre she can make choices without me having to make them for her
Development/confidence building
Go out to do essential exercise, and receive help with physio exercises
My daughter is at All Saints to do the above plus I work full time and need her to go to the centre to be looked after as she can't be left alone
Sports, computer skills, general knowledge
Therapy
This will depend on what is identified in people's care plans
To enable my son to take part in exercise that is essential for his physical health
Proposal 2: Q21: Any else of importance to you or service user?
This open response (Free text) question was answered by 11 respondents.
Anything would be a start.
Community Centres will be able to assist with active learning, fun activities for people with learning disabilities.
Due to heart and back conditions my son needs to take part in regular exercise, and also do formal exercises set by the physiotherapist - these take place during day centre hours.
Opportunity to attend appropriate community activities in my local area where my mother

works and pays tax
Services should be designed to meet the needs identified in peoples care plans. These services should recognise that many people who need these services need a consistent approach. They want familiar staff who understand their needs. Using volunteers to provide day centre activities will result in inconsistencies & high turnover. it is not acceptable to assume that volunteers have the skills to offer these activities. The activities at day centres are just there as nice things to do. They are there to meet people's needs. Saying that day centres will still be there but with fewer activities means that people's needs may not be met and volunteers may not have the skills to provide activities in a way that meet the needs of people with complex needs.
Sorry but we have completed this as far as we are able
staff who have known my son for many years a familiar and safe environment that I trust brilliant communication between centre and home place where specialists (eg physios, psychologists, OTs) can observe/help people
Support...
The day learning centres provide a necessary framework to Kent's week. He is a regular attendee at All Saints. He uses Highpath frequently when other activities are not functioning
Would like a hot meal
Because it helps them to freedom and also learn new skills
Care should be a priority.
day centres already run with too few staff - reducing numbers even further will result in less activities, larger groups, less chance to access community activities, and a less safe environment - emergencies which occur quite often (eg sudden illness of client) will prove challenging to cope with. Clients will become bored, and this may affect their behaviour. Any reductions in hours at day centres will have a severe impact on family carers' lives as it will mean even more time spent at home - centres only run for about 5 hours a day now.'Independence' is not possible for the vast majority who need support with travel and taking part in activities - and this means more, not less, staff. Overall this will have a very negative impact on the quality of life of both clients and carers.
Doesn't need respite
Don't understand it.
I am a learning disability person. Both my parents are disabled and can not look after me nor guide me on the correct path. I highly rely on my care worker Nick Carpenter and others at Highpath Centre. At least I get to meet my friends and learn a few things which would not be possible if the Highpath centre was not there. I look forward to going there every day.
I do not believe cuts should be made to the most vulnerable in our community, other cuts should be considered for example the proposal to introduce wheelie bins for waste disposal. I feel insulted. The council puts waste before our disabled people and elderly in the borough.
I don't feel it should just be a baby-sitting service. I believe it should be fun, a place to learn, to access community to meet peers. The JMC has been the above. I believe it should continue in the same way
I have no idea what is being proposed to replace what I access now
I strongly disagree because I don't think you can provide this service in a way that meets people's needs by using volunteers and I find it insulting to disabled people that you imply that activities at day centres are merely there to give people something nice to do while they are there. Albeit that disabled people like 'something nice to do'
It is accessible with a lot of fun
It is fundamental for the care of clients with a learning disability to know they have a plan for each day - this answers all manner of other problems, like loneliness, boredom, lack of exercise, company etc.

Losing qualified staff will lead to problems with regard to safeguarding. Volunteers however well-meaning cannot replace those with the expertise needed to run day centres and understand those attending the day centres who they may have worked with for years.
Merton already provides a skeletal LD service. People with LD that requires a one-to-one are stuck within the confines of a Day Centre all day. They have little or no interaction in the community. I don't understand why this service is being rationed yet again.
No proper impact assessment done on what cuts would mean on the lives of people. No alternatives and choices tested and put in place FIRST.
Not being aware of them makes it difficult or impossible to comment
Removing staff from the centres (which have seen a steep reduction in staff numbers over the last five years anyway) will inevitably mean a decline in both the quality of activities, the overall safety level, and the ability to take groups out of the centres - all of which are crucial. Clients will become bored, carers will worry about their enjoyment/safety, and centres will become holding bays rather than places people really enjoy going to. Centres often have to deal with crises - in particular sudden illness - and there won't be sufficient staff to cope. Centres provide a good quality service at a very low cost, and this is a false economy that will result in more behavioural problems amongst bored clients, a decline in fitness with less outings, and stressed and over stretched staff. And it has the potential to increase the chances of a major incident affecting the safety of clients. Volunteers can't replace experienced staff.
The centre is a place for learning and having fun.
The proposals would make life difficult and in no way help to my son to lead a fulfilling life.If you want to save money how about cutting Jed Currans salary?
There are already times when clients are put all day in front of a TV watching a video - I think with the cuts proposed these days will become even more frequent. This is not what my daughter needs - she needs and requires structure -
Unless the afternoon times are extended it is pointless putting afternoons!! And if you extend afternoons you are adding to your costs!!
Want to support people with learning disabilities to live full and active lives but unsure which option provides best value for money in such difficult times.
We would find it very hard to keep our son motivated without day service
Whilst we agree to the proposal, there is already a shortage of staff in the special care unit of JMC which affects the visits to the Diamond Riding establishment at Oaks Park for which we pay. This is one of the few activities in which our son can participate. If the session is cancelled by JMC due to lack of staff, we lose the money we have paid.
Why do the most vulnerable most in need pay the highest price?
You talk about volunteers stepping in, but in my experience, this doesn't happen
Proposal 2: Q24: How can the Learning Disabilities Day Services be improved?
This open response (Free text) question was answered by 20 respondents.
Again, the lack of shortage of "hands on" staff is detrimental for the clients.
Be any good
By having more staff
By not cutting the services available now as this would be detrimental to the service my daughter receives
I have no knowledge of it,I doubt it is very good but you want to make it worse.
I think it is doing a marvellous job at present and all the staff at Highpath are very dedicated and kind towards me
I think they are fine how they are
I think using community centres more is worth trying.

I think you need to talk to people and their families and those who have needs but find alternative ways to meet those needs, about what they want and how they want those needs to be met and I think you should do this in a meaningful way, not by asking a series of closed questions.
If there are more cuts I see no way of improving services
Instead of cutting staff I think you should increase them
It is valuable for our clients to learn skills they can perform on their own especially when aging parents cannot fill the gap - like computer literacy, hobbies etc Perhaps more attention can be given to this aspect
Merton has only a very small percentage of people with LD who access it's services compared to other Boroughs (wish I could remember what the % was) but I do know it's not a lot! Therefore, why is it struggling to provide quality LD Day Services? LD Services can be improved if Merton re-allocated its priorities 1. Reduce the number of external consultants of 5 & 6 figure salaries by 15% A lot of them are a waste of my tax contributions. Their "expertise" are not needed but they are on tight contracts that are expensive to dissolve. Sort it out. 2. Reduce the number of Council Meetings where there is a lot of talking and NO Actions. Why are local Councillors turning up to meetings unprepared? 3. Sort out the Transport System - this is messy, uncoordinated and a real pain. This is one area where I feel a subject matter expert should be roped in. There are far too many unnecessary journeys/empty coaches driving around in the Borough.
More access to cheap/reliable transport. Sufficient staff to enable more small group trips into the community, maybe using public transport
More access to the community using either minibuses or public transport - and with sufficient staff Similarly, more use of community facilities eg YMCA,leisure centres, park activities Options for extended days.
More activities ... IT program
They should include walkabouts or outdoor activities
What Merton is proposing is entirely the opposite to what the SCIE is proposing! Why is Merton one of the Lowest Spending London Boroughs? Merton should be Increasing its Budget NOT Decreasing
Yes it will help a lot
Yes through proper consultation and review involving users of service. Their voice must be more than heard but truly acted upon.
Proposal 2: Q25: Any further comments on the Learning Disabilities Day Services proposals?
This open response (Free text) question was answered by 13 respondents.
Any cuts that will have a big effect on the service users as most of the service users including my daughter suffer with Autism and I believe they need their routine and daily activity timetable to remain the same
Continuity of staff is of the essence for these vulnerable clients and is good economics in the long run. If we lost the respite care provided by JMC during the day, very quickly we would be unable to care for him at home and he would have to go into residential care which would mean deprivation to him of a great deal of what social life he has ie., family and friends interaction and outings also a large increase in costs to the tax payers.
Cutting what has been proved to be one of the most cost effective services is the wrong way to go! LD day centres take up very little of the total budget. Concentrate on ways to reduce the vast sums spent on residential care/support - why not take more of it in-house? If day centres are allowed to decline, as they will under these proposals, a vital local resource will disappear to the detriment of clients and carers alike.
I am worried that the day services may not continue in the future
I feel this day service centre should continue to help people like myself. I can't imagine what I would do without it.

Merton's day centres are substantially cheaper to run than those in comparable boroughs, and are a cost effective way of providing daytime activities for large numbers of people. But if the quality of this service is allowed to deteriorate, as it would under these proposals, there is a danger that a very valuable resource will be eventually lost as excellent staff will leave. Recent trends show many boroughs reintroducing community hubs on economic and social grounds. Volunteers should always be used as an addition to trained, experienced staff, not a substitute.
Same as for the
Talk to & consult with disabled people, their families and organisations representing them about what people want.
Volunteers are most valuable - their help is best if they can be consistent in attendance
What choices exist? How have these questions been asked of users, have they been told what if this service didn't exist, have other options been tried and tested to generate real choices?
Yes, leave it alone. It is rationed enough already. Would the Chief Executive consider a cut in his salary? No, I didn't think so!
Yet again services are being withdrawn - entirely the reverse of the SCIE proposals
You cut because you don't care
Proposal 3: Q26.1: If 'other' please specify
This open response (Free text) question was answered by 3 respondents.
At home, independently with support from family
Kent is grateful to be in a self-contained flat under social services in Venus Mews. Carers visit him on 4 days per week and stay for 3 hours to oversee his meals, his money, his chores, his cleaning. An essential service, which makes it possible to have an independent life
My son lives in shared living Mon - Sat morning then is home for the weekend and goes to JMC from home - then taken to shared living for the rest of the week. If he is ill he comes home
Proposal 3: Q31: Are there any ways your needs reviews could be improved?
This open response (Free text) question was answered by 18 respondents.
By and large my son's reviews have worked well - the right people have been present, he is well known at his centre, and anyway communication between them and us is good so any problems tend to be ironed out quickly, rather than waiting for reviews.
By really considering holistically what I need to live independently, not functionality but having real choice and being given real control over my own life.
I am happy with the way my reviews have been conducted - at home with others to assist - I have never had any difficulties so far.
I am happy with the way my reviews were conducted at home with assistance.
I didn't feel that the starting point for the review was my daughter's needs but rather the budget. It was clear that the priority was to make savings
I have very substantial needs - yet you continue to ignore - the fact that Autistic adults exist at all.
I would like to be assessed for independent living in shared accommodation
It needs to be every year because situations and needs change
It was well done - and a good summary report It was helpful as the following were present: key worker from All Saints, social worker, Kent's parents
My daughter last had a review 2 YEARS ago
My last review was very good. No problems.
My son would want all those involved in the everyday life to attend reviews
Reviews generally useful round-up and time to discuss possible changes in my son's activities. Excellent communication with day centre means problems tend to be dealt with as they arise rather than waiting for reviews.
The increased cost of living should be taken into account. I haven't had an increase in my care package in 5 years despite asking for one. I am struggling to cope financially. I do hope that you WILL LEAVE MY ILF FUNDING ALONE when it's transferred to you in the Summer.

There were already not enough resources to provide the services we needed and now the Council wants to make more cuts, more people are going to be affected by inadequate services.
They did not listen to me or value me they judged, blamed me - and did not have a clue about autism.
To have more people that are important to me and care for me at my annual review
Yes. More chairs maybe.
Proposal 3: Q33: How can the reviews of care packages be improved?
This open response (Free text) question was answered by 17 respondents.
No comment
A constructive review more often than every 2 years would be helpful as would a carers review
Because these reviews are in the context of savings & cuts and not reviewing what people really need It is simply disgraceful.
Crucial that there is input (either in person or writing) from everyone concerned. Discussions on possible changes in routine/activities should take place before the actual review to allow time for clients (and carers) to understand/consider them. Written records of reviews should be available much more quickly.
Don't know the details about the reviews of the care packages
Genuine reviews that look at a client's needs and work out the best way to meet them are crucial. Needs change over time, as do local services on offer. But this proposal, under the cloak of increasing independence, seems to be geared to reducing peoples' use of day centres, which is why I disagree with it as it stands.
I believe there should not be any cuts
I do not feel the reviews need to be improved in the way thy have been managed - at home with an experienced social worker who understands my needs.
I do not receive services & these questions are totally geared towards those that do, but I work with & have many friends that do. Independence is NOT about doing things for yourself physically. It is about choice about how these things are done for you, by whom and when. Everyone will be different about where they want reviews to take place and those choices should be recognised. Similarly everyone will have a different view about who they want to be with them when the review is carried out. Reviews should focus on needs & not on resources & people should be given information and choice
It is necessary to ensure that all the hours of the carer are usefully employed. In Kent's case, this happens
Maybe
Once every 12 months is fine
People want supported independence with continuity and familiar people around them. I have worked within Social Services and there are a lot of vulnerable people out there that need support and if this service is cut too much, people are going to be put at risk, services need to be provided to those that need them. There are good Voluntary Service out there but they need financial support to provide the services
Review = cut
see above
There is no care!
There should be a fixed annual review with the possibility of easily and conveniently arranging an interim review if circumstances change. At the moment, it is uncertain when reviews take place although lip service is paid to the idea that they should be annual. In addition, information and views should be sought from all interested parties, but too often the process is vague and uncertain, some information is in writing and other is not and it is hard to pin things down. Follow up is patch and inconsistent. The draft review conclusions should be circulated for comment quickly with a view to agreement or disagreement being

recorded whilst people can still remember the discussion. Implementation or other next steps can then follow promptly.
Proposal 3: Q34: Any further comments on the review of care packages proposals?
This open response (Free text) question was answered by 10 respondents.
A genuine review needs to look carefully at the client's needs and how they can be met. It should never be used as a means to impose cuts. As adults with LD live much longer and develop many health problems their support needs go up - if carried out properly, reviews would identify the need for considerably more resources rather than less!
I am cynical about the motives underpinning the proposal for the review of care packages and fear it is a covert attempt to diminish the services offered and the quality and cost of the care packages that will be offered in the future.
I am cynical over the motives underpinning the proposal for the review of care packages and fear it is a covert attempt to diminish the services offered and the quality and cost of the care packages that will be offered in the future.
I am frightened that I will become lost in the system. As my parents get older I worry about what will happen to me when they are not around
Is it lawful?
Overall levels of service must be based on the needs of individual customers and carers
Some residents fall upon hard times, both financially and health wise. This has to become someone's responsibility but support has to be provided economically. It is a fine line to get this managed correctly. If cuts are made, please continue to monitor and review as not all changes are good and standards quickly drop and as a result people suffer. Please be careful how these cuts are made to the detriment of the local resident's health and well-being.
The needs of many people using day centres are going up, due to adults with LD living longer and having more health problems as they age. Genuine reviews would probably indicate more support was needed in the majority of cases. Increasing peoples' independence often requires more resources (eg for travel training, one-to-one support while out in the community, support for volunteering etc) rather than less.
We know cuts need to be made, but there has been no consultation about why this level of cuts has to come from social care. There is no indication that an impact assessment has been done on the cumulative effect of cuts over the last few years or of the impact of these proposals together with other currently proposed cuts such as adult education. Disabled people want to be involved in the decisions the council make, not just an afterthought with a series of meaningless questions to answer. Please STOP, THINK and CONSULT
You do not care!

ASC SAVINGS CONSULTATION EVENT - 15 December 2014 – Vestry Hall

Appendix 3

Feedback from table discussions	
Savings Proposals	Engagement and Consultation
<ul style="list-style-type: none"> • What were once savings or efficiencies have now become cuts • Service users are best equipped to identify & design efficiencies and/or cost saving measures • Need to get more decisions about services right first time • More involvement in financial planning scenarios and options – 3 year plan • Reject the premise of £14M cuts over 4 years • Wrong definition of independence [currently using a medical model] • Cuts are having a major negative impact on people's wellbeing, independence. They're creating more anxiety and crises • Looking at the bigger picture cuts seem to make no economic sense • Council should not formally agree budgets 3 years in advance. Consultations are unlikely to change decisions already set in concrete 	<ul style="list-style-type: none"> • Surveys are not very helpful – let people say what's important to them where and when it works best for them • Provide people with the help and support required to make it easy to give feedback when asked for • People impacted by changes need more notice of impending change and how it'll impact them • Ask people for their response to impacts of change, not just the financials • Don't cloud information, make it clearer, more timely and more open
<p>Process – hard for cabinet to adopt business plan without consultation on major impact</p> <ul style="list-style-type: none"> • Information about proposed savings found by accident – undermines 	<ul style="list-style-type: none"> • Need to know timeline • LD Partnership Board

<p>trust</p> <ul style="list-style-type: none"> • Changes huge, cabinet meetings previously closed • Concessionary fare – not under right heading ‘prevention’ • Council needs to review priority area for savings ASC- need – less priority for savings • Be more open about when discussing joined working processes with other boroughs • Process – scrutiny process • Review consultation not just rely on <p>3 Replacement savings</p> <p><u>Access</u></p> <ul style="list-style-type: none"> • Need both, but don’t duplicate • Pressure on voluntary sector • Yes review but streamline but don’t deny people access • Which voluntary sector organisation to go • Work with voluntary sector to have more effective triage • Be open about consultations already with Voluntary Sector 	<ul style="list-style-type: none"> • Consider making it better, good model • Quarterly Service User Meetings/Workshops – has power, authority to problem solve • Co-production – fully informed • Feed in to carers support Merton Network • Use involve but change • Need time to think about how to do co-production • Inform all about challenge and ask for assistance • Get out to people • Give people ideas what co-production could look like and how it could work • Don’t change involve • User forums, ad hoc meetings • People need place to come together to have one transparent conversation together • Are groups duplicating each other – share resources • Have annual London Borough of Merton conferences
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<p><u>Day Services</u></p> <ul style="list-style-type: none"> • Older LD carer population who need more support as not enough now • Day opportunity re-provision and review of Merton Adult Education impact • Don't look at this in isolation impact of people's health and wellbeing which will cost more in the long run • More discussion needed on how to achieve savings – with users, carers and voluntary sector <p><u>Reviews</u></p> <ul style="list-style-type: none"> • Long term support 'life in constant crisis' - how will review impact on mental health of carers and users • Move reviews – target <u>reablement</u> • “Cost effective” reviews phrase but not cut • Transitions monitor robustly • % of packages set up in crisis -v- % packages set for long term support – look at this review support • Process of reviewing more frequently → more frequent support and monitoring 	
<ul style="list-style-type: none"> • There is a cumulative effect on people from savings – (not just ASC, eg Welfare) 	<ul style="list-style-type: none"> • An improved understanding of Council processes would be helpful for customers and carers

<ul style="list-style-type: none"> • Concern that ASC should take so much of the savings, and great concern about what changes to care packages will look like. • Role of Day Centres/Clubs is vital in getting people out of home • Isolation will increase – adding to people’s health problems • Voluntary sector has not been involved as positively/creatively as they could • Questions about what ‘independence’ model would actually look like. • Worry that services become ‘bare bones’ and have no quality • Squeezes affect independence negatively – more reliance on family and carers • Cumulative effect on organisations as well as individuals • Transport costs should be looked at (Day Centres) • Why are cuts always made most heavily to poor, older and most vulnerable people • Councillors should be prepared to look at their principles and if necessary change views – particularly on unfreezing council tax • Reserves have grown while cuts have been made – can this be reviewed? • Example of cuts in mental health services causing huge pressures – new voluntary groups are trying to address this 	<ul style="list-style-type: none"> • ‘E-mail Alerts’ warning of decisions, meeting dates etc • Need to reach people who don’t have a computer • Voluntary sector could do more to assist in communication – who is being addressed? How do we address them? • Notice must be given to plan properly • Forums exist already – build on these • Consultation needs to be not about being given a fait accompli (current situation is an example) this is too late • This is not the best way to approach dialogue and people becoming more defensive, less willing to co-operate • Clear messages – otherwise anxiety levels rise even further • Q&As – face to face is vital • Need for both specific and across the board meetings • Voluntary sector – not set up to be campaigning groups, and there is the dilemma about being funded by Merton – need a route in to politicians • Carers forums should be given an official way in to cabinet. • Timing of meetings is important – people can feel excluded from the process if they cannot get to meetings due to other priorities • Groups are expected to have knowledge/information which isn’t always
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<ul style="list-style-type: none"> • How real is the 'community' • Consultation must improve – use other's ideas • Some merit in reviewing people as people get stuck – interdependence is a better model • Reviews can be improved to be made more productive • Provision of equipment is carried out in an inefficient manner – example of wheelchair services. Equipment could be recycled more 	<p>there</p> <ul style="list-style-type: none"> • Care plan reviews should be used to find out how people are communicated with • Feedback must be given to people who have participated (in all formats) • Role for people to be supported to use it – via libraries etc. Will help engagement • Timetable of council processes – who's who (leaflet) • Need an independent Community Centre – not run by the council – proper resource with it, staff etc • Accessibility of information is vital • Council must demonstrate that they listen – 'you said we did' • Should be a higher level consultation on council savings as a whole – rather than ASC customers discussing ASC savings • Healthwatch has been a useful channel to use
<ul style="list-style-type: none"> • Need for collaboration, focussing on service users, danger of organisations 'fighting their own corner' • Distorting effect of politics? • Need for corporate review • Nothing left to cut? 	<ul style="list-style-type: none"> • Annual residents survey – voluntary groups can support residents to give feedback • Is this done on a sample basis? Can we increase that? • Analysis to give more detail. Increase sample for hard to reach groups • Does survey reflect demographic profile of borough? – Both sides of borough

<ul style="list-style-type: none"> • Whole system enhanced, efficiency approach – holistic review of impact • Adult education cuts and negative impact on independence for vulnerable clients • Impact of new legislation – too expensive to meet requirements • Process for ensuring access to services must be clear – specifically younger adults with disabilities. Investment needed in social areas • Communication with electorate – is it time to introduce an inflationary increase for council tax. Time to introduce this? • Is proportionate financial reduction disproportionate effect – i.e.: straight % reductions, may not have equal % impact • Are there other ways of making/saving money • Transport still a problem and this has been going on for years • Quality of life issues – should be more than just existing • Choice issues? Individuals have very different views • Lowering expectations – pernicious effect • Collaborate with completely new partners – businesses? Is there more scope for this? • Are we too introspective • Process needs to look at overall size of cake, rather than looking at small 	<ul style="list-style-type: none"> • Purposeful meeting with focus, encouraging contributions from everyone • Is Involve the best mechanism • Need to capture the user view • Civic forums – can we build on what exists • Drop in sessions – say quarterly informal sessions • Need various tools and approaches • Social media for young people, school/college setting • Intergenerational projects and approaches • Draft engagement strategy still needs more detail and resourcing • Bridging gaps • But can feel powerless – what is our ability to influence • Will info make a difference • Can we set up a working group of officers and voluntary sector and service users to develop solutions • Access to councillors as this is a corporate issue • More ‘bite size’ sessions? • Be ready to talk about future years sooner rather than later
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<p>service details</p> <ul style="list-style-type: none"> • How does voluntary sector fit in with overall strategy of council? • Do not be too hard and fast about age cut offs – age values to be indicative • Are we maximising technology as part of an overall package for those who want it? 	<ul style="list-style-type: none"> • Case studies on impact – for councillors • Greater member involvement – risk of separation between users/officers/members/voluntary sector • Bite size things – survey monkey • Telephone surveys – 3 simple questions? • Make use of existing groups and captive audiences – ten minutes at the beginning of the meetings e.g. Wimbledon Guild, Age UK, Residents Associations, Friends of St Helier • Use CCG user/patient forums • Instant feedback on tablets – e.g. while you queue at Merton link, Libraries, G.P’s, Post Office
<p>INITIAL ACCESS SERVICE</p> <ul style="list-style-type: none"> • Clear link to Social Services is crucial • Where do we get information from? • Voluntary organisations need to develop their experience and expertise with regard to providing a 1st point of contact service • Will the council still be meeting its statutory duties by passing this responsibility to the voluntary sector? • What will be put in place if voluntary organisations struggle with volume of customers? 	<ul style="list-style-type: none"> • Videocasts/webcasts – good way of reaching people who can’t attend meetings • Online forum – would need to be run by someone. Who? • Twitter/Facebook could be used to engage with people • Face/face contact – some people will want this • Council staff – need to get out to see people to discuss these issues • It’s really important for everyone to be honest/ open • How do we make sure that all people have access to and can understand

<p>LD DAY SERVICES</p> <ul style="list-style-type: none"> • People need access to day services otherwise they will become stuck at home • Volunteers shouldn't be used to replace paid staff – volunteers also need supervision and training etc • Where do the volunteers come from? • They don't come at £0 cost <p>REVIEWS</p> <ul style="list-style-type: none"> • What happens if things change/ needs increase following a review which reduces a package? • Packages have been reduced for several years already • Reviews haven't happened often enough • Reviews could lead to increases in cost 	<p>info?</p> <ul style="list-style-type: none"> • People don't always feel able to contribute – could be having a bad day • What happens after today's and other meetings? The example of the 'You said, We did' information posters as used previously by the Council was cited as an effective way of demonstrating that we have heard and acted upon concerns. Evidence such as this is an effective way of keeping people involved/ motivated • Timings of meetings is key – both in terms of where the decision making process is at (otherwise meetings can appear just to be for appearance's sake) and in terms of when people are best able to attend • Consistency of staff in the process is important– otherwise you lose all momentum/knowledge
<p>Six Box Model</p> <ul style="list-style-type: none"> • Personalisation – discussion group interested in presentation by Simon [Williams] particularly around council using DP as the choice – how much does this save Would like some worked up models of LA who only use DP and savings It offers (National picture what works best) <p>Cuts</p> <ul style="list-style-type: none"> • Concern about the impact on safeguarding very vulnerable people more 	<ul style="list-style-type: none"> • Detail in a document with the timeline and process of how the council decision making process works about key decisions. Frustrated that people invest time in process BUT information about key decisions not shared should not be lip service. Not enough time between now and February to unpick the cuts and influence decisions • Council should commit to growth such as LPPB if they support it and want to use it as a forum to consult with uses of services

<p>so that children such as LD and those with dementia. The impact of cuts means that the risks will increase and the quality of services will fall. Members of the group said they had no faith in the CQC regime to keep their loved ones safe, would lead to deaths</p> <ul style="list-style-type: none"> • Cuts should be done on the less effective areas and less cost effective areas not areas that are easy; such as bin collection and recycling. Shouldn't prioritise graffiti removal over lives • MAAT – worried that wider access points don't have the knowledge – (General consensus is that this is a positive move) group agree that there are more opportunities for savings by looking at streamlining all the access points and this will be a positive move for users <p>Reviews</p> <ul style="list-style-type: none"> • The group understood the need for looking at reviews but felt “meat on the bone” was thin. This has been the focus for years before • The group felt that Crisis packages should be reviewed more regularly for example those coming out of hospital as it is likely they will get better. This needs to be monitored more closely • The group raised concerns about reviews leading to cuts for people with LD and long term conditions as their needs progress services are cut and they become more at risk of harm or safeguarding. This places more stress on carers • Focus of reviews should be about making sure the package is fit for purpose rather than focusing on cuts. Packages need to be more creative and people need to think outside the box. Use voluntary sector 	<ul style="list-style-type: none"> • Knowledge hub – council use it to put up their thoughts and thinking and people can leave their views or can share info • Needs a range of ways to consult not just meetings – using vol sector connect/network to consult on specific ideas thinking • Need to communicate better about what is going on. We have Merton-i. Add consultation on this so its in one area so you don't need to be an expert on IT to find out what's going on or the proposals council is considering. Provide update in time in My Merton. Need a large scale meeting like today in April for next years cuts. • Going forward for new cuts the 5.4 million – info needed now for 15/16 on what the council is looking at • Need to link process timescales properly to allow time to consult with service users groups properly • Need smaller focus group – cross cutting of users so can discuss in more detail • Communication is key – freedom passes cost £8m per year but people don't see it as a service – so make sure they know • Councillor lead for ASC should be at the event as the community voted so should be there for users to ask questions • All candidates for elections should hold consultation events on proposals for cuts • Hold regular calendar events through the year which are well planned in
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<p>more to meet the needs of short term users</p> <ul style="list-style-type: none"> • Maybe savings around the process of reviews if other agencies such as voluntary sector or day centre do reviews as they will be quicker and know the person better, however will need some investment to train them properly but group felt this would lead to better outcomes for users <p>Day Service Cuts</p> <ul style="list-style-type: none"> • Concerns about impact these cuts will have on quality and safety of service users. CQC not fit for purpose • Learn lesson from cuts on respite for LD • Stop other boroughs from using our services or charge more • Wandsworth council cut day centres for savings now had to re implement them costing more than the saving 	<p>advance</p> <ul style="list-style-type: none"> • Use survey monkey to get a view on the best time of day to consult a weekend session may also be helpful for those who work • Identify the various routes and meeting available so people know how to get involved, put it in my Merton. Assumption in the talk by Simon [Williams] that people know what ASC does but group felt they didn't all know
<p>General Issues/Concerns/Queries</p>	
<ul style="list-style-type: none"> • The event was welcomed by the group and they all felt it was a positive first step • The group felt that ASC needed to sell itself more and raise the profile of what ASC does. The group felt that most people didn't know what it covered and therefore were unaware of the importance of the work. They felt that a communication plan and better uses of My Merton with real cases studies and more awareness raising on Merton-i will help future users understand the importance of ASC and the impact it has on peoples lives. The group felt that ASC should be higher profile than cleaning dog faeces from streets and felt its because people don't realise that ASC is not just about older people in care homes • The group felt that the Council needed to be more robust in its approach and say how important ASC is so it ranks highly. Areas where there are additional savings are two weekly bin collections, recycling more and the council should enforce these changes as it is good for the planet and means that 	

ASC will have to save less. It shouldn't be a political decision when peoples lives are at risk

- Recognition that Merton is one of the lowest spenders in ASC which means that they are doing a good job so cuts should be from areas that are not so effective
- People in the group felt that political decisions for votes outweigh the importance of care for people. The group felt that the community would be willing for council tax to be increased by 1% if they realised how ASC impacts on those it helps
- People in the group felt that there should be more shared services between councils. Some members of the group wanted more information on savings where others boroughs had done this such as tri-borough
- Cuts are a Curb to independence
- Concern re: future generations – what services will they get?
- Why is council tax not being raised to cover the deficit?

ASC SAVINGS CONSULTATION EVENT 13 February 2015: The Acacia Centre Appendix 4

Feedback from table discussions

Table 1

- Promoting independence is not always practical for people with Learning Disability
- Also – people decline with age – lose independence skills already gained; with LD population this happens earlier
- Reabling needs investment – takes time and money. There is a problem with the consistency of carers and their approach to people
- Volunteers – concern about quality and availability; we shouldn't have to rely on volunteers for core services
- Day services – worry about quality on offer as staff numbers are reduced
- Whatley Avenue has been very helpful in providing activities for people with LD
- Outreach is vital – not an extra as people have a lot of spare time to fill
- Services should be purposeful – must suit the individuals or they have no value
- Too many individuals are involved in people's care and this causes confusion and a lack of consistency
- Focus on 'critical' in terms of eligibility needs means that problems build up for people – costs more in the long term as people with lower needs experience a crisis and then need services
- Identifying needs is important – carers have to be advocates or their family member does not get the services they need

Table 2

More

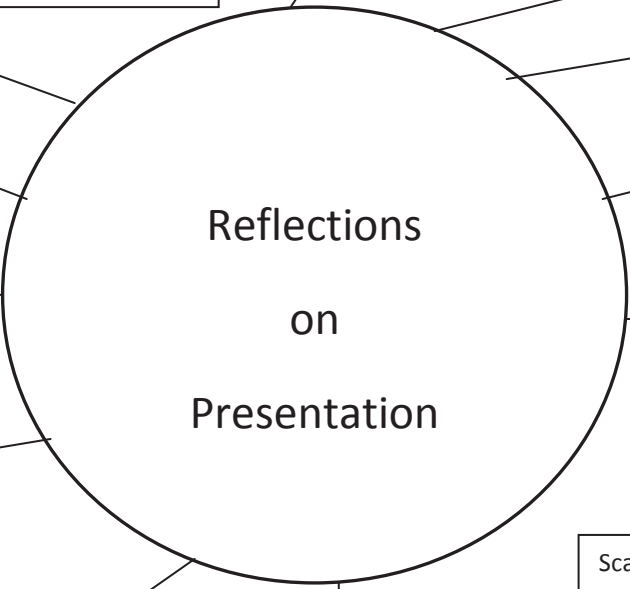
- Listen and tailor support
- Less prescription
- More review/attention to whether care is working
- Response to use/care feedback
- Carers with good skills

Less

- Support that is not working
 - Fear that it is working so it may be taken away
- = Better results + Lower costs

<ul style="list-style-type: none"> • Involvement of carers • Support “to cope” 	
<p><u>Redesign we need</u></p> <ul style="list-style-type: none"> • Clarity for voluntary sector about expectations - “We have to know” • To have support <u>not</u> charity “We have needs” + “We have entitlement” • To be transparent about how predicted need/activity can or will be met • “Notice” when there is bad news – “Time to plan” <p><u>Involvement</u></p> <ul style="list-style-type: none"> • Staff/provider and service users <u>all</u> involved • Creative meeting of individual needs requires close work with a social worker 	
<p><i>Table 3</i></p> <p><u>Access Team Savings</u></p> <ul style="list-style-type: none"> • You are only as good as your reception! • Ensure people don’t fall through the gap especially if people turn up at Merton Link in crisis and suffering a mental health episode experience of Merton Link • MAAT crisis number wasn’t helpful because couldn’t get through and when got through was passed on, please ensure this is not repeated • If calling Ansa-machine/automated service the first thing caller needs to hear is, ‘if in crisis and need adult services please press #’ • Don’t keep signposting people deal with problem/concern respond quicker <p><u>Reviews:</u></p> <ul style="list-style-type: none"> • Do person centred evaluation at reviews <p>Doing reviews more often could lead to recycling equipment that is no longer needed – save money. Not only equipment but also personal care because people have recovered</p>	

Table 4



If there are shortfalls, is voluntary sector then left to find its own funding?

Will there be more support for carers to deal with this process? Especially linked to successfully utilising Direct Payments (it can take a lot of work for the carer)

If reviews can lead to increases how can these be managed?
↓
Is it an impartial process?

If things go to voluntary sector, do they get too detached from the control of the Council? Can we vary/adjust things enough if needed?

Is there potential for more health working?

This is a worrying time for carers

Will change in political parties in Westminster change this?

What happens if the savings fail? Is there a plan B? How will this be managed?

As a carer/parent did not feel that carers views/impact taken into consideration in the development of these
↓
Possible reduction in core package is a concern

Page 757

What will happen to ILF funding when it is passed to Local Authority?

Scared/worried about volunteers at Day Centre
↓
Do they have the necessary Supervision/skill-set/training? How would this be managed?

Volunteers
↓
Could we make use of students?

Should be ring-fenced and not changed as recipients rely on it

Care packages for LD already squeezed
↓
No rise in Direct Payments for 5 years

Are we looking at residential care placements? These costs seem huge and worth looking at

How to ensure quality with volunteers? → This needs to be managed well

Table 5

- Use of volunteers is good, but they should not be exploited. Volunteers will need good training, supervision, support
- Carers feel reviews are important so that right amount and type of care is provided. Makes people feel listened to, sense of ownership and participation, welcome idea of self-review
- Difficult to generalise about provision support and services because of individual needs and circumstances
- Good to support people outside formal services:
 - prevents dependency
 - good voluntary sector infrastructure to offer advice and info, support
- Need to be clear about transition from voluntary sector support into statutory support, when this is needed and what the processes should be
- Ensure voluntary organisations are consulted for all service changes and developments – what are the barriers to achieving this?
- Want more community based reablement, rather than having to go to a health-based facility

General Issues/Concerns/Queries

- Concern about less activities and staff at day centres
- Increasing age of carers and the toll on them; this is cumulative
- People have other responsibilities as well
- Please ensure empathy, sympathy, patience, active listening when speaking to caller with mental health issues
- Get/enable customers and carers to do mystery shopping to review and improve new system – Access
- Recognise that council has been ‘paired down’, sometimes still too much process and procedure – needs to be simplified

Appendix 5 Summary of the 12 open responses and emails received

Responses about overall savings package	1	2	3	4	5	6	7	8	9	10	11	12	Total
ASC savings are risky and will disproportionately affect the most vulnerable people in Merton and should be reconsidered.				1		1				1	1	1	5
There is not enough detail about the impact of savings proposals on all disabled people and the evaluation of the impact is flawed.			1	1							1	1	4
The savings risk making Merton an unattractive area for talented people to move into.		1											1
First seek to raise new income before making further savings		1											1
The basis for the ASC targets as a proportion to spending levels is inappropriate and unfair.												1	1
Plans to reduce capacity to monitor services likely to be counter-productive.												1	1
Total responses commenting		1	1	1		1				1	1	1	7

Responses about option 1 MAAT	1	2	3	4	5	6	7	8	9	10	11	12	Total
Closing MAAT is risky as voluntary provider organisations may lack the range of skills needed to advise all client groups.										1		1	2
It is unclear how safeguarding concerns will be appropriately raised/tracked..												1	1
The Voluntary Sector can only offer a fragmented alternative to MAAT.												1	1
Waiting lists for assessments and reviews, may increase adding to anxiety for people.												1	1
Total responses commenting										1		1	2

Responses about Option 2 Day Services	1	2	3	4	5	6	7	8	9	10	11	12	Total
As day services are already efficient and effective why take more savings from them?	1				1			1					3
It is not practical is it too expect volunteers to do what paid care workers currently do	1								1				2
There should be a recognition that life-long carers have different support needs to people who have caring responsibilities for shorter periods	1												1
The reduction in staff at day centres and their proposed replacement with volunteers will reduce the independence of disabled people												1	1
Total responses commenting	1				1			1	1			1	5

Responses about Option 3 Reviews	1	2	3	4	5	6	7	8	9	10	11	12	Total
Needs often increase. If reviews presume care/support will reduce risks the Council failing to meet its duty to meet eligible needs.					1		1					1	3
There should be a recognition that life-long carers have different support needs to people who have caring responsibilities for shorter periods	1												1
There is a risk that too much onus is put on carers whose own wellbeing may suffer.					1								1
Creating more independence may cost more in the short term i.e. it may not always save money in the short term.					1								1
It is unacceptable to target care packages for cuts, as these packages reflect people's assessed needs. Needs often increase.												1	1
Total responses commenting	1				1		1					1	4

Responses about the consultation	1	2	3	4	5	6	7	8	9	10	11	12	Total
The consultation could have been much more effective if had been made more accessible and had allowed more time so more people affected by the changes could give their views.									1	1	1	1	4
The consultation is of limited use as alternative proposals to make savings on things other than ASC were not presented.					1						1		2
Total responses commenting					1				1	1	1	1	5



Merton Centre for Independent Living. Adult Social Care Consultation Response

02/02/2015

Overall response:

Appendix 6

Merton CIL has already written an open letter¹ to London Borough of Merton (LBM) outlining our key concerns and spoken at Scrutiny². This formal response is a detailed overview of our concerns, and a direct comment on the individual proposals set out in the consultation document³ and Business Plan⁴.

LBM already offers a pared-down service with little scope to cut further. The consultation data which compares LBM to the national picture clearly demonstrates that Merton is already spending less on Adult Social Care (ASC) per person, on average, and supporting fewer people than average⁵. In the face of increasing demand, service user numbers have remained steady, indicating that fewer people are getting the support they need. Merton CIL is concerned that there is little scope for efficiency savings now, and, as indicated in the business plan, there will be a service reduction. This will have a direct, and negative impact on the lives of service users.

Setting cuts targets by proportions is inappropriate. It has been repeatedly stated by officers that a 1:1 ratio has been applied to the amount ASC is being asked to cut. Merton CIL considers this inappropriate because:

- a) Cuts to ASC are contrary to the July Principles
- b) The impact of cuts cannot be assessed by a mathematical calculation and our members have advised us that pound for pound, a cut to ASC has a greater impact than a cut to eg waste services
- c) Given that the total targeted cut over the next 4 years for ASC is £13.7mn, this is actually 43% of the total savings (£32mn)

¹ Appendix 1

² <http://democracy.merton.gov.uk/ieListDocuments.aspx?Cid=151&Mid=1948&Ver=4>

³ <http://www.merton.gov.uk/health-social-care/adult-social-care/adult-social-care-consultation.htm>

⁴ <http://democracy.merton.gov.uk/ieListDocuments.aspx?Cid=157&Mid=1958&Ver=4>

⁵ See slides 5-10 http://www.merton.gov.uk/asc_budget_savings_consultation_2015-2019_final.pdf

required over the period, and therefore ASC is in actual fact being disproportionately targeted, and not a 1:1 ratio at all.

The impact on disabled people has not been properly assessed.

As highlighted in our Frequently Asked Questions⁶ prepared for members, Merton CIL feels that the potential impact on disabled people has not been properly assessed. The Business Plan says that the cuts will impact on Merton Council's ability to meet its statutory duties, carry out safeguarding activities, promote independence and monitor the quality of services. The Equality Analysis provided doesn't mention this at all. In our members group, disabled people agreed with the predications in the Business Plan and based on their lived experience, they feel that the likely impact of the proposed cuts will be to reduce independence, increase isolation, and reduce well-being.⁷

There is a fundamental failure to understand the cumulative impact of cuts on disabled peoples' lives. Cuts to social care are happening at the same time as national cuts to Welfare Benefits. The Centre for Welfare reform states that disabled people are affected 9 times more than other people by the cumulative impact of these changes.⁸ Any changes to Social Care should take the national picture into account.

The mitigation plan is service-led, not person-led. The mitigation plan mentioned in the Equality Analysis relies heavily on consultation and communication, which doesn't really mitigate the negative impact on individuals. Other items in the plan are to carry out more reviews and implement changes quickly. Those are service-led rather than person-led mitigations.

Consultation hasn't been properly accessible. The report explaining the changes was difficult to read, and very short notice was given for consultation meetings which were at difficult times for many people. The consultation survey didn't explain the proposals properly. Accessible versions were made available much later than the standard versions, so anyone needing an accessible version hasn't had as much opportunity to respond. This is discriminatory. For example, the Easyread consultation document was not available for the December

⁶ <http://www.mertoncil.org.uk/some-frequently-asked-questions-on-the-cuts-to-adult-social-care/>

⁷ Appendix 2

⁸ <http://www.centreforwelfareform.org/library/by-az/a-fair-society1.html>

Merton Centre for Independent Living. Adult Social Care Consultation Response

consultation event and the Easyread and hard copy surveys were only made available after the holiday, whereas standard versions were available earlier.

Consultation meetings were too heavily officer-led. Feedback from Merton CIL members from the December consultation was that officers taking notes in some cases interpreted and amended the language used by participants, who then had to ask officers to redo the notes to reflect what they actually said.

The experience of disabled people has been largely invisible in this process. As Merton CIL and our members have engaged with the budget-setting process, it has become increasingly clear that the experience of disabled people is largely invisible. As mentioned, the target is set by maths rather than with regard to people, the Equality Assessment fails to address the impact on individuals, and the scrutiny meeting focussed primarily on the impacts on staff, third-party providers, and occasional mentions of the impact on carers.

Response in Detail:

Proposal 1: Initial Access Service, Closing MAAT

Merton CIL's members are concerned by the proposed closure of MAAT and the plan for this to be picked up by the Link and the Voluntary Sector.

Our concerns are principally in 4 areas:

1) **It is unclear how safeguarding concerns will be appropriately raised and tracked within the suggested model.** This is acknowledged in the business plan. There are already concerns over how safeguarding is carried out for mental health service users, and poor communication between the Trust and MAAT. There are already issues that safeguarding referrals are refused unless the person concerned is already a service user or in the opinion of the team (prior to an assessment) likely to be. This situation is likely to worsen in a system where there is no clear hub for concerns to be raised.

2) **The Link is unlikely to be able to deal with lengthy or complicated calls.** Our experience is that it takes time to listen to

Merton Centre for Independent Living. Adult Social Care Consultation Response

people in order to identify the need and appropriate referral or signposting. In the busy Link environment, there is a risk that callers will be rushed and/or signposted to the wrong place. Disabled people are already dissatisfied with the responsiveness of the council and this is likely to worsen (see Annual Residents Survey⁹).

3) The Voluntary Sector can only offer a fragmented alternative to MAAT. While some organisations will have good information, advice and guidance (IAG) knowledge, this won't be true of all. Organisations run their own systems, have their own knowledge repositories and we already see people bounced through several organisations before getting the right information. Sometimes, we see people accessing different services and getting conflicting advice. Some organisations are issue or impairment specific, and may not be accessed by all, even if they have great IAG, while the new Merton Advice Service website relies on individual organisations to update, and Merton-i is difficult to navigate.

4) May see longer waiting lists and slower assessments and reviews, leading to increased stress and anxiety for people. We already know of cases where from the initial referral to getting an indicative budget has been nearly a year long process, and very stressful and confusing for the individual.

Suggested mitigations:

- a) A dedicated safeguarding team to cover all people, including mental health service users, and direct lines of communication with them where necessary (previously referrals would be via MAAT)
- b) Disability equality training and detailed awareness of signposting options will be key for Link staff
- c) Dedicated named contacts at LBM for support on more difficult or complicated questions, eg perhaps they could sit within brokerage
- d) Simplify the assessment process, make it more person-led.

Proposal 2: Day Services, Reduction in Staff

Merton CIL's members are concerned by the reduction in staff at day centres and their proposed replacement with volunteers.

⁹ <http://www.merton.gov.uk/council/performance/residentssurvey.htm>

Overall, these plans reduce the independence of disabled people, and our concerns cover 3 key areas:

1) Fewer external activities will result in greater segregation of disabled service users. At a time when other external opportunities are also reducing (eg MAE changes, possible closure of Deen City Farm), the reduction in community-based activities will isolate and reduce the independence of service users.

2) More large group settings means less individualised and personalised support. This is a step backwards in terms of support available for disabled people and raises the spectre of disabled people being herded into large group environments where minimum care and support can be provided, regardless of their individual need.

3) Increased use of volunteers not comparable to situation in libraries. While LBM has been successful in recruiting volunteers for libraries, Merton CIL is seriously concerned by the suggestion that volunteers can fill the role of trained and experienced staff in day centres and feel that this suggestion undermines the work that day centre staff do, and poses a quality control risk.

Suggested mitigations:

Work with local organisations to improve access for disabled people to external opportunities, including improved access to leisure, businesses, and the built environment generally. This could be done through eg incorporating the cross-cutting role of Access Officer within the corporate team.

Proposal 3: Review of care packages

LBM has consistently maintained in meetings that cuts to care packages focus on re-ablement, however, it is clear that this is not the case given that all user groups are being targeted for cuts, including groups with long-term needs. Merton CIL considers it to be unacceptable to target care packages for cuts, as these packages reflect people's assessed need.

In detail:

Merton Centre for Independent Living. Adult Social Care Consultation Response

- 1) **Reviews are being conducted within a cuts context.** Although officers have suggested that all reviews will be based on need, we have already heard of cases where the social worker carrying out the review has explicitly talked of savings requirements and pushed to reduce the care package. This is unacceptable.
- 2) **Reviews taking place without additional staff training.** Part of the mitigation plan for conducting reviews is for all staff to be trained to do reviews in a “new way”. Reviews are already taking place, while the training does not appear to have happened yet.
- 3) **Lack of clarity over how targets have been set.** Projected cuts to care packages range from 5%-15%. Direct Payment users are targeted with consistently higher cuts than people on other care packages, even though Direct Payments is just a delivery mechanism. Different user groups are targeted with different levels of cuts. The process by which this has been done is unclear.
- 4) **Talk of “clawing back” support misunderstands the causes of under-spend.** In scrutiny¹⁰, officers talked of “clawing back” unspent Direct Payments. However, Merton CIL members say that sometimes Direct Payments are unspent because of lack of support to access services or resolve problems when they do arise. Just taking back unspent cash without identifying and supporting problems which have arisen simply compounds the challenges disabled people face in accessing the support they need.
- 5) **The language around promoting independence is misleading.** Numerous council documents suggest that these cuts will promote independence. Merton CIL members disagree, as a reduction in care packages is unlikely to achieve this. Within a re-ablement agenda, it may be a possibility, however, this is not the case for people with long-term support needs, as their assessed need and existing care packages have already been designed within a promoting independence framework. It is difficult to see how cuts to support will increase independence.

Suggested mitigations:

¹⁰ <https://democracy.merton.gov.uk/ieListDocuments.aspx?CId=151&MId=1948&Ver=4>

Merton Centre for Independent Living. Adult Social Care Consultation Response

It is very difficult to identify ways to mitigate cuts to care packages. However, Merton CIL would suggest:

- a) Letting service users know of independent support available at reviews. This should be included in review letters and may include support workers from Wimbledon Guild, Merton Mencap, CSM, or advocates from MCIL, etc.
- b) Including disability equality training in staff training packages as a mandatory requirement
- c) Developing a simplified assessment tool, developed in partnership with disabled people
- d) Working with disabled people to identify waste and overspend within the system, eg on transport.

Other comments:

Plans to reduce capacity to monitor services likely to be counter-productive. The Business Plan points out that these plans will impact LBM's statutory duties under the Care Act. Merton CIL members are concerned that reduced monitoring of contracts and service provision will lead to worse services, and possibly more expensive services. There are already instances of poor quality services being delivered, and insufficient monitoring eg the poor CQC report for 138 All Saints Road.¹¹

Suggested mitigations:

- a) To set up user-led or self-advocacy groups to feed back on quality of services
- b) To continue and expand Merton Seniors Forum's Dignity in Care project to assess how people are being treated in eg residential care

¹¹ <http://www.cqc.org.uk/location/1-352100698#accordion-1>

Appendix One: Open Letter sent to LBM on 22/01/2015

To: Stephen Alambritis, Leader of the Council, Ged Curran, CEO of the Council, Caroline Cooper-Marbiah, Cabinet Member for Adult Social Care and Health, Simon Williams, Director of Communities and Housing

At Merton Centre for Independent Living, we are extremely concerned with Merton Council plans to cut £14 million from the Adult Social Care budget over the next 4 years.

To summarise, our concerns cover 3 key areas:

1. The process for setting the £14 million target is flawed, and the amount planned is too high
2. The full, negative, impact of these cuts on disabled people and older people in Merton has not been properly assessed and decisions are being made without reference to the full facts
3. The consultation process is insufficient given the scale of the cuts, and has not been accessible enough

At Merton CIL, our policy is to engage, and work together in partnership, rather than in opposition to you. However, our members say that they are not being heard by Merton Council, and their concerns are not being addressed.

We want to work with you to ensure that disabled people are heard, and ask you to commit to these requests as a sign of your engagement and good faith:

- Work with us to review and revise the £14 million target
- Put all cuts for 2016-19 back on the table for discussion, including any provisionally agreed in the current and previous budget-setting processes
- Work with us and other disabled peoples', older peoples' and carers' groups to monitor the impact of already significant cuts to services planned for 2015-16
- Ring-fence the Independent Living Fund, as other councils have already done

Merton CIL, our members, and disabled people in Merton look forward to hearing from you

Kind regards, Merton CIL

Merton Centre for Independent Living. Adult Social Care Consultation Response


Appendix Two: Response to Planned Cuts to Adult Social Care from Merton CIL Members Group 08/01/2015

Responses gathered from 6 disabled people attending the members group. We are:

	<p>Worried about being isolated by the cuts:</p> <p>“People stuck at home will get lonely and depressed”</p> <p>“Cuts will lead to loss of dignity for the cared for and for carers”</p> <p>“I wouldn’t be able to get to my club anymore. I would be bored. I would be stuck at home all day and night”</p> <p>“Disabled people will get even less confident because they never get out”</p> <p>“I won’t be able to make friends, I won’t be able to chat to other people, I won’t be able to meet people like me.”</p> <p>“I feel like a prisoner in Merton”</p>
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	<p>Angry at the choices the council is making:</p> <p>“People’s lives are more important than flower-beds”</p> <p>“Annual reviews are so wasteful of resources”</p> <p>“They should prioritise the people who need it most”</p> <p>“They should support the people who are less able to get out and about and manage life”</p> <p>“They have a choice about where to cut.”</p>
	<p>Frustrated at not being listened to:</p> <p>“There is no attempt to listen to us and understand what is happening”</p> <p>“They have to talk to us about what is important to us”</p> <p>“The council have to make the effort to link all the things happening at once to disabled people. Cuts to social care and cuts to Merton Adult Education have a combined effect”</p>

	<p>Confusion over the consultation process:</p> <p>“I don’t understand the forms the council has. I can’t get online. I can’t read or write, why can’t you just listen to me?”</p> <p>“I wrote to my councillors but I didn’t understand their reply”</p> <p>“I can read but there are all these big words and numbers. It is so confusing”</p>
	<p>Afraid for the future:</p> <p>“Local unemployment will increase because disabled people, carers, personal assistants and people in the care industry will lose their jobs”</p> <p>“There will be more acute distress and more suicides as disabled people and family carers face more pressure.”</p> <p>“Disabled people and family carers will become even more invisible.”</p> <p>“It’s all going to cost more in the long run because the council will have to deal with more complex problems caused by crisis”</p>

	<p>Ideas for what the Council should do:</p> <p>“Ring-fence the ILF to current users”</p> <p>“Why can’t you take from rich people instead?”</p> <p>“Look at other ways to save money. Don’t cut care packages.”</p> <p>“Do a proper impact assessment of the cuts so far”</p> <p>“Work with local people!”</p>
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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.

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..

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

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

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

Page 77

- 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 Intranet	
EA completed by: (Give name and job title)	<i>Anthony Hopkins, Head of Library & Heritage Service</i>
EA to be signed off by: (Give name and job title)	<i>Simon Williams, Director of Community & Housing</i>
Department/ Division:	<i>Community & Housing</i>
Team:	<i>Library & Heritage Service</i>
EA completed on:	<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>Deletion of Projects & Procurement Manager post (£22,500) - The Projects & 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 784</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 & 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"> • CIPFA Benchmarking Data 2012/13 Actuals • Annual Residents Survey • Customer Profiling Data • Census 2011

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
Age			✓	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.
Disability			✓	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.
Gender Reassignment			✓	Data on this protected characteristic is limited and as such we are unable to determine whether there would be a positive or negative impact.
Marriage and Civil Partnership			✓	Data on this protected characteristic is limited and as such we are unable to determine whether there would be a positive or negative impact.
Pregnancy and Maternity			✓	Additional support that is provided for this protected characteristic will continue to be in place.
Race			✓	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.
Religion or Belief			✓	None identified.
Sex			✓	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.
Sexual Orientation			✓	Data on this protected characteristic is limited and as such we are unable to determine whether there would be a positive or negative impact.

Outcome of screening	Equality Analysis is not required	APPENDIX 13
Lead Officer	Anthony Hopkins, Head of Library & Heritage Service	
Director/Head of Service	Simon Williams, Director of Community & Housing	
Signed		
Dated	25/11/2014	

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