

Merton Council

Cabinet Agenda

Membership

Councillors:

Stephen Alambritis (Chair)
Mark Allison
Nick Draper
Andrew Judge
Linda Kirby
Edith Macauley
Maxi Martin
Martin Whelton
Judy Saunders

Date: Monday 10 March 2014

Time: 19:15

**Venue: Committee rooms B, C & D - Merton Civic Centre, London Road,
Morden SM4 5DX**

This is a public meeting and attendance by the public is encouraged and welcomed.
For more information about the agenda please contact
democratic.services@merton.gov.uk or telephone [020 8545 3361](tel:02085453361).

All Press contacts: press@merton.gov.uk, 020 8545 3181

Cabinet Agenda

10 March 2014

1. Apologies for absence
2. Declarations of pecuniary interest
3. Minutes of the previous meeting 1 - 6
4. Better Care Fund Plan 7 - 142
5. Adoption of Merton's Community Infrastructure Levy (CIL) Initial Strategic Infrastructure List 143 - 150
6. Adoption of Morden Station Planning Brief 151 - 392
7. Allocation of S.106 monies to Connecting Colliers Wood 393 - 398
8. Allocation of S.106 Monies - Mitcham Common Conservators 399 - 402
9. Reference from Sustainable Communities Scrutiny Panel - 20mph Zones/Limits 403 - 406
10. Section 75 partnership agreement for mental health services 407 - 502
11. Financial Monitoring - January 2014
12. Exclusion of the public
To RESOLVE that the public are excluded from the meeting during consideration of the following report(s) on the grounds that it is (they are) exempt from disclosure for the reasons stated in the report(s).
13. Print Managed Service Contract
14. Primary School Expansion Capital Projects

Note on declarations of interest

Members are advised to declare any Disclosable Pecuniary Interest in any matter to be considered at the meeting. If a pecuniary interest is declared they should withdraw from the meeting room during the whole of the consideration of that matter and must not participate in any vote on that matter. If members consider they should not participate because of a non-pecuniary interest which may give rise to a perception of bias, they should declare this, withdraw and not participate in consideration of the item. For further advice please speak with the Assistant Director of Corporate Governance.

This page is intentionally left blank

All minutes are draft until agreed at the next meeting of the committee/panel. To find out the date of the next meeting please check the calendar of events at your local library or online at www.merton.gov.uk/committee.

CABINET

17 FEBRUARY 2014

(7.15pm – 7.51pm)

PRESENT Councillors: Stephen Alambritis (in the Chair), Mark Allison, Nick Draper, Andrew Judge, Linda Kirby, Edith Macauley, Maxi Martin, Martin Whelton and Judy Saunders

Ged Curran (Chief Executive), Caroline Holland (Director of Corporate Services), Yvette Stanley (Director of Children, Schools and Families), Simon Williams (Director of Community and Housing), James McGinlay (Head of Sustainable Communities) and Chris Pedlow (Senior Democratic Services Officer).

ALSO PRESENT Councillors Maurice Groves, Suzanne Grocott and Peter Southgate.

1. APOLOGIES FOR ABSENCE (Agenda Item 1)

There were no apologies for absence.

2. DECLARATIONS OF PECUNIARY INTEREST (Agenda Item 2)

No declarations were made.

3. MINUTES OF THE PREVIOUS MEETING (Agenda Item 3)

RESOLVED:

That the Minutes of the meeting held on 20 January 2014 are agreed as a correct record.

4. REFERENCE FROM THE OVERVIEW AND SCRUTINY COMMISSION - PRE DECISION SCRUTINY OF THE BUSINESS PLAN 2014-2018 (Agenda Item 5)

The Leader of the Council invited the Chair of the Overview and Scrutiny Commission to present Scrutiny's comments on the Business Plan 2014-2018 to Cabinet. In presenting the Commissions views he highlighted three particular savings proposals and emphasised the views expressed by Scrutiny. They were:

- Saving CS60 – Scrutiny questioned as to whether it was possible that this saving currently scheduled for 2017/2018 could be move earlier?
- Savings EV03 to EV07- Scrutiny were concerned that those proposals would have significant impact upon residents due to the very busy nature of those services

involved. Thus Scrutiny was proposing that those proposals should be rejected at this time.

- Savings EV10 and CSF03 – Scrutiny felt that both proposals should be deferred until the next budget process, so that further details on the savings would be available to be scrutinised.

The Deputy Leader and Cabinet Member for Finance addressed the Scrutiny proposals, on behalf of the Cabinet, firstly thanking all Scrutiny Members for their hard work in thoroughly scrutinising the proposals contained within the Business Plan. He addressed the three proposals highlighted by the Chair of the Overview and Scrutiny Commission:

- Saving OCS60, the reason why it was unlikely to be possible to push that through earlier, was that the saving relates to the outcomes of a system changes within the Directorate. Without finding out the result of such a change it would be unlikely to be able to know which of the Assistant Director post would be deleted.
- Savings EV03 to EV07 – There was a need for changes in how those service areas were supported, especially with the changes to core funding. Given level of the concerns raised the Cabinet were willing to withdraw the proposal, but with the caveat that the proposal might be reconsidered in the future.
- Savings EV10 and CSF03 – The Cabinet accepted scrutiny's views on the need to deter both proposals, due to the lack of information within the proposals.

The Cabinet Member then commented on two further saving proposals. The Cabinet accepts the suggestion that CS69 be withdrawn. On proposal EV02 the Cabinet would support original views of Sustainable Communities Overview and Scrutiny Panel on the proposal of having the increase proportional and proportionate to the permit, but not the Commission's further recommendation on proposal EV02.

RESOLVED:

That the Cabinet

- 1) acknowledges Scrutiny's support on savings CS60, CS61, CS62, CS63, CS64, CS65, CS66, CS67, CS68, CS70, CS71, CS72, CS73, CS74, CS75, EV01, CH6, CH5, CH9, CH10, CSF01, CSF02
- 2) agrees to give further thought to savings proposal CS63 over changing its risk rating to "medium", prior to Council
- 3) agrees to withdraw savings proposals CS69, and EV03-EV07
- 4) agrees to defer savings proposals EV10, and CSF03 until next year
- 5) notes the views expressed by scrutiny on CH6 and in paragraph 2.12

- 6) agrees to adopt a general principle of bringing forward budget savings whenever that can be done, including for the financial year 2014/15.
- 7) agrees with the proposal of the Sustainable Communities Overview and Scrutiny Panel on proposal EV02, rather than the recommendation contained within paragraph 2.13 of the report

5. BUSINESS PLAN 2014-18 (Agenda Item 4)

Reason for urgency:

The Chair has approved the submission of this report as a matter of urgency as it provides the latest available information on the Business Plan and Budget 2014/15 and requires consideration of issues relating to the Budget process and Medium Term Financial Strategy 2014-2018. It is important that this consideration is not delayed in order that the Council can work towards a balanced budget at its meeting on 5 March 2014 and set a Council Tax as appropriate for 2014/15.

The Deputy Leader and Cabinet Member for Finance, supported by the Director of Corporate Services, presented the Business Plan 2014-2018. The principles of the report was to continue with the medium term financial planning, and the proposals made followed that approach. A number of key aspects were highlighted, including the proposal to keep Council Tax frozen; that Appendix 12 contained the proposed approaches for the new business rates reliefs' schemes, and it was confirmed that the GLA precept had now been set by the London Assembly and was provisional figure contained within the report was correct.

Members also considered the tabled Appendix 15 to the Business Plan, which detailed the Treasury Management Strategy 2014/15 along with the Cash Flow Statements for 2013-4 to 2017-8.

RESOLVED:
That Cabinet –

- 1) agrees to amend, as appropriate, the Medium Term Financial Strategy (MTFS) to incorporate its decision, taken previously on *the Overview and Scrutiny Commission - pre decision scrutiny of the Business Plan 2014-2018*, for the Council in March 2014
- 2) having considered all of the information in the report, and noted the positive assurance statement given by the Director of Corporate Services based on the proposed strategy, the Council Tax in 2014/15, equating to a Band D Council Tax of £1,102.26 be approved and recommended to Council for approval. This represents a Council Tax freeze;
- 3) resolves that the Business Plan 2014-18 including the General Fund Budget and Council Tax Strategy for 2014/15, and the Medium Term Financial Strategy (MTFS) for 2014-2018 as submitted, be approved and recommended to Council for approval subject to any proposed amendments agreed at this meeting;

- 4) having considered all of the latest information and the comments from the scrutiny process, the Capital Investment Programme (as detailed in Annex 1 to the Capital Strategy); the Treasury Management Strategy (Section 5), including the detailed recommendations in that Section, incorporating the Prudential Indicators and the Capital Strategy (Appendix 12) as submitted and reported upon be approved and recommended to Council for approval, subject to any proposed amendments agreed at this meeting;
- 5) notes that the GLA precept that was agreed by the London Assembly on the 14 February, be incorporated into the draft MTFS;
- 6) notes that there may be minor amendments to figures in the report as a result of new information being received after the deadline for dispatch and that this will be amended for the report to Council in March;
- 7) in respect of the new business rates reliefs announced in the Autumn statement 2013, agrees the Retail Property Discount Policy and the Retail Premises Re-Occupation Policy set out in Appendices 12(a) and 12(b).

6. TO CONFIRM AN ARTICLE 4 DIRECTION (OFFICES TO RESIDENTIAL) FOR MERTON (Agenda Item 6)

The Cabinet Member for Environmental Sustainability and Regeneration introduced the report to Cabinet. In guiding the Cabinet through the report he emphasised the rationale behind the proposals. He highlighted that with the increasing number of offices that had been converted to residential usage during the last year, if such a trend continued it would have a significant impact on number and type of businesses as well as level of employment with the Borough.

RESOLVED:

- 1) That Cabinet confirm the adoption of Non-immediate Permanent Article 4 Direction to remove permitted development rights for the conversion of offices (B1a Use Class) to residential use (C3 Use Class) for Wimbledon Town Centre and the Industrial Estates at Willow Lane, Garth Road, South Wimbledon (Morden Road), Durnsford Road, Dundonald Road, Plough Lane and Prince George's Road (Colliers Wood).
- 2) That the Article 4 Direction, would come into force on 06 March 2015.

7. FINANCIAL MONITORING - DECEMBER 2013 (Agenda Item 7)

The Deputy Leader and Cabinet Member for Finance presented the report, which provided the regular financial monitoring update. It was noted that as it covered the Quarter 3 financial data the information would be scrutinised by the Overview and

Scrutiny Commission's financial monitoring task group at their next meeting being held on 27 February 2014.

RESOLVED:

That Cabinet -

- 1) note the financial reporting data relating to revenue budgetary control, showing a forecast underspend at year end of £1,070k (which is 0.65% of the gross Council Budget) after allowing for a £512k transfer to the Capital Programme, £1,500k transfer to balancing the budget reserve, £1,742k carry forward of Public Health funds and consider any relevant action they may wish to take in respect of variations;
- 2) approve adjustments and capital virements detailed in Appendix 5b and the Current Capital Programme as detailed in Appendix 5a and the new budgets identified in paragraph 4.3.;
- 3) note current progress to date on savings;
- 4) note the latest position with regard to the collection of miscellaneous debt, as at the end of December 2013; and
- 5) note the Cashflow Statement attached as Appendix 11 to the report.

This page is intentionally left blank

Committee: Cabinet

Date: 10 March 2014

Wards: All

Subject: Better Care Fund Plan

Lead officer: Simon Williams Director of Community and Housing

Lead member: Councillor Linda Kirby

Contact officer: Simon Williams

Recommendations:

- A. That Cabinet support this draft plan and authorise the Health and Wellbeing Board to approve the final plan
-

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. This report seeks Cabinet support for the Merton Plan for its Better Care Fund, and asks Cabinet to authorise the Health and Wellbeing Board to approve the final plan
- 1.2. The Better Care Fund (previously referred to as the Integration Transformation Fund) was announced in June 2013 as part of the 2013 spending round. Its aim is to provide opportunity to change local services by integrating some existing funding streams so that people receive more integrated care and support in community settings. It encompasses a significant level of funding to help local areas become more financially sustainable
- 1.3. Within the overall Fund objectives are to provide protection for social care services and to support local transformation of services so that more people are supported in the community receiving integrated health and social care services.
- 1.4. The Fund for Merton is £12,198k as from 2015/16. This is funding already in the system, whether through existing Department of Health grants or through Clinical Commissioning Group funding already commissioning services.

2 DETAILS

- 2.1. Merton has a new opportunity for more integrated services for older people and those with long term conditions. This is with the formation of Merton Clinical Commissioning Group, the first health body with commissioning responsibilities coterminous with Merton since 1974. This Fund supports a direction of travel already established in Merton
- 2.2. There are some long standing and successful integrated arrangements for people with learning disabilities and with mental ill health and for children. This new plan for integration is informed by such success, and now looks to create similar arrangements for older people and those with mental ill health

- 2.3. In 2010, following the publication of the White Paper for health and social care, Merton formed a collaborative arrangement now known as the One Merton Group. This consisted of Council officers for children and adult social care, public health, clinicians from the three local clinical groups in Merton, and Primary Care Trust managers. This was chaired by clinicians and began to establish a shared vision and work programme. In 2011 one of the Merton Partnership Thematic Groups for older people and healthier communities became the shadow Health and Wellbeing Board
- 2.4. From April 2013 these arrangements have become formalised, with the Health and Wellbeing Board on a statutory footing and the One Merton Group acting as its executive delivery board.
- 2.5. In February 2013 the Council called and hosted a meeting with all its main health partners (the shadow CCG, 3 acute Trusts, the mental health Trust, and the community services provider the Marsden Foundation Trust). The meeting explored and then confirmed a shared commitment to integrated working in Merton. The focus was to be for older people with long term conditions. The aims were to improve patient and carer experience, to reduce non elective hospital admissions, to reduce length of stay in hospitals, and to reduce admissions to care homes.
- 2.6. An Integration Project Board was formed to deliver these objectives. It has met monthly since March 2013. It has initiated work in the following main areas:
- The formation of three locality teams in Merton, consisting of social care, primary care and community health staff, with an aim of providing person centred integrated case management
 - Drawing together provider services to give a fast, practical, 24/7 response to needs and to help keep people in the setting which incurs least dependency
 - Resolving the problems which prevent health and social care staff sharing patient information with each other
 - Having a shared financial and performance framework to underpin this
 - Working with our staff to promote any required changes in practice and culture
- 2.7. The work in the first area, for locality teams, has been informed by workshops with service users to describe what “brilliant” integrated services would look like, by a simulation event to test a developing model of service, and two events for staff to enable them to explore together this new model of working.
- 2.8. This local direction of travel is now supported by the Better Care Fund, since its objective is to support integrated services. The plan for the Fund in Merton has been overseen by the Health and Wellbeing Board.
- 2.9. A first draft of the plan was required to be submitted to NHS England by 14 February 2014. Since the guidance and templates for the plan only came out in December 2013 it has not been possible to bring the draft to Cabinet. The final draft is required by 4 April. It is therefore proposed to bring the draft for Cabinet to check support for the plan, to receive feedback from NHS England who is assuring the plans, to do further work on some of the

wording, and then to submit a final plan to the Health and Wellbeing Board for approval on 28 March 2014. This is why Cabinet authorisation is sought for the Health and Wellbeing Board to do this. Feedback to date from NHSE is that this is a good plan and therefore it is not anticipated that any substantive changes will be required in the final draft.

2.10 Broadly the areas of spend for the Fund are as follows:

£1,530k. Integrated locality teams. This includes more community nurses, new dementia nurses, expert patient programme courses, telehealth, and end of life care

£740k. Seven day working. A range of social care and health staff will be deployed on the basis of 7 days a week and extended hours into evenings.

£1,187k. Prevention of admissions. This includes geriatrician sessions, continuation of the pilot Community Prevention of Admissions Team, rapid response teams in Emergency Departments in St Georges and St Heliers, psycho-geriatrician sessions, and investment in the Ageing Well prevention programme

£2,907k. Community beds and rehabilitation. . This includes a remodelled health and larger rehabilitation service, step-up and step-down beds, intensive rehabilitation into St Georges, a scheme in St Helier to prevent admissions.

£3,577k. Protecting and modernising social care. This includes funding for care packages, funding for Merton Independent Living and Re-ablement Service (MILES), and funding for implementation of the Care Bill.

£400k. Developing personal health and social care budgets.

£363k. Investing in integration infrastructure including project management costs and solutions for data sharing

£551k. Carers breaks. Night nurses to support carers.

£528k (capital). Disabled Facilities Grant. Central government grant now routed through this Fund.

£416k (capital). Social Care Grant. Central government grant now routed through Fund.

£12,198k. TOTAL. This is the value of the Fund for 2015/16. Some of these investments will begin in 2014/15

2.11 It should be noted that 50% of this amount is within existing funding from the Department of Health, including existing funding transferred to social care under Section 256 and existing capital grants, and some existing CCG spend on carers breaks and re-ablement. The other 50% has to be found by the CCG from its mainstream funding. This can only be found from holding down further increases in expenditure on acute services. Discussions have taken place with the acute Trusts about the implications, and some contingency is being held back within the above allocations to ensure that should growth in acute spend continue to increase there is a source of funds for it.

3 ALTERNATIVE OPTIONS

- 3.1. Failure to produce a local plan for the Better Care Fund would lead to the local health and care system being financially penalised, with central government departments then deciding how to use a percentage of the fund.

4 CONSULTATION UNDERTAKEN OR PROPOSED

- 4.1. Consultation has taken place with service users and carers, with Healthwatch, with the voluntary sector, with health and care providers, and with staff.

5 TIMETABLE

- 5.1. A final version of the plan has to be submitted by 4 April. Feedback is still awaited on the draft plan. It is proposed that Cabinet authorise the Health and Wellbeing Board to approve the final draft subject to financial allocations remaining broadly unchanged.

6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 6.1. The Council and CCG are required to establish a pooled fund under S75 of the NHS Act 2006. The size of the fund is £12,198k. Of this the council is pooling £944k in capital in two areas where capital currently comes directly to the council from DCLG/DH, namely the Disabled Facilities Grant and the Social Care Grant. Proposed allocations within the fund are set out in section 2.10 above. It should also be noted that one of the core purposes of the fund is to provide protection for adult social care
- 6.2. There are no specific property implications.

7 LEGAL AND STATUTORY IMPLICATIONS

- 7.1. The pooled fund is under S75 of the NHS Act 2006.

8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

- 8.1. None specific for this report

9 CRIME AND DISORDER IMPLICATIONS

- 9.1. None specific for this report

10 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

- 10.1. None specific for this report

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

- Plan for the Better Care Fund

12 BACKGROUND PAPERS

- 12.1. Better Care Fund Guidance issued by DCLG and DH December 2013, including main Annex, Technical Guidance, and planning template

Better Care Fund planning template – Part 1

Please note there are two parts to the template. Part 2 is in Excel and contains metrics and finance. Both parts must be completed as part of your Better Care Fund Submission.

Plans are to be submitted to the relevant NHS England Area Team and Local government representative, as well as copied to: NHSCB.financialperformance@nhs.net

To find your relevant Area Team and local government representative, and for additional support, guidance and contact details, please see the Better Care Fund pages on the NHS England or LGA websites.

1) PLAN DETAILS

a) Summary of Plan

Local Authority	London Borough of Merton
Clinical Commissioning Groups	Merton Clinical Commissioning Group
Boundary Differences	None significant
Date agreed at Health and Well-Being Board:	Main meeting 28th Jan 2014. Agreed by HWB Chair's action 13th Feb 2014
Date submitted:	14th Feb 2014 – First Draft
Minimum required value of ITF pooled budget: 2014/15	£3,299,000
2015/16	£12,198,000
Total agreed value of pooled budget: 2014/15	£7,719,000
2015/16	£12,198,000

b) Authorisation and signoff

Signed on behalf of the Clinical Commissioning Group	Merton Clinical Commissioning Group
By	Eleanor Brown
Position	Chief Officer
Date	13/01/2014

Signed on behalf of the Council	London Borough of Merton
By	Simon Williams
Position	Director of Community and Housing
Date	13/01/2014

Signed on behalf of the Health and Wellbeing Board	Merton Health and Wellbeing Board
By Chair of Health and Wellbeing Board	Councillor Linda Kirby Cabinet Member for Adult Social Care and Health
Date	13/01/2014

Introduction.....	1
Engaging with our health and social care providers.....	3
Our approach to service provider engagement.....	3
1. The proactive care approach.....	1
2. The reactive care approach.....	1
Our patient, service user and public engagement progress and plan.....	7
Engagement activities.....	7
Planning our future engagements with the public, service users and patients.....	8
Health needs and inequalities to be addressed in Merton.....	10
Mrs Jones' story.....	11
The vision for integrated health and social care services.....	11
The key changes to the pattern and configuration of our services over the next five years are:.....	12
Seamless care delivered by truly integrated health and social care providers.....	13
Services able to deliver proactive care.....	13
Services able to deliver reactive care.....	14
An experience for people (service users) which promotes their independence and allows them to be in control of their care.....	15
Services which are sustainable and future-proof.....	15
Aims and objectives of Merton's Integrated system.....	17
Transform the relationships between organisations.....	17
Reconfigure the service model.....	17
Increase the quality of care.....	18
Increase individual's ability to be managed at home and remain independent.....	18
Prevention of escalation requiring emergency or acute care.....	18
Deliver savings.....	19
Deliver the long-term vision.....	19
Measuring our aims and objectives.....	19
Delivering on national conditions.....	19
Delivering on national and local outcome metrics.....	19
Developing metrics which are customised to Merton and south west London.....	20
Connecting with and reporting to appropriate bodies.....	20
Progress against the needs identified in our JSNA and HWB strategy.....	20
Commissioning for provider sustainability.....	21
Engaging with the public, patients and service users.....	21
What measures of health gain will you apply to your population.....	21
Monitor achievements against the NHS outcomes framework.....	21
Monitor achievements against the social care outcomes framework.....	22
Monitor achievements against the public health outcomes framework.....	22

Seven day working	24
Community beds and rehabilitation.....	27
Integrated Locality Teams	32
Prevention of Admission	36
Protecting and Modernising Social Care.....	40
Carers' Breaks	42
Investing into Integration Infrastructure.....	43
Net savings from activity shifts	46
Engagement and transition planning.....	46
Contingency planning.....	47
Approach to governance and responsibilities	49
Overview of governance arrangements	49
Governance structure and lines of reporting and communication	50
Risk management	50
Our Definition of Protecting Adult Social Care Services	51
Our Commitment and Plans to Protect Adult Social Care Services	51
Activities which will facilitate the protection of social care services	51
7 Day Services to Support Discharge.....	52
Strategic commitment	52
Locally agreed plans	52
Social care plans.....	53
Health plans	53
Using the NHS number.....	54
Our data sharing committment	54
Implementing data sharing to date	54
Future plans to mobilise data sharing	55
Our commitment to APIs and Open Standards.....	55
Systems with API capabilities	56
Systems with open standards	56
Our commitment to IG Controls	56
Multi-disciplinary working, risk stratification and case management.....	57
Risk	62
Risk Rating.....	62
Mitigating Action.....	62
Appendix 1.....	1
Appendix 2.....	1
Appendix 3.....	1
Appendix 4.....	1
Appendix 5.....	1

Introduction

Merton Clinical Commissioning Group (Merton CCG) and the **London Borough of Merton** (LB Merton) realise the opportunity that joint commissioning and the Better Care Fund can provide; To meet the health and social care needs of the local population in an integrated and shared way. This Better Care Fund Plan (BCF Plan) details our commitment to joint working, the approach we have taken, and ultimately how the changes and expansion to services which benefit our population align with our population needs (as addressed in our local JSNA and Health and Wellbeing strategy).

For Merton CCG the Better Care Fund plan and the implementation of the service changes and schemes, forms the core of a wider 2-year operational plan linking with our key delivery areas as well as the vision and strategy for south west London as outlined in our 5-year strategic plan.

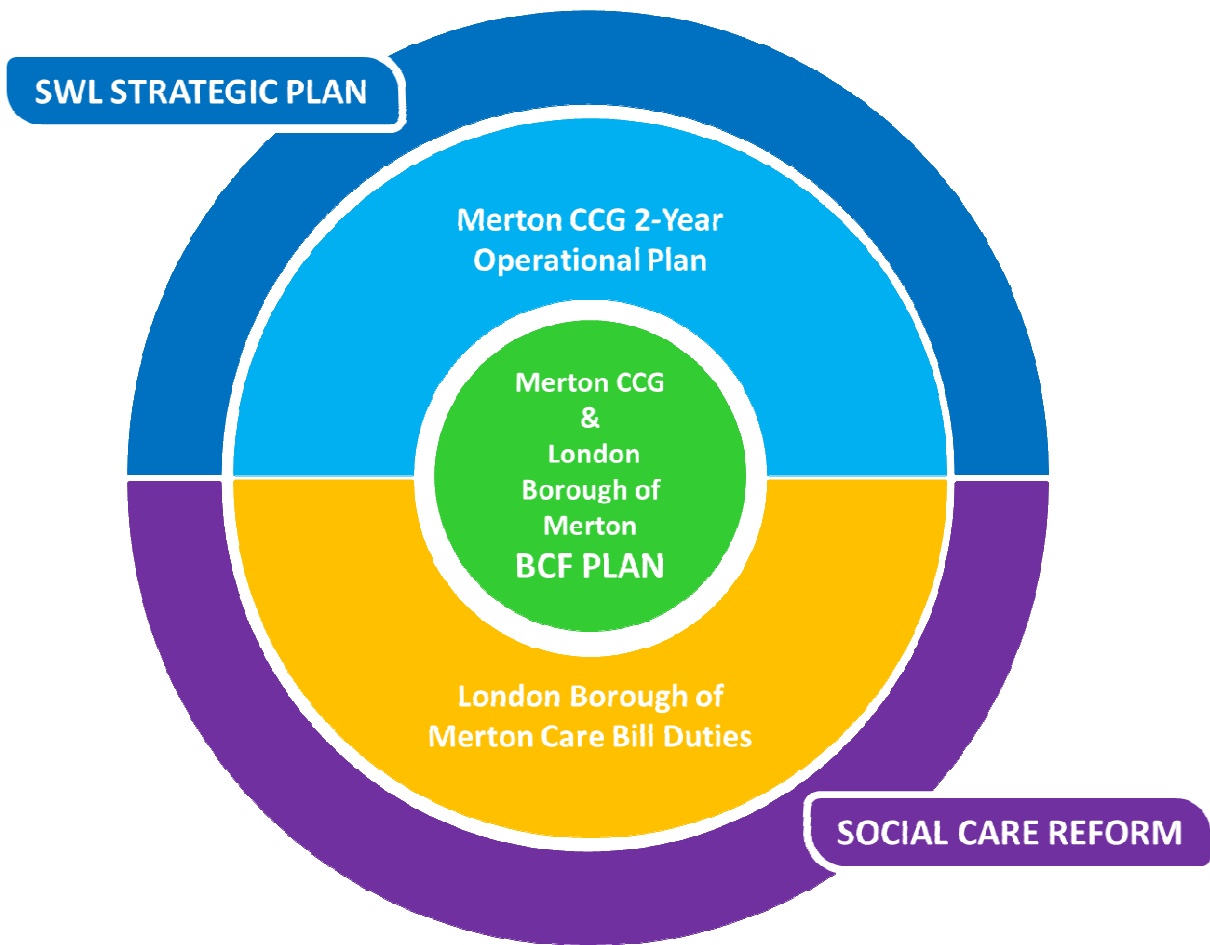
As outlined in Merton CCG's 2-year operational plan our key delivery areas which align with our BCF plan include:

1. Older and Vulnerable Adults
2. Mental Health
3. Keeping Healthy and Well
4. Early Detection and Management
5. Urgent Care
6. Children and Maternity

Merton CCG is committed to focussing efforts on a wider transformational service redesign which will deliver a financially sustainable health system over 2 years. Merton CCG has recognised that a sustainable health system can only be achieved in partnership across our health and social care economy.

Similarly the London Borough of Merton realises that the Better Care Fund is a key area which compliments the central objectives of the Social Care Reform. The London Borough of Merton also recognises that following on from consecutive years of significant spending cuts and now the new statutory duties to be met through the Care Bill, commissioning in isolation will not meet the borough's social care needs.

Both organisations have demonstrated their commitment to integrated commissioning since as early as 2010, the London Borough of Merton and commissioners established the first One Merton Group. In 2012 we decided in partnership with the London Borough of Merton and our service providers, to set up our **Integrated Care Project**. In the past we have taken a Merton health and social care have taken a joint commissioning approach with some of service areas and have seen great gains; with long established pooled budgets and partnerships in learning disabilities, mental health and children's, schools and families.



The Merton Integrated Care Project Board has reported progress on a quarterly basis for the past 12 months at the Health and Wellbeing Board (HWB). Four members of the Health and Wellbeing Board are also members of the Integrated Care Project Board to ensure that there is a direct communication between both groups. This has complimented our discussions, work and future strategy for our Health and Wellbeing Board, who have helped to steer the direction of our plans, and have endorsed these plans both in principle and in commitment to deliver our vision and objectives in partnership. Therefore this plan has been developed and signed by LB Merton and the CCG. Fundamentally, this Better Care Fund plan aligns with the needs of the population as identified in Merton’s JSNA and HWB Strategy.

In summary, the BCF plan and subsequent implementation is integral to the commissioning intentions and overall strategy for both Merton CCG and the London Borough of Merton. We consider the Better Care Fund as a catalyst to delivering integrated care. Overall the Better Care Fund is an opportunity for us to address the greatest health and social care challenges in Merton jointly, in alliance with our Health and Wellbeing Board and other stakeholders such as community service, acute service providers, third sector providers and most importantly our service users.

a) Service provider engagement

Please describe how health and social care providers have been involved in the development of this plan, and the extent to which they are party to it.

Engaging with our health and social care providers

Our approach to service provider engagement

Merton CCG and LB Merton have been progressive in their approach in engaging and involving service providers in how services should be developed and redesigned to meet the integration agenda and meet the rising demand for health and social care. Given that Merton as a locality does not host an acute provider and shares a community provider with Sutton, a complex multi-stakeholder environment results creating even more weight to ensuring that health and social care providers are involved in parallel with designing services. Whilst commissioners in Merton will provide the momentum, strategy and framework for service-level change, Merton CCG and LB Merton are acutely aware that service providers bring good insight into frontline issues and solutions. In addition it is recognised that workforce planning and step-changes in multi-professional working across health and social care organisational boundaries, can only be overcome through a carefully managed and ongoing engagement between commissioners and providers.

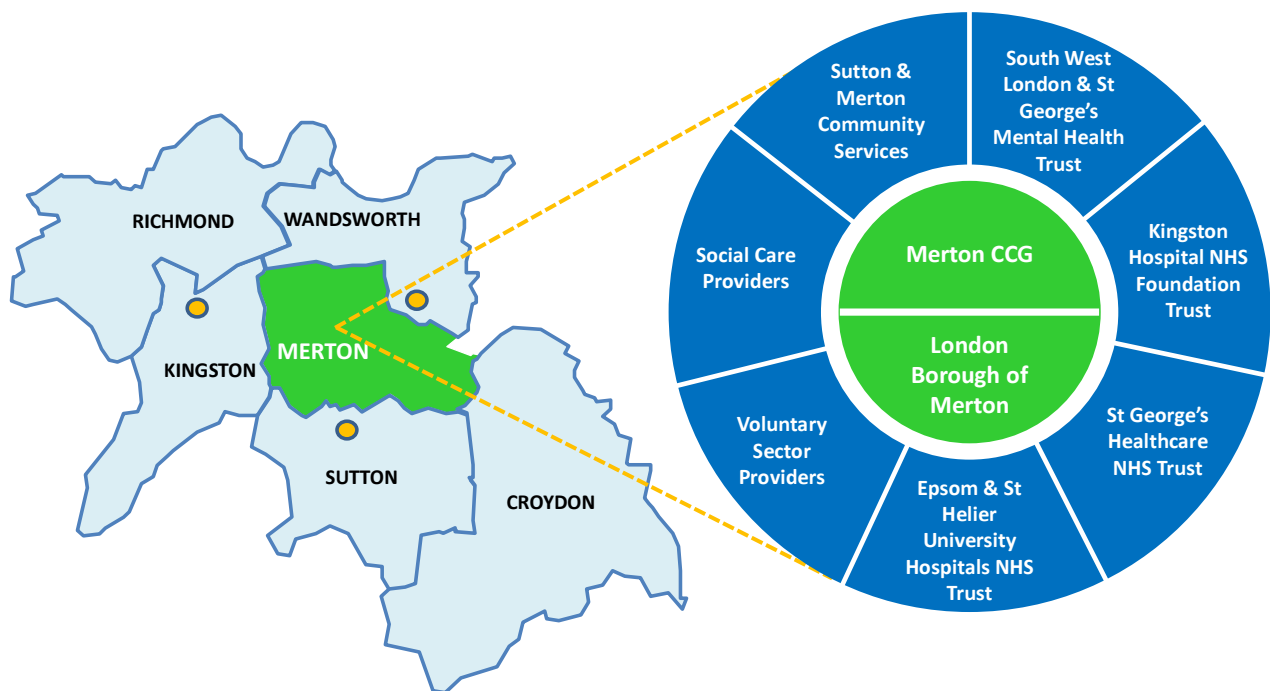


Figure 1: South West London locality map and the seven providers engaged with Merton commissioners

In response to increasing pressures and in anticipation of a general policy direction, in February of 2013 Chief Executives and Medical Directors of the commissioning and major provider organisations in Merton met at their own Integrated Care Summit. In consensus the principle of integration was agreed, with a particular focus on creating

fully integrated care for people with long term complex conditions. To prime our effort an **integrated project board** of Executive Directors from each of the organisations was set up to take forward this work in partnership. It was agreed that services would be co-designed through this consultation process, with commissioners leading the financial envelope and commissioning intentions for services. **The principles for co-design of integrated services** are reflected in both the intentions of commissioners and the plans and outcomes generated from the integrated project board. These are:

- THE USER AND CARER AT THE CENTRE OF SERVICE DESIGN
- OUTPUTS WILL BE ACTION-ORIENTATED AND EVIDENCE-BASED
- EVOLVING AND LEARNING FROM PRACTICE AND WILLING TO CHANGE
- USE COST-EFFECTIVE SOLUTIONS AVOIDING VAST UP-FRONT INVESTMENT
- BULID COMMUNITY CAPACITY AND ENCOURAGING SELF-MANAGEMENT
- LEARNING FROM AND ENGAGING WITH THE VOLUNTARY AND COMMUNITY SECTOR

The project board has met monthly since formation and has been supported by the Office of Public Management (professional services consultancy) funded by the LGA and NHSE as part of a systems leadership programme across the country. The project is being supported by a jointly appointed Integrated Care Project Director since December 2013. The board has held design workshops involving senior and frontline staff from all seven organisations, users, carers and voluntary sector colleagues. This workforce-level engagement has also included GPs and social workers, all working together to design a new approach to meeting care needs without professional or organisational boundaries. This has included joint training events to address the role of the 'key worker' in integrated service models. Merton's recognises the importance of leadership, and the right approach from clinicians and staff in all organisations.

Since formation the integrated project board has engaged to identify four priority objectives to deliver upon. These are:

- 1 REDUCING (GROWTH OF) EMERGENCY ADMISSIONS
- 2 REDUCING LENGTH OF HOSPITAL STAY
- 3 REDUCING PERMANENT ADMISSIONS TO CARE HOMES
- 4 IMPROVING SERVICE USER & CARER EXPERIENCE

These four objectives have been identified as overall benefiting all stakeholders in the health and social care economy and ensuring that integrated service models are sustainable and future-proof. The project board identified that in order to meet these objectives collectively the integrated service models approach needed to meet the growing pressure on services, and the health and social care economy as a whole. In particular clinical and service leads identified that services should be designed to:

1. The proactive care approach

Keep people out of acute services and in the community preventing unnecessary contact with acute services and promoting better care in the community and primary care, in order to reduce the likelihood of requiring acute services.

2. The reactive care approach

Reduce likelihood of avoidable emergency admission in times of deterioration or crises by ensuring that appropriate and responsive care and support is available in the community, including access to specialist care. In addition, reduce service users' length of stay in acute services, encouraging a smooth discharge with appropriate support in the community to deliver high quality care, promote rehabilitation and reablement, preventing readmission into acute services or subsequent admission into care homes.



All stakeholders are committed to the Proactive and Reactive Care approaches. Consequently the BCF scheme and the redirection of investment to expand or implement new integrated services seek to address these approaches.

b) Patient, service user and public engagement

Please describe how patients, service users and the public have been involved in the development of this plan, and the extent to which they are party to it

Our patient, service user and public engagement progress and plan

As part of the process of designing a new approach to integrated care in Merton, we have held a number of events which have included consulting and engaging staff, clinicians, the voluntary sector, service users and carers.

Users and carers have been involved from the early stages in the design of our integration project, and an evolved learning approach is one of our guiding principles which underpins the way we design integrated care.

Engagement activities

The following activities took place to engage patients, service users and the public in the development and design of integrated services:

Date	Major Events
August 2013	<p data-bbox="368 974 1407 1012">Event 1: 'What would brilliant look like?'</p> <p data-bbox="368 1012 1407 1227">We held this event with users and carers as well as the voluntary sector to identify what would define a brilliant integrated care system in Merton. Feedback and suggestions from this event were captured and this input has been used to develop the local model.</p>
October 2013	<p data-bbox="368 1227 1407 1265">Event 2: Engage Merton</p> <p data-bbox="368 1265 1407 1809">We ran an event called 'Engage Merton' in partnership with HealthWatch Merton. Patients, members of the public, service users, carers, clinicians and other stakeholders were involved in discussions about the Commissioning Intentions for 2014-2015 and the Engagement Strategy and Implementation Plan for 2013-2015. The findings from the event enabled us to set priorities, form Commissioning Plans and develop an Engagement Strategy. The event identified 'seldom heard' groups including, housing associations, individuals from the traveller community, members of the public without internet access, amongst many others, and developed ideas for engaging with these groups going forward. Feedback also provided us with greater insight into how the voluntary sector can support the integration agenda in Merton. This can be seen in Appendix 1.</p>
November 2013	<p data-bbox="368 1809 1407 1848">Integrated Care Model Simulation</p> <p data-bbox="368 1848 1407 2060">We ran a simulation of the process, involving service users and carers, GPs, social workers, clinicians as well as managers from acute hospitals, community and mental health providers. During the simulation a group of service users and carer acted as advisors to each of the professionals who were playing the role of a 'key worker.' They</p>

	we were also part of a group participating as voluntary and community groups. This event helped to test the 'Merton model', acted as a learning event for professional development, and gained knowledge from the perspectives of all the people who were involved.
--	---

In addition to our events we have completed the following:

- We have been developing and drafting guidance for key workers and the multi-disciplinary teams based on learning from our simulation and training event. We have welcomed comments and suggestions for improving guidance which we expect to develop as learning progresses.
- A place has been available for a voluntary sector representative on the Project Board; however Merton Voluntary Service Council has been unable to take this up during an inter-regnum. Their interim Chief Officer will join the Project Board at its March meeting.
- We are partners to and support the Merton Compact.

Planning our future engagements with the public, service users and patients

The following activities are planned in order to ensure that there is continued engagement from our local community:

- Health-watch has offered to create a user-friendly way to signpost health and social care colleagues to the range of activities within the voluntary sector, and we plan to pursue this. They are also supporting us with two events to include the views of patients in the Merton which are scheduled for March
- Users and carers made the important point at our simulation event that for many isolated older or frail people, being asked to contribute and take part in activities that help others, offers a real sense of purpose and dignity that has a direct effect on mental and physical health. We will have to develop a mechanism to take this forward, through our continued engagement with our community
- Feedback from our simulation and key worker training was that a care plan should empower the user and enable them to see who else is involved in their care. We plan to ensure service users are involved in the testing of these care plans, through a pilot scheme
- Merton community mental health services already have an excellent model of MDT working and care planning which the integration project will build on
- Our events have highlighted the issue of information governance, information sharing and patient consent. We plan to develop a clear and easy to understand process for this in conjunction with patients and service users, and embed this into our PPI work stream reporting to the ICPB
- Continue to implement the engagement strategy plan which has been informed by patient, public and service user suggestions through our 'Engage Merton' event,

and embed this into our PPI work stream reporting to the ICPB

- LB MERTON is currently reviewing its own structure and engagement processes and expects to consider ideas with partners in March

Our commitment to engaging with the public, service users and patients will be managed by the Patient and Public Involvement (PPI) subgroup who will report into the Integrated Care Project Board (see governance section), who will have the ability and authority to make strategic plans to address any outcomes resulting from engagement. The PPI group will additionally be responsible for bringing together all the stakeholders who need to be involved in planning and monitoring such engagement activities and for reporting the outcomes to parallel subgroups such as the workforce and culture, and operational subgroups.

c) Related documentation

Please include information/links to any related documents such as the full project plan for the scheme, and documents related to each national condition.

Document or information title	Synopsis and links
Merton Engage Event Summary	Appendix 1
CCG QIPP plan	Appendix 2
Terms of Reference for ICPB	Appendix 3
7 Day Working	Appendix 4
Risk Stratification Guidance for GPs	Appendix 5

2) VISION AND SCHEMES

a) Vision for health and care services

Please describe the vision for health and social care services for this community for 2018/19.

- What changes will have been delivered in the pattern and configuration of services over the next five years?
- What difference will this make to patient and service user outcomes?

Health needs and inequalities to be addressed in Merton

The population of Merton is young in comparison with the rest of England. Over 65 year-olds make up just under 12% of the population, projected to increase by 21% by 2021. The numbers of 85 year-olds and over is set to rise by nearly 41%, however.

In 2011, 35% of the population were from BAME groups (Black, Asian and Minority Ethnic). The extent of ethnic diversity has increased markedly over the last 5-10 years with new emerging communities; Polish, Urdu and Tamil communities; and is expected to rise over the next 10-20 years. The level of ethnic diversity across Merton is recognised to increase the complexity of delivering services in the following ways:

- Wider and diverse range of long-term conditions and complexity of need such as rates of smoking, obesity, ischaemic heart disease and diabetes
- Diverse needs with respect to accessing care and self-management resources, such as language and cultural barriers
- Care that addresses cultural differences to care such as for mental health conditions including dementia

Deprivation levels are low and residents have a higher life expectancy than the England average. For adults, levels of obesity, smoking and healthy eating are estimated to be better than the England average, although the estimated level of physical activity among adults is worse.

There are however stark inequalities in health and lifestyle within Merton, for example, life expectancy for men living in the least deprived areas of the borough is almost nine years higher than for men living in the most deprived areas. The difference for women is thirteen years. Circulatory disease and cancer are the top reasons for early death and, consequently, circulatory disease (including stroke and cancer plus diabetes) are among the main causes of long-term illness and disability.

Since 2008 there has been an increase in unemployment with 7.8% of residents claiming out-of-work related benefits. This however does remain lower than London and England as a whole. In addition, where people live and the quality of their home has a substantial impact on their health, wellbeing and social outcomes, and there is a high level of

housing needs amongst households in Merton.

In terms of geographical variation, broadly Merton is divided into two localities; East and West Merton, where there are significant variations in age, deprivation, care needs and subsequently life expectancy. In East Merton life expectancy is 9 years lower for males than in West Merton and for women, 13 years. In East Merton, the population is younger, but the needs of the population who are aged 50-65 years is rising. There is therefore a need to **proactively** identify or screen for and preventatively manage care needs and long term conditions. In West Merton, the population is more affluent but is ageing, with rising burden of long term conditions and complex needs. This cohort will likely benefit from **proactive** care, but will also need service which are able to respond **reactively** as this population is more likely to deteriorate escalating to urgent and out-of-hours care needs.

Our vision is to improve health and social care outcomes for the population of Merton by commissioning services tailored to the needs of individual patients whilst addressing the diverse health needs of our population and reducing geographical, age and deprivation-related variation.

Ultimately our vision should deliver ***the right care, at the right time, in the right place with the right outcomes.***

Mrs Jones' story

Mrs Jones is an 83 year old retired schoolteacher who lives alone and has no relatives living locally. She has had COPD for the past 10 years and has increasing problems with breathlessness and mobility. Over the weekend she develops a cough and fever and then has a fall whilst feeding her cat. She calls the London Ambulance Service who take her to St George's Accident and Emergency department where she is has a full geriatric assessment. This reveals that she has no fractures and access to her GP records helps the team identify that she is suffering from an exacerbation of COPD causing confusion and reduced mobility. This requires treatment with antibiotics and steroids and means she will be less able to look after herself for a period of time. It is agreed that hospital admission is not needed, however Mrs Jones does not feel confident or safe to return home alone. The "in reach" team arrange for her to spend a couple of couple of nights in a "step down" bed under the care of the locality based multi-disciplinary team. She is introduced to the community nurse who will act as her key worker and together they agree a care plan. This includes support from the voluntary sector to ensure her home is warm when she returns and provide domestic support until she is well enough to do this herself. A clinical management plan, aimed to reduce exacerbations and identify any deterioration early, is developed with the help of her GP. Once Mrs Jones is feeling better in her own home the voluntary sector continues to support her by introducing her to an exercise class for older people which helps her maintain her fitness and her mobility and where she makes some new friends.

The vision for integrated health and social care services

Broadly the long-term vision for integrated health and social care services for Merton will align with the following:

- The 5-year strategic vision and strategy for south west London as a whole
- The Joint Strategic Needs Assessment for Merton
- The Health and Wellbeing Strategy for Merton
- Needs and wants of patients and services users
- The Targeted Operating Model for LB MERTON

The key changes to the pattern and configuration of our services over the next five years are:

- We will have an integrated care system. This will involve the integration between health and social care services, as well as the integration between acute and specialist care services with community and primary care services
- Our integrated system will be enabled through contractual commitments for providers in order to ensure organisational boundaries and professional barriers do not hinder our vision
- Our community-based services will focus on delivering an expanded service to older adults and vulnerable adults such as the frail elderly, focussing on reablement and independence, as well as prevention of escalation
- Our service offering for individuals with mental health conditions including dementia, will be focussed on delivering a joined up health and social care package, with a focus on prevention of escalation where possible
- Keeping our population healthy and well, focussing on prevention and self-management
- Focussing our resources and services on early detection and managing through risk stratification and case management
- Delivering a 7-day service to enhance care in the community and prevent delayed discharges from acute service
- Expanding urgent and out-of-hours care where a 24/7 approach is required across health and social care services
- Person-centred care where shared working and communication between community, primary care, specialist and social care workers is seamless and the norm

Therefore the vision for integrated health and social care service includes the following features:

Seamless care delivered by truly integrated health and social care providers

- Patients, service users, the public and service providers experience integrated service models and service design without organisational boundaries
- A shared focus on outcomes drives how individuals, workers and organisations interact positively
- Both commissioner and service provider leadership promote and execute care pathways where the transition of care from one organisation to another, or between one professional to another is well coordinated, requiring excellent communication, shared record-keeping and appropriate accountability between professionals
- Information about an individual is shared across organisational boundaries and IT systems, subject to the individual's consent, so that professionals can understand the whole of the person's health and social care
- Health and social care models which ensure that patients can receive care 7 days a week and where appropriate 24 hours a day with specialist input required to keep them healthy, safe, independent and out-of-hospital (where appropriate)
- A community provider organisation with good links with acute and third sector services, deliver out-of-hospital care transitioning patients seamlessly through services. These teams will work in parallel with primary care, identifying the cohorts of the population with the highest need through risk stratification activities. Case management of these patients/service users becomes the core to the out-of-hospital service model, identifying patients who need **reactive care** and those who need **proactive care** or both and provide continuity of care
- An integrated system is developed through service reconfiguration, workforce planning, investing infrastructure, modernising services through review and redesign, utilising procurement vehicles and setting up new contractual arrangements with providers to work more closely together, in to develop the vision of truly integrated health and social care economy

Services able to deliver proactive care

- A service model where coordination of people (service users) is delivered to identify those who are vulnerable or could benefit from care which focusses on prevention, self-management, education and training, increase in quality of living and life expectancy promoting overall wellbeing
- A service model where skilled workers coordinate ongoing proactive care in there multi-professional locality teams, each 'facing' acute care trusts in neighbouring localities (Wandsworth – St. George's Hospital, Kingston – Kingston Hospital and Sutton – St. Helier's Hospital). Each locality team will work with their locality network of GP practices, with access to specialist support in the community as required. Multi-professional teams are 'blended' to provide appropriate disciplines, skill mix, leadership and accountability to provide a proactive approach to care

- Risk stratification and case management activities across multi-disciplinary teams will deliver proactive care, identifying and managing individuals at risk of deterioration, admission to acute care services or care homes or receiving care which does not address the needs of the 'whole person'
- Each identified person will have a strong relationship with their GP or key worker is able to lead as their care-coordinator, helping them to receive timely and consistent support and care from a multi-professional and multi-organisational team

Services able to deliver reactive care

- The service model is able to reduce likelihood of avoidable emergency admission in times of deterioration or crises by ensuring that appropriate and responsive care and support is available in the community, including access to specialist care
- In addition, the service model is able to reduce service users' length of stay in acute services, encouraging a smooth discharge with appropriate support in the community to deliver high quality care, promote rehabilitation and reablement, preventing readmission into acute services or subsequent admission into care homes
- Services are particularly focussed on a 7 day a week and 24/7 model of delivery where appropriate, and therefore embeds out-of-hours capacity and appropriately skilled 'night' staff to ensure a reactive approach to care in the community, relieving the pressure on emergency departments. In particular, seamless communication and interactions with local urgent care services, NHS 111 and primary care will be delivered. This will also include the rapid deployment of social care provision in the community where required
- Escalating care needs or crises are identified and responded to swiftly by dedicated multi-professional teams with sufficient capacity to enable people to stay at home unless acute specialist care or intermediate or respite care is required. These community teams work closely with acute care colleagues to avoid emergency and unplanned care admissions
- The capacity of rehabilitation and reablement services, professionals and skill will be increased in the community, to ensure that needs addressing independence and functionality are addressed, preventing admission to hospital, ensuring discharge from hospital is timely or preventing premature permanent admission to care homes
- Rehabilitation and reablement capacity is supported by intensive short-stay intermediate care (non-home based) to reduce likelihood of admission to hospital or promote earlier discharge from hospital. This service will be kept to an essential minimum (continuing to promote home-based care where appropriate) and referral criteria will be strictly controlled by service leads to ensure that only people with a potential to return to the original state of independence and functionality are managed through this service. This is to prevent 'bed-blocking'
- Greater specialist support to be delivered in the community in collaboration with

primary care, by enhancing relationships and communication between acute care professionals, primary care and community-based professionals. This includes responsive and timely specialist advice and support given to primary care professionals to prevent admissions and promote discharge from hospital, and the ability for GPs to 'fast-track' diagnostics (including community-based diagnostics) and clinical review for 'at risk' individuals

An experience for people (service users) which promotes their independence and allows them to be in control of their care

- Each person (and their carer) pursues the goals which matter to them, and are in control of their care as much as they want and is possible
- Care is personal, person-centric and responsive to the uniqueness of each individual and their health and social circumstances
- Each person (and their carer) is enabled to manage their own care themselves as much as possible, to make full use of community resources and access their social capital
- Care plans and support involves the person's carer, ensuring that their needs are met, intensive support and education are given, and respite is proactively providing, preventing carer fatigue and isolation
- Each person who experiences the care pathway is involved in developing a simple single plan of their care which is understandable to them, identifying and promoting what is important to them and to achieving their goals. In addition the plan identifies the key steps and professionals to be involved should their condition or status deteriorate
- Each person's vulnerability and safeguarding needs are assessed and acted upon at each contact, becoming embedded in their case management and their care plan
- In 2015 social care will ensure there is greater engagement with those who fund their own care and more information and advice will be provided

Services which are sustainable and future-proof

- Our vision is aligned with our JSNA and HWB strategy because we understand that the BCF is a lever to meet the needs of our population more effectively particularly in times of increasing demand and expectation. In particular our BCF schemes address supporting our population with two or more long term conditions and complexity of conditions, with an aim to increase life expectancy and quality of life. In particular, our JSNA/HWB strategy recognises the variation in health and social status across the borough, and through delivering our vision of the BCF we intend to see health inequalities addressed.
- Overall, we believe that the BCF is just the enabler of integrated commissioning, and that as our vision is realised, we will jointly be able to improve outcomes for

people. The particular conditions outlined in our JSNA which will be addressed through our BCF schemes include: asthma, chronic obstructive pulmonary disease, ischaemic heart disease, heart failure, diabetes and patients with dementia. We also believe that our capacity to deliver higher quality and sustainable care in these areas depends on seamless working between health and social care services as well as creating capacity to deliver such care 7-days a week with out-of-hours capacity able to manage escalation and crises.

- Services are to be designed to ensure that the workforce is suitably skilled and trained. This will also include the correct leadership and accountability relationships to deliver integrated care, as well as the awareness and training required to deliver care across disciplines, organisations and teams including with primary care (where GPs are indeed commissioned by another central body, NHS England)
- The vision of integrated care will be embedded in the culture of the workforce and workforce planning, and will align with the strategic workforce objectives for South West London as part of the Out-of-Hospital Programme and 5-year strategic plan. This includes ensuring that where the workers transition from acute care positions into the community, they are appropriately trained to deliver integrated care, and may over time lead to a rotational workforce. This will provide an opportunity to increase the baseline skill of the workforce in the community, ultimately enabling greater capacity for community-based care
- The set of service schemes to be delivered through the Better Care Fund, will ensure that they align with achieving QIPP and CQUIN targets for Merton CCG and similarly target savings identified by LB Merton. For example, the gross savings identified for 2014/15 for planned care is £600K and for Urgent and Intermediate care is £620K. Most of this is expected to be realised through services delivered through the better care fund. This means that net savings will be identified in existing services marked for expansion and new services to be developed will have only been identified where cost-effectiveness can be justified and delivered
- We have already been discussing our BCF plans with our service providers. Our vision is to ensure that this level of collaboration with our providers continues through the Integrated Care Project Board, so that the providers are prepared for the changes and are true partners in the transition

b) Aims and objectives

Please describe your overall aims and objectives for integrated care and provide information on how the fund will secure improved outcomes in health and care in your area. Suggested points to cover:

- What are the aims and objectives of your integrated system?
- How will you measure these aims and objectives?
- What measures of health gain will you apply to your population?

Aims and objectives of Merton's Integrated system

The following describe the primary aims and objectives of Merton's integrated system:

Transform the relationships between organisations

- Create the leadership and workforce culture, and processes/operations for integrated working between professionals
- Develop an organisational structure which enables integration, has the associated governance set up to deliver this and manages the risk associated with this
- Create the opportunity to involve stakeholders from the beginning, transition planning together and ensuring that services remain sustainable and safe for service users and patients
- Overcome organisational boundaries. This includes between health and social care commissioners, as well as acute and community provides.

Reconfigure the service model

- Focus services towards identifying those in need or at risk
- Establish the Reactive care and proactive care pathways
- Ensure care is not divided artificially between care provided by different providers and professionals
- Enable shared responsibility for delivering a 'package of care' to individuals, with health and social care components
- Move to a three-locality model (from a two-locality model) for community services so that social care and healthcare services 'facing' each of the acute providers (St. George's, St. Helier's and Kingston Hospitals), working alongside locality-based networks of GP practices
- Supporting primary care to work in parallel with the integration agenda, and where appropriate host the relationships for multidisciplinary working
- Expanding service input from the voluntary/third sectors services, connecting service users/patients to improve their 'social capital' in the local community of Merton, improving broader wellbeing and societal outcomes
- Creating the service model infrastructure and planning to truly provide joined up care; IT systems, data sharing and information governance; workforce planning, education and training; governance and leadership to support multi-professional working

Increase the quality of care

- Working together to focus efforts on identifying and supporting the most vulnerable people in the population through risk profiling
- Taking a shared health and social care approach to managing complex and long term conditions, and an individual's associated lack of independence or disability
- Improving the coordination of an individual's care through key professionals and activities: case management by an MDT team, leadership from an accountable professional such as the GP, assigning a key worker
- Ensure adequate support, education and respite is available for informal carers and family, as well as formal carers

Increase individual's ability to be managed at home and remain independent

- To build on our Expert Patient Programme to promote independent self-management
- Proactive care able to recognise the value of prevention and intensive support through risk stratification and MDT-delivered case management, as well community-based rehabilitation
- Increase community capacity to deliver services and promote reablement
- Increase community capability of delivering care and expertise at home, or close to home, including through access to community-based specialist care, and through up skilling of exiting and incoming workforce
- To build on the council's established brokerage service and consider applications for integrated care.
- To decommission domiciliary care following principles of outcome based commissioning

Prevention of escalation requiring emergency or acute care

- Reactive care able to prevent escalation, preventing avoidable admissions to A&E and non-elective beds
- Ensure services deliver appropriate care 7-days a week, with selective services having increased or new capacity to deliver out-of-hours care
- Ultimately relieve some pressure from acute services, expanding community-based

Deliver savings

- To ensure that the integration of services and joint working creates economies of scale. This will be achieved through working collaboratively
- The BCF plan is an opportunity to provide 7-day services and selective 24/7 services (out-of-hours)
- Expand community capacity – overlapping, high skill, bringing specialist care into the community, up skilling key professionals e.g. community nurses, care assistants

Deliver the long-term vision

- Commit and ensure an integrated system is developed through service reconfiguration, workforce planning, investing infrastructure, modernising services through review and redesign, utilising procurement vehicles and setting up new contractual arrangements with providers to work more closely together, in to develop the vision of truly integrated health and social care economy

Measuring our aims and objectives

Delivering on national conditions

We intend to measure our full compliance against the national conditions:

- Continued protection of social care services
- Adapting our service model and working with providers to ensure 7-days services are in place (through contractual arrangements and procurement as necessary)
- Ensuring our commitment to data sharing is progressing through our procurement of this change through our CSU
- Ensuring the robust implementation of arrangements to identify a lead accountable professional for multi-disciplinary teams coordinating community-based care and case management

Delivering on national and local outcome metrics

We intend to measure our progress against the national and local outcome metrics and our identified targets:

- We will refer to the published baselines as available
- We will manage this through our financial and performance subgroup which will also feed into the operational subgroup, and ultimately into the Integrated Care Project Board

Developing metrics which are customised to Merton and south west London

In line with the national metrics, our Integrated Care Project Board (stakeholder and service provider representation) identified our four key priorities, which will monitor through our performance and finance subgroup reporting in to the Integrated Care Project Board (see governance section):



In addition:

- In south west London, through the activities of our Out-of-Hospital Programme (lead by the Chief Officer of Merton CCG, Eleanor Brown), we have developed a tracking tool in collaboration with the CSU. The tracking tool helps us to track our performance as individual localities and as a whole across south west London
- Through the tracking tool, we are able to monitor our progress against the reduction of emergency admission, and any subsequent shift into urgent care, unplanned non-elective admission rates and outpatient activity
- We are already seeing initial reductions in our emergency admission rates and NEL activity, we believe as a result of our progress on our out-of-hospital strategy as individual localities

Connecting with and reporting to appropriate bodies

- The governance structure and reporting lines (as discussed in the governance section- 2(e)) will ensure that our alignment to our aims and objectives are on track. The boards and executives will then be charged with the responsibility to implement modifications as necessary through their own reporting system
- We intend to continue to connect in and input to the SWL two-monthly Out-of-Hospital Programme Board, which ensures that we can compare our progress with our neighbouring localities and share knowledge, accelerating our progress in BCF and the strategic plan

Progress against the needs identified in our JSNA and HWB strategy

- Through our reporting and engagement with the HWB, we expect to ensure that our progress is closely monitored against and aligned with our JSNA ambitions and our HWB strategy, and broadly the public health outcomes which need to be achieved for Merton
- Specifically we expect to see a reduction in health inequalities and variations in geographic, age, ethnic diversity and deprivation

- Overall we expect to see increasing access to care for vulnerable groups and lower incidences of safeguarding issues

Commissioning for provider sustainability

- Through the redirection of investment and resource, we expect our providers under less pressure and able to deliver higher quality care, moving more towards the 'zero-harm' principle and the London Quality Standards
- Overall we expect to see an expansion in the capacity and capability of community services, with a workforce shift
- Given the above two aims and objectives, we would expect to see an indirect high satisfaction for the acute and community-based workforce, with a positive effect to up skilling the workforce

Engaging with the public, patients and service users

- Being held to account by our service users and their expectations, through our engagement process. Our patient and public involvement subgroup and IPB membership.
- Measuring our patient and service user experience

What measures of health gain will you apply to your population

The overall health gains we expect to make in our health economy will be met assessing our progress against the NHS, social care and public health outcomes framework:

Monitor achievements against the NHS outcomes framework

- Preventing people from dying prematurely
- Enhancing quality of life for people with long-term conditions
- Helping people to recover from periods of ill health or following injury
- Ensuring that people have a positive experience of care
- Treating and caring for people in a safe environment and protecting them from avoidable harm

Monitor achievements against the social care outcomes framework

- Enhancing QOL for people with care and support needs
- Delaying and reducing the need for care and support
- Ensuring that people have a positive experience of care and support
- Safeguarding adults whose circumstances make them vulnerable and protecting from avoidable harm

Monitor achievements against the public health outcomes framework

- Improving the wider determinants of health
- Health improvement - people are helped to live healthy lifestyles, make healthy choices and reduce health inequalities
- Health protection - the population's health is protected from major incidents and other threats, whilst reducing health inequalities
- Public health and preventing premature mortality - Reduced numbers of people living with preventable ill health and people dying prematurely, while reducing the gap between communities

c) Description of planned changes

Please provide an overview of the schemes and changes covered by your joint work programme, including:

- The key success factors including an outline of processes, end points and time frames
- How you will ensure other related activity will align, including the JSNA, JHWS, CCG commissioning plan/s and Local Authority plan/s for social care

Joint commissioning between Merton CCG and LB Merton, developing the governance and shared working arrangements that surround this and developing our integrated system, has been the core of the changes we have achieved to date. Through this planning process we have identified primary themes which need to be addressed through our integrated schemes and the wider Better Care Fund/pooled budget.

Enabling this is our commitment to developing an integrated system, which is not only to change the service model and the community services we will offer, but also the following systemic changes that need to occur to sustain this integrated system and see it's continued success. We will be:

- Creating the culture for integration
- Planning and developing a workforce for integration
- Co-designing with our patients, service users and the wider public
- Engaging and working with our service providers to transition
- Improving the quality of our services
- Evaluating our performance

The key themes we will address through our integrated BCF schemes are:

- Integrated locality teams
- Community beds and rehabilitation
- Prevention of admissions
- 7-day working
- Carers breaks
- Protecting and modernising social care
- Investing into the infrastructure of integration

The following table outlines the Better Fund Schemes to be jointly commissioned by Merton CCG and the London Borough of Merton.

The schemes have been developed to meet the needs of the adult population of Merton, where integrated commissioning between health and social care is able to deliver the greatest benefits and outcomes, as well as meeting the national conditions (where relevant).

It is intended that commissioners, with continuing engagement with stakeholders (including providers and current service users/expected service users) will continue to further develop and implement these schemes during 2014/15.

Seven day working

Expected outcome metrics:

- Delayed transfer of care
- Reducing emergency admissions
- Effectiveness of reablement
- Reducing admissions to residential and nursing care
- Patient and service user experience

Component workstreams:

Page 39

7 day working in social care

Scheme Description	<p>This scheme will expand the capacity to arrange care packages in the evening and on weekends, and increase capacity to support discharge from acute hospitals. The service will also be restructured to match the three geographical localities of health (</p> <p>To facilitate this, there will be an expansion in the Mascot telecare system and the MILES reablement service (see <i>Protecting and Modernising Social Care</i>)</p>
Expected Outcome Metrics	<ul style="list-style-type: none"> • Delayed transfer of care • Reducing emergency admissions • Effectiveness of reablement • Reducing admissions to residential and nursing care • Patient and service user experience
Endpoints	<ul style="list-style-type: none"> • Clinical – patients and service users will not be admitted to an inpatient hospital ward unless medically necessary, enabling customers to have their needs met in the least intrusive manner, and as close to their familiar home environment as possible. • Operational – joint working between health and social care staff with enhanced hours presence will enable a more productive response to customers, who will be given the right care and support at the most effective time. The project will reduce the spikes in activity caused currently by Monday to Friday working.

Timeframe for delivery	<ul style="list-style-type: none"> • There will be a phased introduction of this scheme to allow for consultation and recruitment: <ul style="list-style-type: none"> ○ Rota redesign and job planning: 2 months ○ Staff engagement and consultation: 3 months ○ Recruitment of additional posts (<i>where required, concurrent with above</i>): 2 months • Implementation of new ways of working: 2 months.
Key success factors	<ul style="list-style-type: none"> • Out of Hours Brokerage Officers to source and set up care packages. • Occupational Therapists to implement reablement programmes and techniques and/or provide equipment, minor adaptations and Telecare prior to service packages and /or admissions to residential/nursing or hospital beds. • Out of hours admin support to update the data base on a real time basis. • Additional carers to provide short term intensive home care and night sits. • Mobile Response Officer to provide back up and immediate installation of telecare monitoring system. • Carers and users feedback.
New to existing investment ratio	
7 day working in health	
Scheme Description	Currently community nurses are operating for seven days, and this scheme will expand the existing service to include community rehabilitation staff. Rehabilitation will be provided by therapists, which will support safe discharge from an acute setting over weekends, as well as facilitating rehabilitation and reablement to begin sooner.
Expected Outcome Metrics	<ul style="list-style-type: none"> • Delayed transfer of care • Reducing emergency admissions • Effectiveness of reablement • Reducing admissions to residential and nursing care • Patient and service user experience
Endpoints	<ul style="list-style-type: none"> • Discharges from acute settings happen across seven days of the week, based on medical suitability for discharge and not the availability of packages of care in the community. • Rehabilitation and reablement packages are agreed ahead of discharge and begin as soon as person is within the community setting, regardless of the day of the week that this falls upon – overall the length of stay in the acute setting is reduced and outcomes are improved.
Timeframe for delivery	<ul style="list-style-type: none"> • This service will be have a phased introduction, assuming a six month lead time for any required recruitment of additional staff and implementation of new ways of working.
Key success factors	<ul style="list-style-type: none"> • Implementation of three geographical localities and integrated MDT working to provide ‘wrap-around’ care. • Implementation of 7 day working in social care.
New to existing	

Community beds and rehabilitation

Expected outcome metrics:

- Delayed transfers of care
- Reducing emergency admissions
- Effectiveness of reablement
- Admission to residential and nursing care
- Patient and service user experience

Component workstreams:

Page 42

Older People's Assessment and Rehabilitation Service (OPARS)	
Scheme Description	<p>This is a remodelling of an existing service, that incorporates the development of community based rapid access to diagnostics and MDT delivered holistic assessment and treatment pathways for frail/ older people. The model will be rolled out in a staged approach over two years:</p> <p>The interim model aims to extend the medical assessment capabilities of the team in the form of a consultant geriatrician and provide further capacity. The service will link back to locality MDTs for pro-active work, with care planning and support in the community.</p> <p>The full model will correspond with the opening of the new Nelson Local Care Centre (LCC) and be located within the community hub</p> <p>This service will facilitate early discharge and follow up in the community through developing links with ED teams</p>
Expected Outcome Metrics	<ul style="list-style-type: none"> • Reducing emergency admissions • Admission to residential and nursing care • Patient and service user experience
Endpoints	<ul style="list-style-type: none"> • Community hub consisting of a MDT able to provide holistic, patient-centred, assessment, diagnostic and treatment services to be based at Nelson LCC. • Led by Interface Geriatrician with a team consisting of OT, Physiotherapy, Nursing (including Mental Health

	<p>Specialist Nurse), Social Worker and Voluntary Sector presence within the facility.</p> <ul style="list-style-type: none"> • Service structured to be able to deliver outpatient assessments in different work streams: Urgent (within 48 hours) and Routine (within 3 weeks). • Aim of service to conduct comprehensive assessments, implement early interventions and prevent unnecessary hospital admission.
Timeframe for delivery	<ul style="list-style-type: none"> • Interim model (prior to Nelson LCC becoming operational) to be implemented in 2014/15. • Second phase including the move to a community hub in the Nelson LCC to be implemented in 2015/16.
Key success factors	<ul style="list-style-type: none"> • Opening of Nelson LCC on schedule to host community hub. • Successful transition from current model to interim model, and then from interim to full model within the specified time frames.
New to existing investment ratio	
Prevention of admission / step-up beds	
Scheme Description	<p>This scheme involves the commissioning of 4 additional Intermediate Care beds from current 16.5 beds for Merton (note: 33 across Merton and Sutton). These beds will be used to provide suitable prevention of admission provision, enabling people to remain in a non-acute setting where appropriate.</p> <p>The service is to be offered 7 days per week, through an MDT, to meet fluctuations in demand.</p>
Expected Outcome Metrics	<ul style="list-style-type: none"> • Reducing emergency admissions • Reducing admissions to residential and nursing care • Patient and service user experience
Endpoints	<ul style="list-style-type: none"> • Four additional Intermediate Care beds identified and commissioned within Merton (current service is jointly commissioned between Merton and Sutton) • Reduction in admissions to acute settings enabling people to remain closer to home for longer where clinically appropriate • Medically led, integrated multidisciplinary team, made up of health and social care staff, with dedicated nursing and therapy teams • Dedicated wider MDT (e.g. pharmacy, dietetics, chiropody, diabetic nurse, continence service) and linkages to the voluntary sector and rapid access to diagnostics.
Timeframe for delivery	<ul style="list-style-type: none"> • Additional capacity to be procured as part of the contracting round for 2014/15
Key success factors	<ul style="list-style-type: none"> • Availability of additional bed capacity within Merton. • Agreement reached with Sutton CCG to alter the block contract with Sutton and Merton Community Services (SMCS) provided by the Royal Marsden NHS Foundation Trust.

	<ul style="list-style-type: none"> • Availability of any additional required nursing staff with appropriate skillset. • Implementation of three geographical localities and integrated MDT working to provide 'wrap-around' care.
New to existing investment ratio	
Step Down Beds	
Scheme Description	This scheme will involve commissioning an additional four beds to support early discharge from hospital. It is proposed that there will be clear referral criteria to ensure that the beds are used as effectively as possible, combined with protocols for discharge to community-based services.
Expected Outcome Metrics	<ul style="list-style-type: none"> • Delayed transfers of care • Admission to residential and nursing care • Patient and service user experience
Endpoints	<ul style="list-style-type: none"> • Four additional step-down beds identified and procured within Merton. • Referral criteria and discharge protocols established and implemented.
Timeframe for delivery	<ul style="list-style-type: none"> • Sourcing and commissioning of suitable beds within Merton – by April 2014.
Key success factors	<ul style="list-style-type: none"> • Availability of additional bed capacity within Merton. • Availability of any additional required nursing staff with appropriate skillset. • Implementation of three geographical localities and integrated MDT working to provide 'wrap-around' care.
New to existing investment ratio	
In reach into St George's – 72hr Intensive Rehabilitation	
Scheme Description	Service to support early discharge through the provision of intensive rehabilitation in the community. It will link existing ward-based discharge co-ordinators with services available in the community to facilitate discharge from the acute setting. The capacity of the service to provide rehabilitation at an earlier stage will be increased, broadening the coverage.
Expected Outcome Metrics	<ul style="list-style-type: none"> • Delayed transfers of care • Effectiveness of reablement • Admission to residential and nursing care • Patient and service user experience
Endpoints	<ul style="list-style-type: none"> • Three WTE nursing positions appointed, covering seven days per week, to support the in reach programme and provide intensive rehabilitation support for those medically fit enough for discharge. • This will be developed from an existing 'winter pressures' scheme, so staff will need to be transitioned from temporary and fixed term contracts to permanent contracts.
Timeframe for	<ul style="list-style-type: none"> • Review of existing scheme – by April 2014.

delivery	<ul style="list-style-type: none"> • Transition of contracts from temporary to permanent, including consultation and engagement with staff – 2 months. • Recruitment into additional posts (where required) – 3 months.
Key success factors	<ul style="list-style-type: none"> • Agreement of service specification with St George's Hospital to ensure that there is no overlap between the in reach service and the role of the ward-based Discharge Coordinator
New to existing investment ratio	
Integrated Complex Older Patients Pathway (ICOPP)	
Scheme Description	<p>The pathway concentrates on the prevention of admission for patients in A&E and the Acute Medical Unit over 65 years of age and is being jointly developed with Sutton. The scheme will include providing a range of roles that offer specialist medical input, signposting of services and timely access to reablement and social care services.</p> <p>This is an expansion of the scheme that is being developed on Sutton to cover residents of Merton attending St Helier Hospital.</p>
Expected Outcome Metrics	<ul style="list-style-type: none"> • Delayed transfers of care • Reducing emergency admissions • Effectiveness of reablement • Admission to residential and nursing care • Patient and service user experience
Endpoints	<ul style="list-style-type: none"> • Additional posts identified and recruited into (including Consultant Geriatrician, Navigator, Physiotherapist, Occupational Therapist, Healthcare/Rehab Assistants) • Integration with LB MERTON to facilitate timely discharges.
Timeframe for delivery	<ul style="list-style-type: none"> • Review of level of implementation of existing scheme – by April 2014. • Recruitment into additional posts (where required) – 3 months.
Key success factors	<ul style="list-style-type: none"> • Agreement of contracting and ways of working with Sutton CCG. • Availability of appropriate staff with skills.
New to existing investment ratio	
Community Rehabilitation Service	
Scheme Description	This proposal will provide additional capacity to enable the service to meet the additional referrals from CPAT (see 17) and the MDT in providing more proactive management of patients
Expected Outcome Metrics	<ul style="list-style-type: none"> • Reducing emergency admissions • Admission to residential and nursing care • Patient and service user experience

Endpoints	<ul style="list-style-type: none"> • Two / three WTE nursing posts appointed. • Capacities of community rehabilitation team expanded to support and facilitate schemes such as the CPAT (see <i>Prevention of Admission</i>) and enable hospital admission to be avoided and, where an admission has occurred, discharge to home with a suitable package of care.
Timeframe for delivery	<ul style="list-style-type: none"> • Recruitment into new posts – 2 months.
Key success factors	<ul style="list-style-type: none"> • Availability of nursing staff with appropriate skillset. • Implementation of three geographical localities and integrated MDT working to provide 'wrap-around' care.
New to existing investment ratio	

Integrated Locality Teams

Expected outcome metrics:

- Delayed transfers of care
- Reducing emergency admissions
- Effectiveness of reablement
- Admission to residential and nursing care
- Patient and service user experience

Component workstreams:

Page 47

Community nursing posts	
Scheme Description	<p>In total this would extend to four new nursing posts, organised across the three integrated localities. These new posts would bring in additional skills to support proactive case management.</p> <p>Bringing together of existing community and social care staff (including the staff of specialist teams) to support all adults and in particular high risk patients, providing integrated packages of care, supported by key workers co-ordinating support from the MDT.</p>
Expected Outcome Metrics	<ul style="list-style-type: none"> • Delayed transfer of care • Reducing emergency admissions • Effectiveness of reablement • Patient and service user experience
Endpoints	<ul style="list-style-type: none"> • Four WTE nursing posts appointed. • Increased specialist support within MDTs to provide support allowing greater numbers of adults to remain in community settings. • Facilitation of greater integration within the three localities through increasing seniority of skill mix.
Timeframe for delivery	<ul style="list-style-type: none"> • Assessment of existing workforce skills gaps and detailed definition of required new roles – 2 months (<i>tied in to outputs from schemes approved and funded by Health Education South London</i>). • Recruitment into new posts – 3 months.

	<ul style="list-style-type: none"> • Reorganisation and development of new ways of working – 2 months.
Key success factors	<ul style="list-style-type: none"> • Availability of nursing staff with appropriate skillset. • Implementation of three geographical localities and integrated MDT working to provide ‘wrap-around’ care. • Implementation of 7 day working in social care (<i>see Seven Day Working</i>).
New to existing investment ratio	
Dementia nurses	
Scheme Description	New scheme to provide specialist support to those with moderate to severe dementia, their carers and professionals in contact with those with dementia across community teams. This will include education, support and advice as well as signposting to other services and making referrals into other appropriate services.
Expected Outcome Metrics	<ul style="list-style-type: none"> • Delayed transfer of care • Reducing admissions to residential and nursing care • Patient and service user experience
Endpoints	<ul style="list-style-type: none"> • Six WTE dementia nursing posts appointed. • The additional posts will facilitate the raising of awareness of dementia across the integrated MDTs, and support the aligning of services for those with dementia and their carers. • Nursing posts will support the implementation of the <i>Merton Dementia Hub</i>.
Timeframe for delivery	<ul style="list-style-type: none"> • Assessment of existing workforce skills gaps and detailed definition of required new roles – 2 months. • Recruitment into new posts – 3 months. • Reorganisation and development of new ways of working – 2 months.
Key success factors	<ul style="list-style-type: none"> • Availability of nursing staff with appropriate skillset. • Implementation of three geographical localities and integrated MDT working to provide ‘wrap-around’ care. • Implementation of <i>Merton Dementia Hub</i>.
New to existing investment ratio	
Expert patient programme	
Scheme Description	<p>6 Expert Patient Programme (EPP) courses have been funded in 2013/14 on a non-recurrent basis. This proposal is to recurrently fund a total of 8 courses per annum, enabling 120 patients to benefit from the course each year.</p> <p>Research shows that people who have trained in self-management tend to be more confident and less anxious. They make fewer visits to the doctor, can communicate better with health professionals, take less time off work, and are less likely to suffer acute episodes requiring admission to hospital.</p>
Expected	<ul style="list-style-type: none"> • Reducing emergency admissions

Outcome Metrics	<ul style="list-style-type: none"> • Patient and service user experience
Endpoints	<ul style="list-style-type: none"> • Increased incidences of self-care within Merton, leading to an increase in general health and wellbeing across the borough through fewer illness-affected days and reduced avoidable attendances and admissions to hospitals. • EPP schemes extended to an broader range of conditions.
Timeframe for delivery	<ul style="list-style-type: none"> • Identification of suitable conditions for inclusion within the EPP: 3 months • Design and development of courses, including the input and sign off from relevant local clinicians and integrated MDTs: 6 months. • Identification of suitable cohorts for invitation to the EPP courses (with input from risk stratification programme): 2 months (<i>concurrently with above</i>).
Key success factors	<ul style="list-style-type: none"> • Timely identification and procurement of partner to deliver the EPP courses. • Links with locality integrated MDTs to ensure consistency of messaging.
New to existing investment ratio	
Telehealth	
Scheme Description	<p>This proposal will utilise telehealth for suitable patients with heart failure and/ or COPD with the overall aim of supporting these patients in their own home and being able to pick up early warning signs of a potential deterioration or exacerbation so that early intervention may avoid further deterioration and potential admission to hospital.</p> <p>This scheme will be provided as a part of the existing MASCOT services.</p>
Expected Outcome Metrics	<ul style="list-style-type: none"> • Reducing emergency admissions • Admission to residential and nursing care • Patient and service user experience
Endpoints	<ul style="list-style-type: none"> • All patients with agreed conditions identified as suitable are being managed proactively through telehealth arrangements to avoid unplanned inappropriate attendances/admissions to hospital.
Timeframe for delivery	<ul style="list-style-type: none"> • Detailed service specification to be developed in April 2014. • Initial procurement and roll-out of telehealth will take place during 2014/15, to include a pilot period. • Roll-out of telehealth will take place from April 2015.
Key success factors	<ul style="list-style-type: none"> • Identification of provider of telehealth equipment. • Development of SLAs with telehealth provider.
New to existing investment ratio	
End of life care	

Scheme Description	<p>This is an expansion of an existing scheme with additional investment to start in 15/16 in two specific areas:</p> <ul style="list-style-type: none"> • Delivery of a case management approach for non-specialist palliative care cases within the district nursing service (3x case managers) • Increase extent of the hospice at home service (6x nurses).
Expected Outcome Metrics	<ul style="list-style-type: none"> • Delayed transfer of care • Reducing emergency admissions • Reducing admissions to residential and nursing care • Patient and service user experience
Endpoints	<ul style="list-style-type: none"> • Assessment of existing workforce skills gaps and detailed definition of required new roles – 2 months (<i>tied in to outputs from schemes approved and funded by Health Education South London</i>). • Recruitment into new posts – 3 months. • Reorganisation and development of new ways of working – 2 months.
Timeframe for delivery	<ul style="list-style-type: none"> • Identification of suitable conditions for inclusion within the EPP: 3 months • Design and development of courses, including the input and sign off from relevant local clinicians and integrated MDTs: 6 months. • Identification of suitable cohorts for invitation to the EPP courses (with input from risk stratification programme): 2 months (<i>concurrently with above</i>).
Key success factors	<ul style="list-style-type: none"> • Availability of nursing staff with appropriate skillset. • Implementation of three geographical localities and integrated MDT working to provide 'wrap-around' care. • Implementation of 7 day working in social care (<i>see 1</i>).
New to existing investment ratio	

Prevention of Admission

Expected outcome metrics:

- Delayed transfers of care
- Reducing emergency admissions
- Effectiveness of reablement
- Admission to residential and nursing care
- Patient and service user experience

Component workstreams:

Page 51

Interface Geriatricians	
Scheme Description	A geriatrician will provide ten clinical sessions per week, focussed on the delivery of a case management approach for non-specialist palliative care cases.
Expected Outcome Metrics	<ul style="list-style-type: none"> • Reducing emergency admissions • Effectiveness of reablement • Admission to residential and nursing care • Patient and service user experience
Endpoints	<ul style="list-style-type: none"> • One WTE Consultant Geriatrician appointed to interface geriatrician role. • Case management clinical session are scheduled.
Timeframe for delivery	• There will be a phased introduction of this scheme with an estimated start date in October 2014
Key success factors	• Availability of Consultant Geriatrician with appropriate skills.
New to existing investment ratio	
Community Prevention of Admission Team (CPAT)	
Scheme Description	This team became fully operational in October 2013 and provides rapid holistic assessment within 2-4 hours in the patient's own home, providing a management plan, where appropriate, for ongoing management in the community.

	<p>During 2014/15 there will be further development of the community prevention of admission team to increase the referrals from out of hour's services, 111 and the London Ambulance Service through inclusion within the directory of services. This is linked the CCG QIPP Plan. Please refer to Appendix 2.</p> <p>New investment - expansion into nursing homes: Development of an urgent response system with Merton nursing and residential homes to pro-actively identify patients at high risk of deterioration/ admission to hospital and support the nursing/residential homes with a management plan and where required additional support. Currently educational support is provided but not specific support for homes at this level of input. Existing CPAT service will be commissioned to extend to undertake this service.</p>
Expected Outcome Metrics	<ul style="list-style-type: none"> • Reducing emergency admissions • Effectiveness of reablement • Reducing admissions to residential and nursing care • Patient and service user experience
Endpoints	<ul style="list-style-type: none"> • Build on skills and competencies within CPAT and expand links to incorporate an urgent response across a wider range of community services (including social care, including support to nursing homes, referrals from LAS and 111).
Timeframe for delivery	<ul style="list-style-type: none"> • Agree skill mix/model of expanded CPAT – within 2 months. • Assessment of existing workforce skills gaps and detailed definition of required new roles – 2 months (<i>tied in to outputs from schemes approved and funded by Health Education South London</i>). • Agree support from other services to maintain any support required post 72 hours – within 2 months. • Agree contracting arrangements – within 2 months. • Recruitment into new posts – 2 months. • Go live with substantive team – by 01/04/14.
Key success factors	<ul style="list-style-type: none"> • Availability of nursing staff with appropriate skillset. • Implementation of three geographical localities and integrated MDT working to provide 'wrap-around' care.
New to existing investment ratio	
Rapid Response Team at St Helier and STAR Team at St George's	
Scheme Description	<p>The aim of this scheme is to maximise the opportunities for admission avoidance at Emergency Department (ED) by using specialist skills to facilitate timely, safe and appropriate discharge of patients from ED and prevent unnecessary hospital admission within existing teams. Intervention will be patient-centred to ensuring the most appropriate treatment in the right environment. Initially both services will be reviewed to understand their relative</p>

	<p>effectiveness. The Rapid Response Team at St Helier is provided by SMCS and operates for extended hours.</p> <p>A major component of the scheme is the redesigning of the STAR team pathway at St George's Hospital to maximise screening and assessment prior to admission, so that those who can be safely managed in the community are transferred to the care of community teams/ new OPARS (see 15). Currently a number of patients are being admitted for the purposes of assessment. This project will be managed collaboratively with Wandsworth CCG (host commissioner of St George's Hospital).</p>
Expected Outcome Metrics	<ul style="list-style-type: none"> • Reducing emergency admissions • Admission to residential and nursing care • Patient and service user experience
Endpoints	<ul style="list-style-type: none"> • Redesigned the STAR team pathway in St George's to maximise the screening and assessment undertaken at A&E (prior to admission). • Improve links to social care and support to discharge patients rapidly, including social care input into STAR/Rapid Response team.
Timeframe for delivery	<ul style="list-style-type: none"> • Agree approach with Wandsworth CCG (host commissioner for St George's Hospital) and Sutton CCG (host commissioner for St Helier Hospital) – by April 2014. • Undertake service review, including completion of benchmarking exercise and clinical audit – by April 2014. • Service redesign exercise in collaboration with respective host commissioners and signed off via Clinical Reference Group – 3 months. • Implementation of new ways of working – 2 months.
Key success factors	<ul style="list-style-type: none"> • Development of collaborative relationships and agreements with Wandsworth CCG and Sutton CCG. • Accuracy and availability of reference data in order to carry out benchmarking. • Effective negotiation with acute, community and social care providers.
New to existing investment ratio	
Psycho-geriatric sessions	
Scheme Description	<p>This is a new initiative for specialist input to provide proactive support to patients using links within MDTs in the three localities. The input from the specialists will amount to advice and support to MDTs, as opposed to direct provision of case management. This support will be available as a resource for Older Persons Assessment and Rehabilitation Service (see <i>Community Beds and Rehabilitation</i>), Community Prevention of Admission Team (see <i>above</i>) and Intermediate Care.</p>
Expected Outcome Metrics	<ul style="list-style-type: none"> • Delayed transfer of care • Effectiveness of reablement • Reducing admissions to residential and nursing care

	<ul style="list-style-type: none"> • Patient and service user experience
Endpoints	<ul style="list-style-type: none"> • Three case managers appointed. • Increased proactive management of older people with complex needs in a community setting through the provision of specialist advice into integrated MDTs in the three localities.
Timeframe for delivery	<ul style="list-style-type: none"> • Recruitment into new posts – 3 months.
Key success factors	<ul style="list-style-type: none"> • Availability of nursing staff with appropriate skillset. • Implementation of three geographical localities and integrated MDT working to provide ‘wrap-around’ care. • Implementation of Older Persons Assessment and Rehabilitation Service (<i>see Community Beds and Rehabilitation</i>), Community Prevention of Admission Team (<i>see above</i>) and Intermediate Care.
New to existing investment ratio	
AgeWell Prevention	
Scheme Description	A joint programme between LB MERTON and the voluntary sector was launched in May 2013 to support people to live at home in their communities for as long as possible. Some of the organisations participating in the programme include the Wimbledon Guild, Merton Community Transport, Age UK and Carers Support Merton and cover initiatives such as a volunteer driver’s scheme, supporting people to manage their incontinence, and coaching people and carers through crises and difficult times.
Expected Outcome Metrics	<ul style="list-style-type: none"> • Reducing emergency admissions • Patient and service user experience
Endpoints	<ul style="list-style-type: none"> • Older people within Merton are supported to remain in their homes as long as medically appropriate and it is safe for them to do so. • Inappropriate emergency admissions to hospital are reduced through additional support offered to people and their carers through crises and difficult times.
Timeframe for delivery	<ul style="list-style-type: none"> • This scheme is currently operational, though recurrent costs will be funded from through the Better Care Fund in 2015/16.
Key success factors	<ul style="list-style-type: none"> • Continued engagement from existing stakeholders.
New to existing investment ratio	

Protecting and Modernising Social Care

Expected outcome metrics:

- Delayed transfer of care
- Effectiveness of reablement
- Reducing admissions to residential and nursing care
- Patient and service user experience

Component workstreams:

Page 55

Domiciliary packages of care	
Scheme Description	This is a continuation of existing services that will ensure 24 hour access to care packages. The meeting of demand for care packages from health sources will be guaranteed; offering timely and prompt service in the community as an alternative to hospital admission and on discharge.
Expected Outcome Metrics	<ul style="list-style-type: none"> • Delayed transfer of care • Effectiveness of reablement • Reducing admissions to residential and nursing care • Patient and service user experience
Endpoints	<ul style="list-style-type: none"> • Care packages are available 24/7 for those who would otherwise be at risk of admission to hospital. • Care packages are available 24/7 to facilitate discharge from an acute setting.
Timeframe for delivery	• This scheme is currently operational, though recurrent costs will be funded from through the Better Care Fund in 2015/16.
Key success factors	<ul style="list-style-type: none"> • Continued engagement from existing stakeholders. • Enactment of the Care Bill has limited impact on the service in the current configuration.
New to existing investment ratio	
Merton Independent Living and Enablement Service (MILES) reablement and discharge service	
Scheme Description	This service comprises of a range of services including discharge support, reablement, and some crisis support where other providers are unable to meet demand or swift restarts of packages.

	The service is currently being revised to match the 'discharge and assess' model, and increase the number of users being offered reablement.
Expected Outcome Metrics	<ul style="list-style-type: none"> • Reducing emergency admissions • Delayed transfers of care • Admission to residential and nursing care • Patient and service user experience
Endpoints	<ul style="list-style-type: none"> • Revised model in line with Merton Council's 'discharge and assess' model. • Increased numbers of people entering the service being offered reablement services, improving outcomes.
Timeframe for delivery	<ul style="list-style-type: none"> • Review of existing service – 3 months. • Development of new service delivery model – 3 months. • Consultation and engagement with staff and service users – 3 months. • Implementation of revised service delivery model and transition to new ways of working – 3 months.
Key success factors	<ul style="list-style-type: none"> • Enactment of the Care Bill has limited impact on the service in the current configuration. • Key stakeholders engage with review and redevelopment process in a timely manner.
New to existing investment ratio	
Additional staff to meet new Care Bill duties	
Scheme Description	The Care Bill, when enacted, will update and increase the statutory responsibilities of LB MERTON and, in order to meet these obligations additional staffing will be required. Some of the responsibilities overlap with the aims of the BCF as there is a health and wellbeing element, so the pooled budget will be utilised for these posts.
Expected Outcome Metrics	<ul style="list-style-type: none"> • Reducing emergency admissions • Delayed transfers of care • Admission to residential and nursing care • Patient and service user experience
Endpoints	<ul style="list-style-type: none"> • Staffing levels to allow for compliance with new obligations arising from the Care Bill.
Timeframe for delivery	<ul style="list-style-type: none"> • Assessment of implications of care bill on existing services and staffing levels – by April 2014 • Gap analysis of skills and staff numbers – 2 months. • Recruitment into posts (where required) – 3 months. • Implementation of new ways of working (<i>concurrent with recruitment</i>) – 4 months.
Key success factors	<ul style="list-style-type: none"> • Care Bill is enacted in a similar form to that which is being read currently in parliament. • Availability of staff with appropriate skills.
New to existing investment ratio	

Carers' Breaks

Expected outcome metrics:

- Reducing emergency admissions
- Admission to residential and nursing care
- Patient and service user experience

Component workstreams:

Increased Night nurses to support carers	
Scheme Description	This scheme will increase the capacity of the Night Nursing Service, providing additional skilled support which is available to carers between the hours of 7pm and 7am in order to prevent unnecessary emergency admissions. This will primarily be through remote advice provided from a hub, extended to mobile / visit support in appropriate cases. The scheme is integrated with Merton Social Services.
Expected Outcome Metrics	<ul style="list-style-type: none"> • Reducing emergency admissions • Admission to residential and nursing care • Patient and service user experience
Endpoints	<ul style="list-style-type: none"> • This will be developed from an existing 'winter pressures' scheme, so staff will need to be transitioned from temporary and fixed term contracts to permanent contracts.
Timeframe for delivery	<ul style="list-style-type: none"> • Review of existing scheme – by April 2014. • Transition of contracts from temporary to permanent, including consultation and engagement with staff – 2 months. • Recruitment into additional posts (where required) – 3 months.
Key success factors	<ul style="list-style-type: none"> • Transition from temporary staffing to permanent contracts. • Continued availability of existing enabling factors (such as estates).
New to existing investment ratio	

Investing into Integration Infrastructure

Expected outcome metrics:

- Delayed transfer of care
- Patient and service user experience

Component workstreams:

Data sharing project	
Scheme Description	<p>This scheme provides funding towards a multi-agency project to develop information sharing across health and social care across south west London, commissioned from South London Commissioning Support Unit. Organisations must put processes and systems in place to ensure that NHS number 'completeness' is maintained at or above 97.5% as the primary identifier in communications.</p> <p>It includes funding to facilitate the use of the Coordinate My Care system as a platform to hold common care plans developed by the integrated locality teams, ahead of larger-scale information sharing progress.</p>
Expected Outcome Metrics	<ul style="list-style-type: none"> • Delayed transfer of care • Patient and service user experience
Endpoints	<ul style="list-style-type: none"> • NHS Number becomes the primary method of data sharing for customers/patients between teams within the three integrated MDT localities. • Meeting or exceeding of the targets set out as part of the <i>Better Care Fund</i> for NHS Number completeness. • Seamless data sharing within integrated locality teams and between health and social care partners.
Timeframe for delivery	<ul style="list-style-type: none"> • An upload of NHS numbers was provided by the NHS Personal Demographics Service (PDS) through their batch trace service in the later part of 2013. This produced a matching of around 75% of our current customers and these NHS numbers have been uploaded to <i>Carefirst</i>. • April 2014: NHS number added as a field on the Initial Contact forms designed to accommodate the new Adult Social Care Collections. • By 31/12/14 – Complete additional 'batch upload' to match users with NHS numbers through a detailed listing of first names and surnames, once complete the matching figure will increase to at least 80%.. • By 31/12/14 – Gain access to PDS directly through either an NHS organisation or through another borough that has Registration Authority (i.e. Enfield) to allow staff to look up NHS numbers for new customers where

	<p>NHS number is not known.</p> <ul style="list-style-type: none"> By 31/12/14 – Identify and implement ‘smart cards’ for staff to access to the PDS, provide training to staff and agree targets for NHS Number completeness.
Key success factors	<ul style="list-style-type: none"> Second batch upload process increases NHS Number completeness to expected level (approximately 80%). Access to PDS achieved either through a suitable NHS organisation, or alternatively through another borough that has a Registration Authority.
New to existing investment ratio	
Integration Costs	
Scheme Description	This scheme provides funding towards costs associated with integration between health and social care, including project running costs and posts.
Expected Outcome Metrics	<ul style="list-style-type: none"> N/A
Endpoints	<ul style="list-style-type: none"> Appointment of the following jointly appointed (between LB MERTON and Merton CCG) roles: Project Director, Joint Commissioning Manager, Clinical Lead. Organisational Development carried out to facilitate greater integration.
Timeframe for delivery	<ul style="list-style-type: none"> Merton Integrated Care Project launched in February 2013, with first meeting of the Merton Integrated Care Project Board – this now meets on a monthly basis. Refer to the Merton Integrated Care Project programme plan for a detailed delivery timings.
Key success factors	<ul style="list-style-type: none"> Availability of staff with appropriate skills. Agreed governance structure between LB MERTON and Merton CCG for the integration project.
New to existing investment ratio	

d) Implications for the acute sector

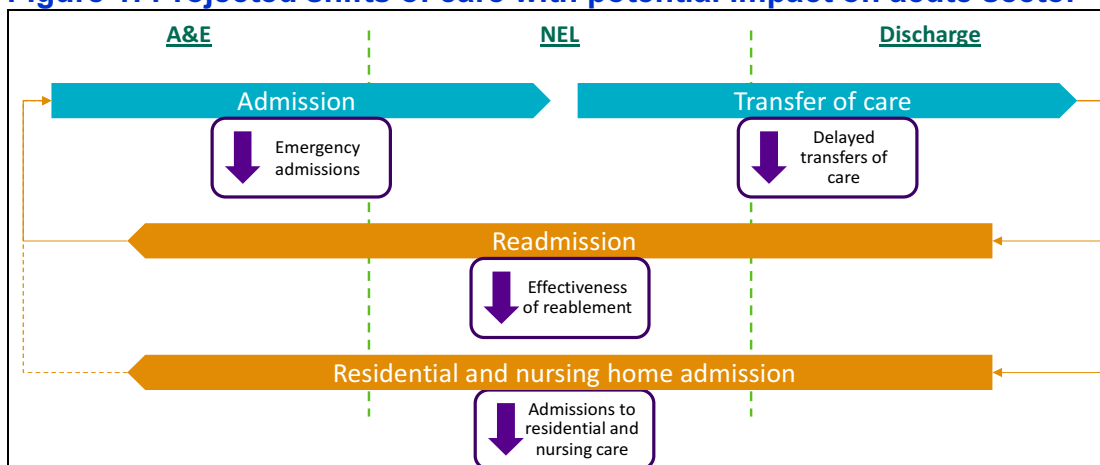
Set out the implications of the plan on the delivery of NHS services including clearly identifying where any NHS savings will be realised and the risk of the savings not being realised. You must clearly quantify the impact on NHS service delivery targets including in the scenario of the required savings not materialising. The details of this response must be developed with the relevant NHS providers.

The introduction of the BCF is likely to have far reaching implications in terms of the way that health and social care is provided in the future. Many of the resultant changes are likely to be felt most intensely by acute providers. Recognising this Merton, through bodies such as the Merton Integrated Care Project Board, has engaged with provides to ensure that there is a shared awareness of the likely changes.

When the changes to integrated care are fully implemented, the whole-system effects are expected to provide benefits to acute providers in the area. A reduction in the numbers of emergency attendances and admissions will relieve pressure on trusts' A&E departments, better enabling them to meet the 4-hour A&E target and also reduce the amount of activity that is funded at the marginal rate (currently 30% of tariff). Through reducing delayed transfers of care patients will be discharged when they are 'medically fit', meaning only the most appropriate patients remain in hospital and instances of 'bed-blocking', with its associated negative consequences¹, are reduced. Overall, however, shifting activity from the acute to alternative settings could have a negative impact on acute trusts' financial positions and future sustainability. LB MERTON and Merton CCG understand, and through the Merton Integrated Care Project Board and further conversations with providers to manage this risk.

Projected shifts of care, and where the BCF outcome metrics influence this, are shown in the diagram below.

Figure 1: Projected shifts of care with potential impact on acute sector



¹ The risks associated with any hospital admission are well recognised, such as the increased chance of contracting a Hospital Acquired Infection (HAI) and bed-based reduced mobility / muscle strength. These risks are particularly significant for older patients, where there are additional risk factors around psychological harm and increased dependency.

Net savings from activity shifts

Merton currently performs within the upper quartile for non-elective (NEL) admissions, and experiences low levels of delayed transfers of care, compared nationally. This baseline is encouraging for Merton, and reflects:

- the work that has already been put into QIPP, CQUIN and other similar initiatives
- our strong relationships with both community and acute providers locally and commitment to patient care
- the demographic profile of the population in Merton which overall enjoys a greater life expectancy and better health than the national average

Therefore plans to shift activity from acute settings start from a solid base and will initially focus on maintenance and stabilisation of existing gains, throughout 2014/15. New schemes will then become operational and deliver additional shifts in 2015/16 as the BCF is fully implemented. It is recognised that where schemes prevent admission to hospital, or facilitate more timely discharge then there will be a resultant reduction in bed-days, and the impact of this is felt by acute providers. Merton will maintain a flat growth in acute activity against a demographic population growth of 2.1% and a non-demographic² growth of 1.6% locally.

Efficiencies of £600k have been identified for 2014/15 through the QIPP planning process, which will involve activity being shifted from acute to alternative settings (primarily through avoidance of attendance and increased provision of care in the community). The BCF therefore represents a considerable new commissioning lever that will facilitate these savings being realised. For 2015/16 £900k worth of efficiencies have been identified (subject to further refinement). While many of these savings will be achieved through new schemes starting, and the expansion of schemes that will be launched in 2014/15, some of the increase over the previous year will be achieved through economies of scale arising from increasing integration between health and social care. In addition as services and new ways of working become more established there will be a consummate increase in the quality of offerings.

Although Merton CCG is in a stable financial position and is able to invest in new initiatives throughout 2014/15, facilitating the realisation of additional efficiencies identified in 2015/16, this position would be at risk were schemes not to deliver projected performance. As many of the schemes included within the BCF are interdependent between Merton CCG and LB MERTON, a risk-sharing agreement has been reached (though this will be subject to ongoing refinement and a contractual agreement, see section 2e for further information). This will ensure that both partners are able to take greatest advantage from the fund, and that in the case of non-performance one organisation would not be disproportionately disadvantaged, as well as taking joint responsibility for the whole health and social care economy.

Engagement and transition planning

² Non-demographic growth includes all areas of demand growth not explain by demographic factors, for example changed patient and service user behaviour, technological advances, and increased access to care.

The majority of care for Merton patients is provided at St George's Hospital (part of St George's Healthcare NHS Trust, hosted by Wandsworth CCG) and St Helier Hospital (part of Epsom and St Helier University Hospitals NHS Trust, hosted by Sutton CCG). A smaller amount of activity is carried out at Kingston Hospital NHS Foundation Trust. As all of these trusts are outside the geographical area of the borough Merton CCG does not act as a host commissioner for any, but acts as a strong associate commissioner for all contracts. All three of the acute trusts are represented on the Merton Integrated Care Project Board which has a remit for the practical planning and designing of integrated services locally (see section 2e for a full description).

To date, high level individual meetings have been held with all of the acute trusts outlining the potential forecast impacts of the BCF plans. There is recognition that locally there will be a cumulative impact on acute trusts from multiple BCF plans, especially given that Merton residents are cared for at trusts that the CCG is not a host commissioner of. Therefore joint meetings will be held with Sutton CCG and Epsom and St Helier University Hospitals NHS Trust, and also with Wandsworth CCG and St George's Healthcare NHS Trust, to discuss more detailed implications and undertake in depth transition planning. In addition, synergies will be sought between the BCF and operations plans of Sutton and Wandsworth, in order to maintain a coherent and viable local health and social care economy. At this stage there will be an opportunity to discuss and understand any risks to provider sustainability, and the potential for provider (or commissioner) failure.

In particular, consistency will be maintained with the Sutton Integrated Complex Older Persons Pathway, and how this may be extended to Merton residents who are cared for at St Helier, given that the community services provider delivering this service is also shared between the boroughs.

In addition to transition planning carried out collaboratively between host commissioners and acute providers, CCGs across south west London, including Merton, formed the 'South West London Strategic Commissioning Collaborative' ("the SWL Collaborative"). One aim of the SWL Collaborative will be to develop a coordinated five year strategic plan for the whole health economy across the area, which will include initial transition planning with relation to the BCF.

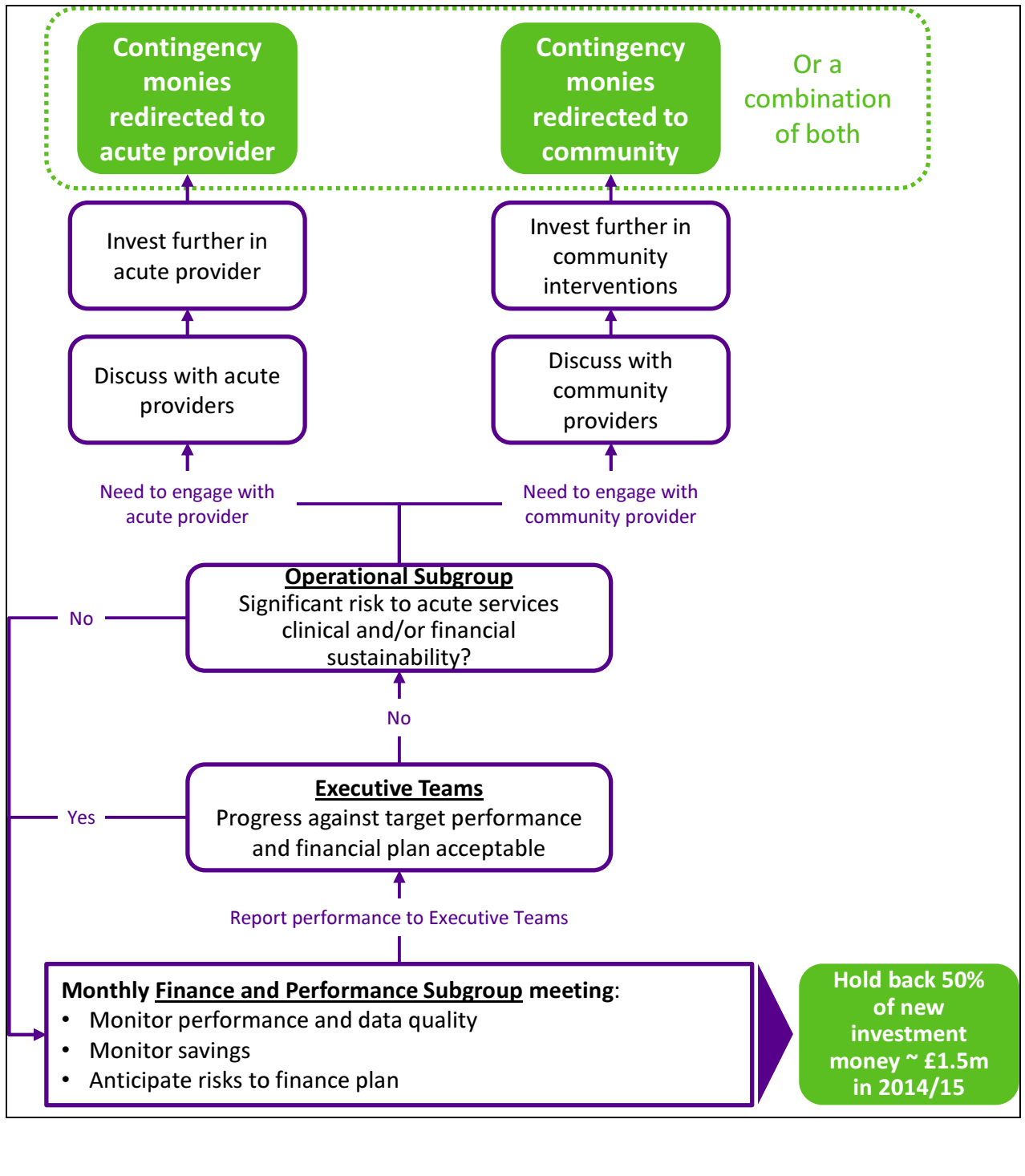
Contingency planning

Contingency planning has been agreed in Merton at an early stage of planning for the implementation of the BCF. As described above, a risk-sharing arrangement between Merton CCG and Merton Council has already been reached. The approach to developing new schemes, where investment into new schemes will be made during 2014/15 from non-recurrent funds is also outlined. By the end of 2014/15 performance of schemes will be assessed, and those that are not delivering the required levels of savings, activity shift, or both will have the ongoing viability assessed.

A contingency framework is outlined below which describes the ongoing process for assessing the performance of schemes, and the decision-making process where the expected level is not being achieved. Merton has committed to the 'holding back' of 50% of the total BCF pooled budget in 2015/16 and, in the case of non-performance of schemes, the monies will be redirected where required based on the decision process

outlined in the framework.

Figure 2 Merton contingency planning framework



e) Governance

Please provide details of the arrangements are in place for oversight and governance for progress and outcomes

Approach to governance and responsibilities

Overview of governance arrangements

Merton has some history of integrated working between local health and social care, which has rapidly accelerated since February 2013 with the formation of the Merton Integrated Care Project Board, and the subsequent enactment of the *Health and Social Care Act 2012* in April 2013. Governance structures have therefore been developed and implemented that enable close working between health and social care locally. Some of these predate the announcement of the BCF.

In common with other areas, the **Merton Health and Wellbeing Board** (HWB) has a statutory responsibility for ensuring that commissioning intentions of both Merton Council and Merton Clinical Commissioning Group are aligned³, coherent, and meet the priorities set out in the **Joint Health and Wellbeing Strategy**. The Merton HWB has a statutory (mandatory minimum) membership, defined in the *Health and Social Care Act 2012*⁴, that includes senior leaders from across health and social care services and meets on a bi-monthly basis.

The **One Merton Group (OMG)** is an executive level joint group that reports to the Merton HWB. The OMG has a remit to provide strategic direction to integrated services locally. It brings together senior representatives from Merton Council (Director of Community and Housing and Director of Children's and Families), Merton Clinical Commissioning Group (Chief Officer and Director of Commissioning and Planning), and the Public Health (Director of Public Health), The OMG meets monthly.

The **Merton Integrated Care Project Board** has a remit to facilitate the practical aspects of integrated working locally and reports to the OMG. It brings together stakeholders to co-design local integrated services; this includes providing direction to, and coordinating the output from the six workstream subgroups:

- Finance and performance
- Merton Model / Operational
- IT and data sharing
- Workforce and culture
- Patient and Public Involvement (PPI)
- Quality

The Merton Integrated Care Project Board membership includes representatives from Merton Council, Merton CCG, the community services provider (Sutton and Merton

Community Services), local acute and mental health providers and relevant voluntary sector services. The Merton Integrated Care Project Board meets on a monthly basis. A full membership can be found in the terms of reference which are included in [Appendix 3](#) of this template.

Governance structure and lines of reporting and communication

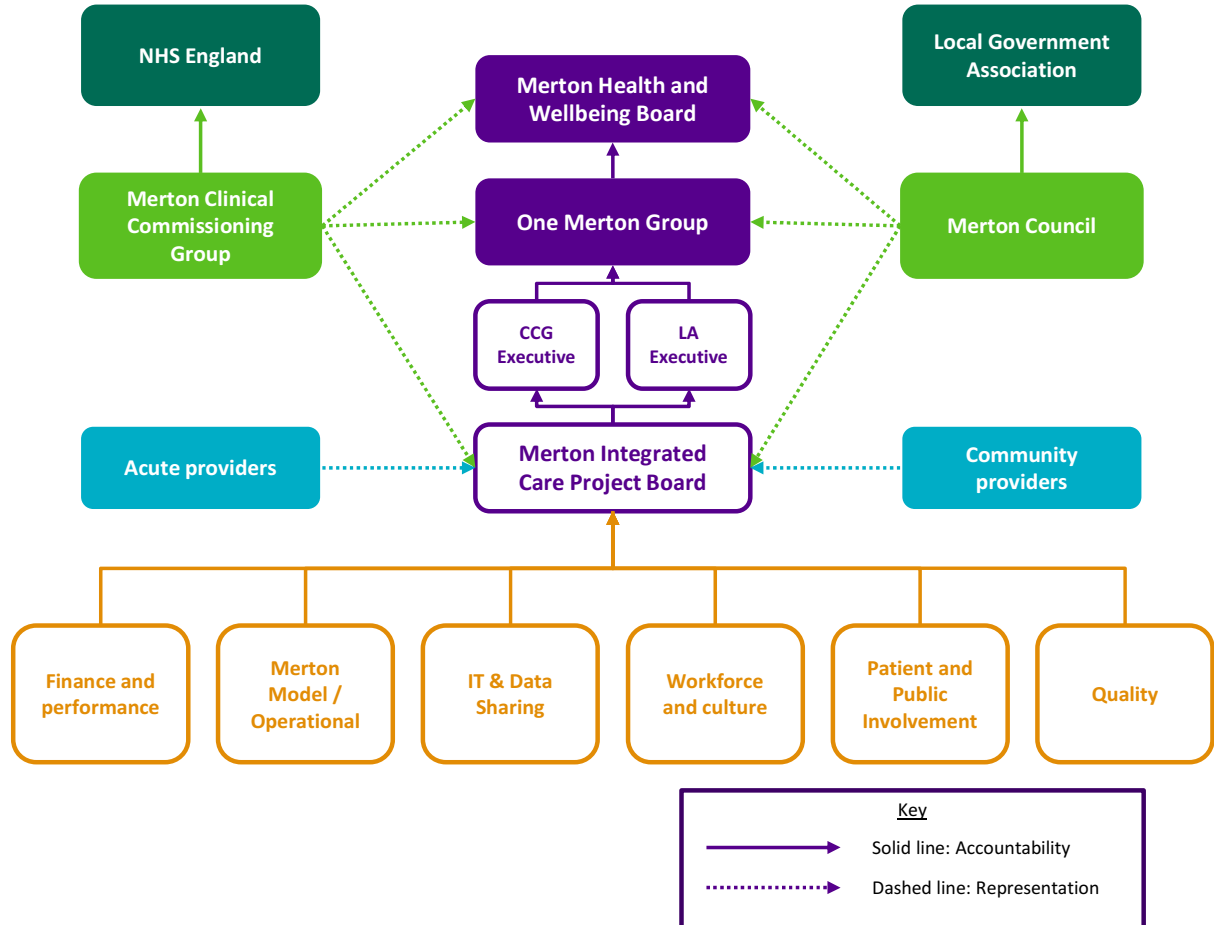


Figure 1: Merton BCF demonstrative governance diagram

Risk management

While the introduction of the BCF presents a considerable opportunity to facilitate greater integration between health and social care services, it also creates greater interdependencies between organisations with different statutory obligations. These obligations are set out in the *Health and Social Care Act 2012* for Merton CCG, and will be defined for Merton Council by the *Care Bill 2014* which, at the time of writing, was at the second reading stage in the House of Lords.

In recognition of these obligations, and the level of investment that is to be made both as individual organisations and from a joint pool, risk-management and risk-sharing agreements have been developed collaboratively. For the purposes of planning initial investments, it has been agreed that, in the case of non-performance, financial risk will be shared on an equal (i.e. 50:50) basis. This will be formalised with a contractual agreement for risk sharing between Merton Council and Merton CCG, to be developed during 2014/15 in anticipation of the full BCF being implemented in 2015/16. For a full

list of identified risks and discussion of the risk-management and risk-sharing agreements, please refer to Section 4.

3) NATIONAL CONDITIONS

a) Protecting social care services

Please outline your agreed local definition of protecting adult social care services

Our Definition of Protecting Adult Social Care Services

Enables social care to continue to operate in a way that ensures that the whole system works effectively, and that core social care services are not undermined. This will be done through the integration agenda, sharing a pooled budget, reconfiguring services and rearranging the workforce.

Please explain how local social care services will be protected within your plans

Our Commitment and Plans to Protect Adult Social Care Services

- To mitigate the impact of savings that the council has to find
- Funding for core services which are essential to the whole system, at the same time modernising them
- Working together to find efficiencies that also benefit social care
- Continued joint investment in prevention
- The framework for this the efficiency and investment framework developed and piloted in Merton and no used nationally

Activities which will facilitate the protection of social care services

The following details specific activities which will facilitate the protection of social care services:

- The scheme on prevention, Ageing Well, is one protection element. By adding £80k of funding in 2015/16, the BCF will protect the Ageing Well programme, for which the Council is planning to reduce funding in future years. Outcomes for the programme will be agreed between the BCF partners
- The council will ensure 24 hour access to Domiciliary Care Packages. The council will meet the demand from health sources, offering timely and prompt service in the community as an alternative to hospital admission and on discharge
- LB Merton is planning to achieve efficiency measures where the effect upon capacity of hours delivered will be minimal. The additional funding from BCF will

help protect the service and also includes funding for night sits, and the extra demand for visits resulting from successful avoidance of hospital admission

- The New Duties scheme is as per the national guidance whereby the amount is proportional to the nationally announced figure. It is expected to be spent mainly on staff to undertake the additional assessments required
- A scheme is being prepared to expand the council's capacity to arrange care packages during the weekend (8am-5pm) and in the weekday evenings adding a care package from (5pm-8pm). This scheme is also expected to include greater responsiveness from the MASCOT Telecare service
- The 7-day working proposal is to expand the hours of the community rehabilitation team, which works with people in intermediate care beds in specific nursing homes, and also in people's homes. This will mean that both the health and social care elements of the reactive stream will move to 7 days. This provides the basis for integrating these two services (and others in the reactive stream) on an even footing
- Merton has agreed with host commissioners that it will be involved in contract review meetings and local communications between partner providers to ensure there is a continued focus on Merton despite the fact that it is not a host commissioner for acute trusts

b) 7 day services to support discharge

Please provide evidence of strategic commitment to providing seven-day health and social care services across the local health economy at a joint leadership level (Joint Health and Wellbeing Strategy). Please describe your agreed local plans for implementing seven day services in health and social care to support patients being discharged and prevent unnecessary admissions at weekends

7 Day Services to Support Discharge

Strategic commitment

Merton already performs in the upper quartile for NEL admissions; therefore to improve performance further, there must be a step-change in the way that services are provided. There is a shared commitment between LB Merton and Merton CCG to reorganise and expand existing services to operate for seven days of the week, and an appreciation of the interdependencies between health and social care services in achieving these aims.

Locally agreed plans

Achieving truly integrated seven day services is core to Merton's plans for future services. The approach will see the development of complementary services in health and social care, integrated to provide patients and service users a seamless service as the BCF is fully implemented. To meet this objective a specific pillar of the BCF, as outlined in Section 2c (description of planned changes), will focus on transitioning services to seven-day working; meaning admissions to an acute setting can initially be

avoided and discharge is not delayed merely because it is a weekend. Fundamentally the service model will change contractual arrangements with community and social providers will need to change and the ways the community and indeed the primary care workforce will change.

Although Merton currently has a low level of delayed transfers of care, moving to a seven-day model of working offers the opportunity of significant advances in this respect. The seven day working model of care is expected to be fully operational by the end of 2014/15, and the period of implementation will be used to understand emerging levels of integration between services and drive improvements where required. Underpinning the changes is the move to three integrated MDTs organised into geographic localities. Through the BCF, Merton is making considerable investments to support the development of these locality teams, and they will become the vehicle that delivers seamless, integrated and consistent care for seven days.

The role of the Merton Integrated Care Project Board is to provide practical support for the local integration of services. Section 2e described the governance arrangements in relation to the BCF, and included within this is the reporting structure between the different committees and statutory bodies (such as the Merton HWB). Through this representation and reporting, the key points in the Joint Health and Wellbeing Strategy can be met in a practical sense. Our operational subgroup, enabled by the finance and performance, quality and workforce and culture subgroups, will be responsible for further planning, mobilising and delivering our plans for seven-day services. In addition, the integrated care project board, and the executive teams will assess our progress to deliver this, directly against our performance on the national metrics.

Social care plans

LB Merton is proposing that social care services undergo a full restructuring to ensure that 'the right staff, with the right skills, are available in the right place at the right time'. This change will allow for additional capacity to arrange care packages in the evening and on weekends, preventing the historical delays associated with discharging from acute settings Friday through to Sunday. Reorganisation will enable **additional social care staff** to be based at St Helier and St George's, while services such as **intensive home care and night sits** will facilitate timely discharges and receiving individuals with social care needs back into the community over seven-days. Through making services available for greater periods of the week, social care related additional bed days in hospital can be reduced. In order to aid integration, teams will be structured into three localities, mirroring the organisation of health services. This can be seen in Appendix 4

Health plans

Merton CCG already commissions some services that operate for seven days, such as **community nursing** (provided by SMCS). Along with this service being expanded, two new seven-day services will be commissioned: **community rehabilitation** and **intermediate beds** located within nursing homes. The later service will be offered to patients with a high potential to return to their home after a short spell of intermediate care to rehabilitate intensively to an acceptable level of functioning in the home environment.

The aim of these services is that acute trusts will experience no difference when discharging patients no matter what day of the week it is. Services such as intensive

rehabilitation in people's homes and additional rehabilitation in intermediate settings will facilitate timely discharge from the acute setting. Expanding community nursing keeps people in their homes for longer, avoiding potential emergency admissions where there is no other alternative.

c) Data sharing

Please confirm that you are using the NHS Number as the primary identifier for correspondence across all health and care services.

Using the NHS number

NHS commissioned services are using the NHS number as the primary identifier for correspondence. Primary care, through contract changes effective from 1st April 2014, will also use the NHS number to communicate with other services.

Local Authorities do not currently use the NHS Number as the primary identifier for correspondence across all health and care services but have plans in place to do so.

In the interim, LB Merton will increase the number of NHS numbers recorded within our system and ensure that all outputs and reports have both the NHS number and the Carefirst Number automatically uploaded. A complimentary training process for IG will accompany this change.

The reason that local authority workers cannot use the NHS number as the primary identifier at present is twofold:

1. 97.5% compliance has not been achieved in terms of NHS numbers in our Carefirst system
2. The Social Care database Carefirst is not capable of allowing both the Carefirst number and the NHS number to be used in conjunction. Currently the system will only accept one primary identifier.

If you are not currently using the NHS Number as primary identifier for correspondence please confirm your commitment that this will be in place and when by.

Our data sharing committment

Local Authorities are in the process of procuring a system with the CSU that will allow LA workers to accept both the NHS number and Carefirst number. We hope to have completed full system implementation within 2 years.

Implementing data sharing to date

The following work to date has been completed on implementing the NHS number as the primary identifier:

- An upload of NHS numbers was provided by the NHS Personal Demographics Service (PDS) through their batch trace service in the later part of 2013. This produced a matching of around 75% of our current customers and these NHS numbers have been uploaded to Carefirst
- CSU access to the Patient (PDS) will be required to find missing NHS numbers (as not all will be captured by the batch trace process). The CSU are currently liaising with Enfield, who has become a Registration Authority, about the possibility of accessing PDS through them, in line with information governance duties
- The NHS number has also been added as a field on the Initial Contact forms designed to accommodate the new Adult Social Care Collections (Zero Based Review – ZBR); which will go live in April 2014

Future plans to mobilise data sharing

The Action Plan going forward includes the following to be completed by December 2014:

- The next stage is to do one more batch upload to try and match more customers through a more detailed listing of first names and surnames separately. Once this second upload is complete we hope the figure will increase to at least 80%
- They then need to gain access to the PDS directly through either an NHS organisation or through another borough that has Registration Authority (Enfield) to allow staff to look up NHS numbers for new customers where NHS number is not known. Once access to the PDS has been agreed they will need to set up identified staff with the smart cards that will allow access
- As part of the ongoing process for keeping the NHS numbers up to date they will run regular reports that will identify missing NHS numbers. These reports will be circulated to the relevant managers for action as part of our regular data quality monthly reporting. They will also consider developing an NHS number for completeness performance indicator

Please confirm that you are committed to adopting systems that are based upon Open APIs (Application Programming Interface) and Open Standards (i.e. Secure email standards, interoperability standards (ITK))

Our commitment to APIs and Open Standards

The following organisations are committed to adopting systems that are based upon Open APIs (Application Programming Interface) and Open Standards (i.e. secure email standards, interoperability standards (ITK)):

- Merton Council
- Merton Clinical Commissioning Group

- Sutton and Merton Community Services (part of The Royal Marsden NHS Foundation Trust)
- St George's Healthcare NHS Trust
- Epsom and St Helier University Hospitals NHS Trust
- Kingston Hospital NHS Foundation Trust
- South West London and St George's Mental Health NHS Trust

Systems with API capabilities

SIMON – WE NEED YOUR INPUT HERE

The systems currently in use which have open API capabilities include:

- Staffplan (Homecare Roster) – LB Sutton
- Teleconfirmation (Server) – LB Sutton
- SPOCC – LB Sutton
- CareFirst – (integration can be achieved with CareConnect, the OLM API tool) – Merton
- EMIS Web – Sutton, Merton & Croydon CCG's
- Vision - Sutton, Merton & Croydon CCG's

Systems with open standards

The systems with Open Standards include:

NHS Mail is widely used across our partnered NHS organisations, supported by N3 Connectivity, for the secure transmission of patient confidential data, and the Local Authorities that we intend to share data with have implemented third party email gateway security solutions such as:

- Proof Point – LB Merton

Please confirm that you are committed to ensuring that the appropriate IG Controls will be in place. These will need to cover NHS Standard Contract requirements, IG Toolkit requirements, professional clinical practise and in particular requirements set out in Caldicott 2

Our commitment to IG Controls

The following organisations are committed to ensuring that the appropriate Information Governance Controls will be in place.

- Merton Council
- Merton Clinical Commissioning Group
- Sutton and Merton Community Services
(part of The Royal Marsden NHS Foundation Trust)
- St George's Healthcare NHS Trust
- Epsom and St Helier University Hospitals NHS Trust
- Kingston Hospital NHS Foundation Trust
- South West London and St George's Mental Health NHS Trust

We are committed to ensuring that appropriate IG controls will be in place. We are committed to obtaining and maintaining a minimum of level two on all IG Toolkit requirements. We are committed to upholding the values of Caldicott 2, and to fulfilling our duty to share.

- The confidentiality of service user information will be respected
- The duty to share will be met in order to ensure that members of the care team have access the data that is necessary for the delivery of safe and effective care
- Information that is shared for indirect care purposes should be anonymised.
- The rights of service users to object to their data being shared will be respected

We have designed our organisational structure in such a way to give sufficient precedence and priority to information governance, through the IT and data sharing group.

d) Joint assessment and accountable lead professional

Please confirm that local people at high risk of hospital admission have an agreed accountable lead professional and that health and social care use a joint process to assess risk, plan care and allocate a lead professional. Please specify what proportion of the adult population are identified as at high risk of hospital admission, what approach to risk stratification you have used to identify them, and what proportion of individuals at risk have a joint care plan and accountable professional.

Multi-disciplinary working, risk stratification and case management

The following four component activities with the central professional, the key worker; who acts as the accountable lead professional; is the mainstay of the principle of our out-of-hospital strategy, the expansion of our community-based service model and development of inter-relationships between community services, social care services and primary care.

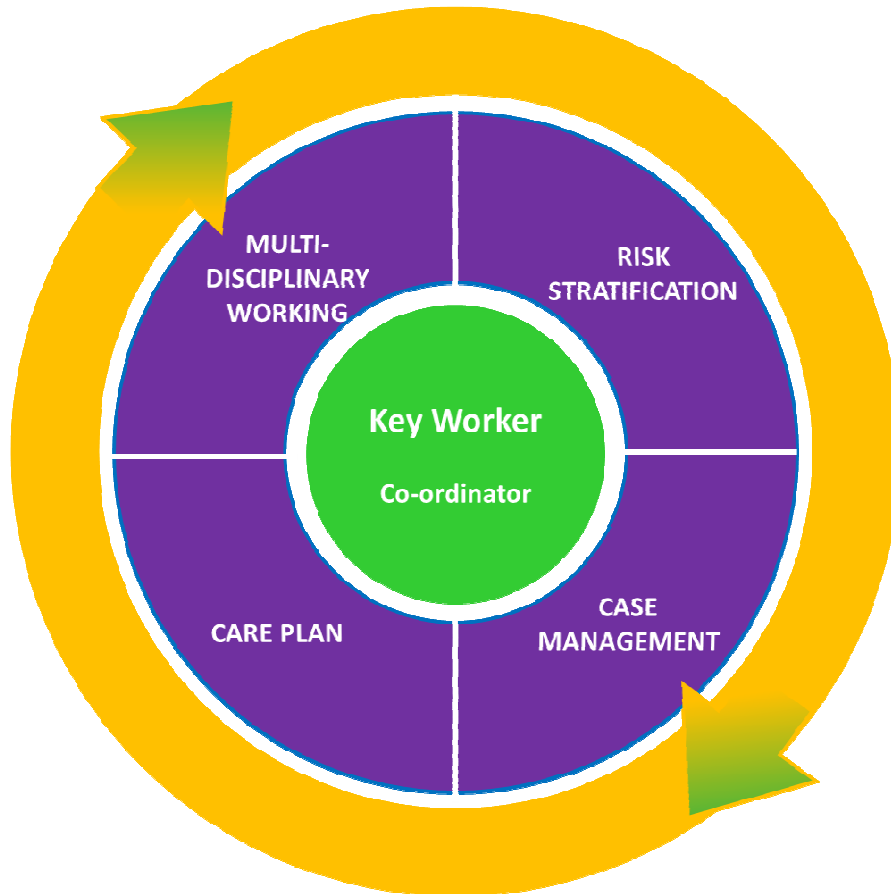


Figure 1: The key activities and central professional underpinning integrated working

All our 25 GP practices in Merton are already undertaking risk-stratification profiling (through engagement with Merton CCG) to identify patient's at high risk of (a) deterioration and subsequent escalation in the community; potential to spend in acute care (b) patients who are frequent attenders in acute services (emergency admissions); already a spend in acute care. The software installed is ACG SOLLIS (appendix 5) and practices have been trained in using this to identify the high risk cohort of the population. Initially, practices and leading GPs were guided to identify patients who were aged 75 years or older with 2 or more long term conditions. This yielded approximately 300 patients per practice on average, a total of 7,500 patients across the population, but with a potential skew towards West Merton where an older cohort of the population reside. This total number was considered surprising, and commissioners reviewed the value of this narrow risk profiling, by reflecting on the Kaiser triangle:

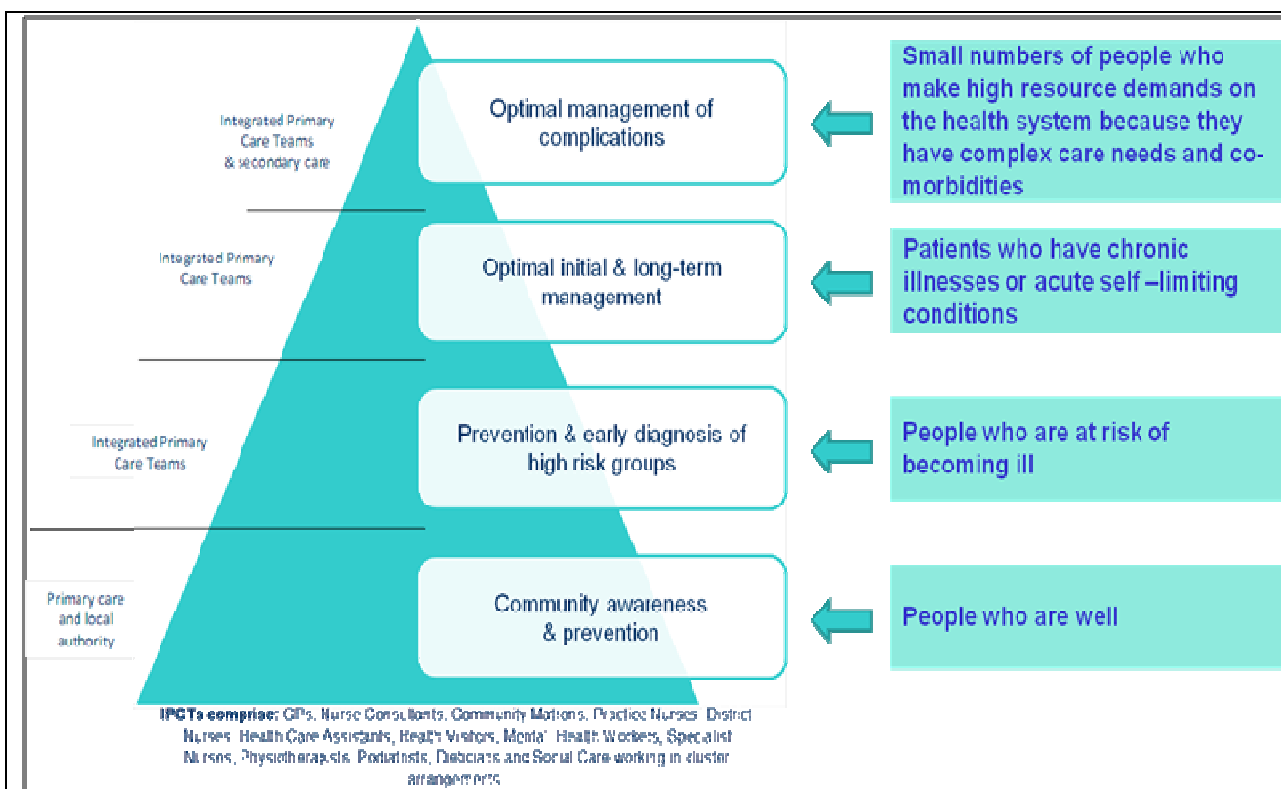
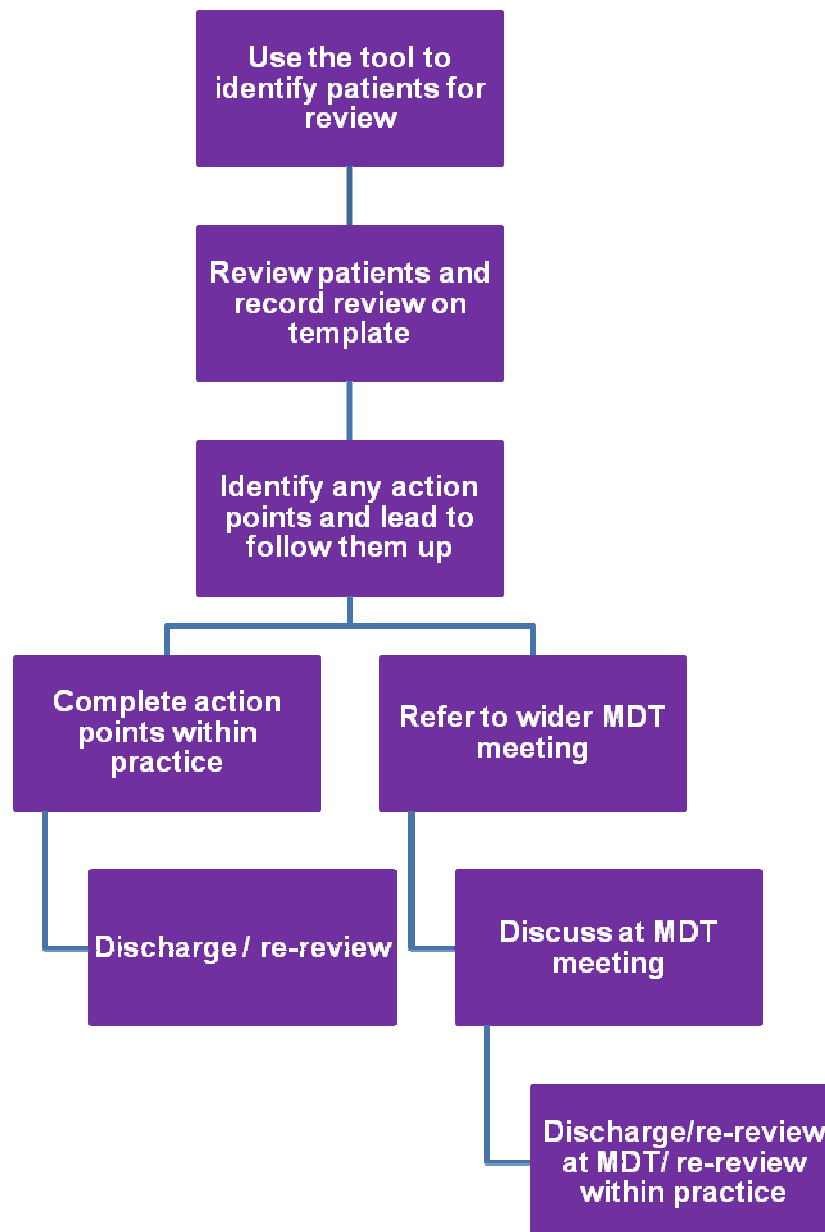


Figure 2: ‘Kaiser’ Triangle indicating high resource and spend to volumes of population

Commissioners and clinicians have therefore since decided that a less narrow profiling of the population is required, in order to identify a larger volume of the population, and thus more potential for health gain and reduction in spend. Therefore GP practices are now profiling all patients with 2 or more chronic conditions in patients aged 18 years and above. This is expected to yield a higher volume of patients with a high and/or complex health need. This is likely to reduce the variation as a result of age and geography, now including younger patients in East Merton, who have a significantly lower life expectancy than those in West Merton.

GP practices and GP leads in Merton are using the risk stratification profiling as per the following flow chart, linking in with multi-disciplinary teams:



Virtual case management will form the core activity of multi-disciplinary meetings where primary care and community clinicians, alongside social care professionals will review ways in which to deliver care to patients, and jointly agree action plans. A key worker, with an appropriate professional background will be assigned and ultimately be responsible for co-ordinating the care of the individual and providing first-line support to the person and carer in terms of communication, initially assessing ongoing need, developing expectations of care and reflecting this in their care plan. The key worker will also be responsible for communicating progress or further need back to appropriate professionals, including clinicians who need to be connected in with ongoing actions, as well as to the wider MDT team. Ideally this will take place through a shared record system, using the NHS number as a unique primary identifier, and through the appropriate channels in relation to the level urgency (telephone, email, meetings etc.). The latter data sharing component of this way of working is expected to take longer to achieve (as discussed in section 3.c).

4) RISKS

Please provide details of the most important risks and your plans to mitigate them. This should include risks associated with the impact on NHS service providers.

The risk management approach to developing an integrated system has been developed jointly with all key stakeholders. Risks have been identified, discussed and tracked on a continuous and frequent basis throughout the project, through the ICPB. The risk register has been developed in partnership by Merton CCG and LB Merton, with an understanding that the risks and associated impacts are shared between both parties and that there is a requirement to balance those risks on both sides, as well as maintain current services as planned and maintain statutory responsibilities.

Risks were identified around reputation, service capacity, protection of adult social care, financial sustainability and financial risks related to performance including consideration of contractual arrangements.

Risks are recognised and defined through the following workstreams:

- Finance and Performance
- Merton Model / Operational
- IT and Data Sharing
- Workforce and Culture
- Quality
- Patient and Public Involvement

Each risk is discussed and analysed through the Merton Integrated Project Board so that all parties have a clear understanding of the risk likelihood and potential impact(s) on the overall programme. Risk meetings are to be held on a frequent basis with flexibility to increase that frequency should the need arise. Mitigating actions are developed for each risk and are tracked on an ongoing basis. Contingency planning has been built into the financial models and the governance structure has been designed in such a way that allows full visibility of risks to all parties and a tiered escalation route via the Merton Integrated Care Project Board, LA and CCG Executive teams and the Health and Well Being Board should an issue arise.

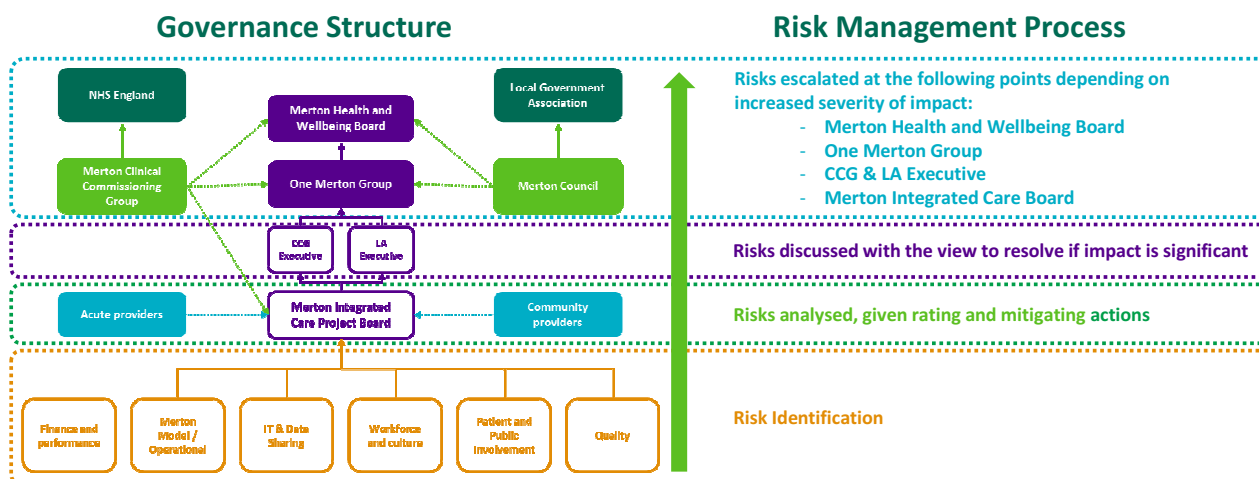


Figure 1: High level risk management escalation process against governance structure

The following risk register has been developed, reviewed and finalised by all key stakeholders. These risks are reviewed on an ongoing basis and will continue to be tracked and managed throughout the duration of the programme.

Risk	Risk Rating	Mitigating Action
The BCF fails to deliver forecast shifts to activity in 2015/16, driving financial pressures in commissioners and providers.	Medium	Robust project management including a separate work stream focused solely on Finance and Performance. CCG is negotiating clearly with acute providers to ensure that there are robustly modelled plans. All providers are assuring CCG QIPP plans
Shifting of resources towards community providers destabilizes one (or more) acute providers due to the cumulative impact of multiple BCF plans across the area	High	Impact will be monitored through SWL Collaborative Commissioning and overall 5 year strategic plan
Introduction of Care Bill results in a significant increase in the cost of provision of care from 2016 onwards and impacts on current planning	High	There is some central government funding proposed for this but it is still unclear as to whether all of it is within the BCF. Local system will keep impact and costs under review. DH has promised that under New Burdens deal that all new duties will be fully funded so primary mitigation is to hold government to this promise. Secondary mitigation to tailor services to resources.

Complexity of measuring success of individual initiatives leading to an impact on the pay by performance element of the BCF	High	Each scheme is being measured to an aggregate level to ensure appropriate savings can be attributed to each scheme
Failure to deliver data sharing project between health and social care undermines integrated service delivery	Medium	Separate work stream solely focused on this work stream with commitment from all partner organisations for this to happen
Tension arises between partners on the definition of 'protection for social services with a health impact'	Medium	Local definition of protection of social services. Regular meetings of senior teams in CCG and council, led and attended by CCG Chief Officer and council Director of Community and Housing. All schemes in plan fully debated and understood. Transparency over financial plans on both sides including savings. Shared performance metrics so impact of schemes and performance of whole system can be monitored
Existing programmes, such as QIPP and social care efficiency programmes, lead to 'double-counting' of savings	Medium	All schemes have been reviewed to ensure that the data sets used triangulate with each scheme to ensure that there is no double counting. The finance and performance group will also monitor these schemes on a monthly basis. Additional scrutiny will take place by an external agency on QIPP/BCF assurance
Merton is not a host commissioner of an acute provider	Low	Merton CCG have strong working relationship with all lead commissioners for the local acute trusts. All current plans are shared and it is expected that the Integration Project Board monitor progress on a monthly basis
Scheme(s) deliver less than 70% of performance resulting in recovery plans being implemented and control over schemes is ceded to NHS England	Medium	A realistic savings target has been applied to the BCF and as such this means that there is system confidence that the scheme can be delivered

Increasing demand on services (through demographic factors such as an ageing population as well as increased service expectation) means that targets cannot be met	High	All schemes have been reviewed to ensure that the data sets that are being used to triangulate with each scheme to ensure that there is no double counting. The finance and performance group will also monitor these schemes on a monthly basis where all providers are present
Existing good performance in Merton (i.e. in upper quartile performance of non-elective admissions) makes achieving further performance improvement, and accessing associated funding, more difficult	High	A realistic savings target has been applied to the BCF and as such this means that there is system confidence that the scheme can be delivered. In addition all schemes have been clinically endorsed by the Clinical Reference Group within the CCG
Sutton and Merton Community Services contract has only been renewed for one year therefore impetus for long-term changes in way of working may be lacking	Medium	The provider is expected to meet the terms of its contract and this is measured robustly on a monthly basis. The provider is expected to want to work closely with the plans to ensure it is in a commercially strong position in preparation for retendering. The provider are a member of the Integration Project Board and will be held to account in that forum
Health and social care working practice may not change as rapidly as required by QIPP/BCF plans	Medium	There is a separate workforce and culture work stream as part of this project and will address this issue - including training and development
The BCF is a new policy change requiring new ways of working between stakeholders (i.e. LAs, CCGs and HWBs) which could require support to develop, and culture may not change sufficiently or fast enough to deliver plans	Medium	The Merton Health and Social Care economy has a long term history of integrated working and it has delivered significant improvements in mental health, learning disabilities and children's service. The Health and Well Being Board, One Merton Group, Integration Project Board are well established, have excellent attendance and working relationships are strong. Leadership and teams are committed to integration as are members of the CCG. Training and development is part of the enablers to deliver the plan.

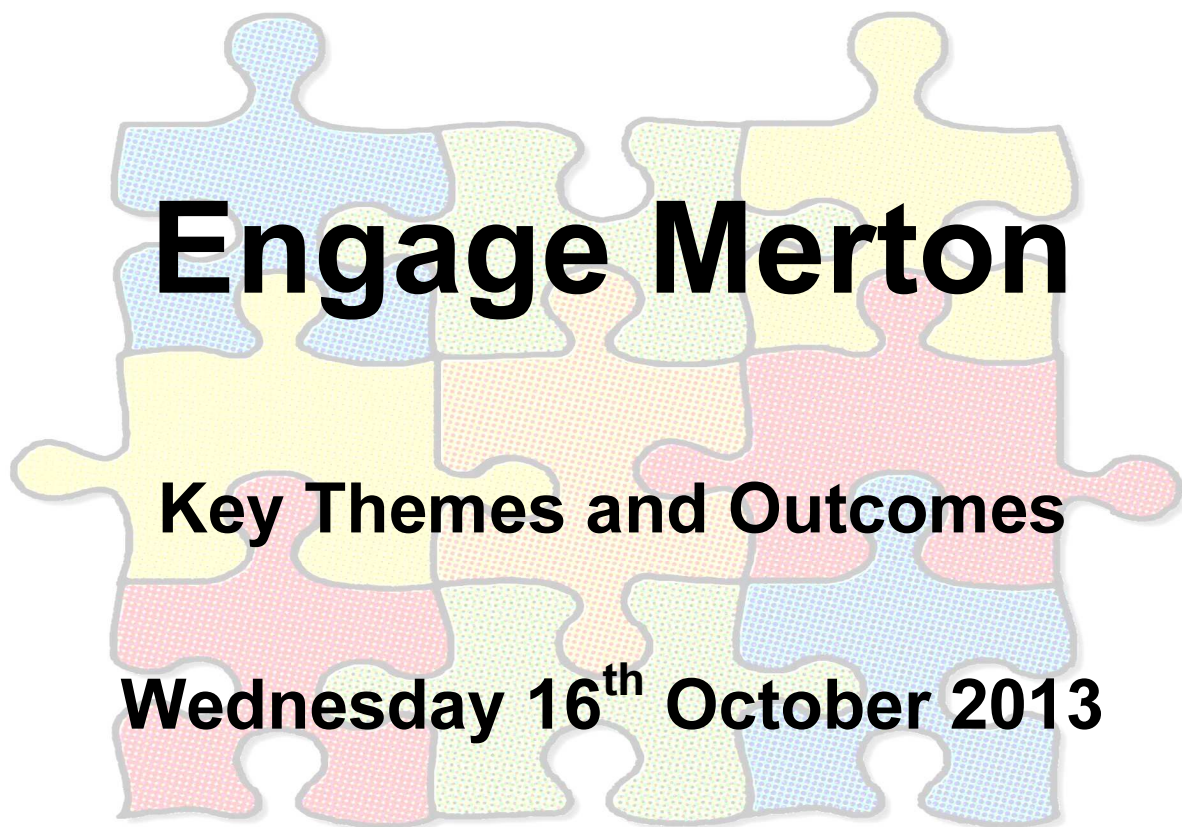
The risk register will be kept as a live document between Merton CCG and LB Merton and regularly updated and presented, as part of the governance activities.

Appendix 1



right care
right place
right time
right outcome

NHS
Merton
Clinical Commissioning Group



Author: Clare Lowrie-Kanaka, November 2013

Introduction

On October 16th 2013, Merton Clinical Commissioning Group (CCG) ran the Engage Merton event in partnership with Healthwatch Merton. Patients, members of the public, service users, carers, clinicians and other stakeholders were involved in discussions about the commissioning intentions for 2014-15 and the engagement strategy and implementation plan for 2013-15.

The aim of the event was to communicate and discuss Merton CCGs proposed commissioning intentions, the engagement strategy and its implementation. To listen to the views and suggestions of those who attended, to enable the CCG to build personalised health services that reflect the diversity of individuals and of the local community.

The findings from the event have enabled us to set priorities, form commissioning plans for 2014-15 and an engagement implementation plan for 2013-15. This report summarises the views received during and after the event, highlights key themes, the actions taken by Merton CCG and outcomes to date.

Who is Merton Clinical Commissioning Group?

Merton Clinical Commissioning Group is responsible for commissioning or 'buying' healthcare services for the people who live or work in the borough.



It has been set up as part of new NHS reforms designed to give patients more power and choice, access to higher quality healthcare, and gives frontline professionals greater freedom and a stronger leadership role in their communities.

Our group of 26 GP practices work together with our partners in the local NHS - pharmacists, dentists, hospitals and mental health providers, Merton Council and local community groups, to improve health and wellbeing, reduce health inequalities and ensure everyone has equal access to healthcare services.

Who is Healthwatch Merton?



Healthwatch Merton is the new independent consumer champion created to gather and represent the views of the public. Healthwatch Merton plays a role at both a national and local level, and will make sure that the views of the public and people who use local services are taken into account.

Merton Council awarded the Healthwatch Merton contract to Merton Voluntary Sector Council because of its excellent knowledge of the borough, and its commitment to engaging on a daily basis with its diverse communities.

What Took Place?

Individuals took part in an all day event. The morning started with an introduction to Merton CCG, given by Eleanor Brown, Merton CCG Chief Officer. Followed by a presentation on the draft Commissioning Intentions for 2014/15 from Adam Doyle, Merton CCG Director of Commissioning and a presentation on Communications and Engagement, from Jenny Kay, Merton CCG Director of Quality. After each presentation, participants were given the opportunity to share their views and make suggestion for improvement.

After lunch, participants had the opportunity to take part in two of the following workshops:

- Merton CCG Question Time
- Patient Participation Groups
- Patient Experience: How do we respond to Equalities?

Who Took Part?

57 participants from outside the organisation took part in the event, 19 individuals from within Merton CCG and the Commissioning Support Unit supported the day's events and workshops.

There was representation from:

- Local Council representatives
- Hospital and Community Trusts
- Faith groups and organisations
- Disability groups and organisations
- Patients and the public
- Mental Health groups and organisations
- Black and Minority Ethnic groups and organisations
- Carers groups and organisations
- Older people groups and organisations
- Children, Young People and Families groups and organisations
- Community and voluntary groups and organisations

You Said

These are the key themes only. For a full breakdown on what participants said throughout the day, please see appendix 1.

About the event:

Using the event feedback forms, participants told us:

- 94% said they would recommend a similar event to a friend or colleague
- 58% said they now have a good understanding of Merton CCG's commissioning intentions, 35% said they were not sure
- 78% said staff had adequate knowledge of the subject and I found the presentation easy to understand, 11% said they were not sure
- 83% said they had a chance to get my voice heard and add to the discussions, 17% said they were not sure

About Commissioning Intentions:

About Engagement Strategy:

The following questions were asked of participants, discussions were supported by table facilitators.

How can we - Listen to the People of Merton?

- Use Healthwatch as an access point for listening
- Use other local resources such as existing groups and organisations
- Run more listens events and health days
- Gather information using
 - Annual survey
 - Telephone contact
 - Focus groups
 - Use touch screen
 - Online tools
 - Offer alternatives to online

How can we - Hear carers' views and support them?

- Improve communication with Voluntary Council Sector
- Use existing mechanisms i.e. Carers Merton, Cross Roads, respite services
- Carers to be identified by GPs, keep register of carers – flu jab/annual health check, flag up health needs on assessments
- Training and awareness on carers' issues for Healthcare professionals
- Better promotion of carers' entitlements and services
- Young carers – online campaign/social media/competitions through Carers Merton

Who are 'seldom heard groups'?

- Polish and Eastern Europeans
- Groups that find it harder to communicate, e.g.
 - Dementia/MH/learning
 - People who don't have internet access
 - Older people or people on very low income
 - Younger people, e.g. school nursing, counsellors
 - Homeless
 - Housing Associations
 - Ethnic and faith groups
 - Frail, isolated, housebound, living alone
 - Care homes/sheltered residents
 - Travellers
 - Children & young people
 - Carers
 - Young professionals
 - Sensory & physical impairment
 - Learning difficulties
 - English not first or any language

How do we - Engage with seldom heard groups?

- Work closely with existing voluntary or support workers/groups with a voice for these groups i.e. residence associations, housing associations, tenant participation groups, Merton Priory homes, Merton neighbourhood partnership meeting run Merton Priory homes, including children & young people
- Partnership/joint appointment with voluntary and support groups
- Information sharing and knowledge of voluntary groups – directory – linking to web site searchable
-
- How do we - Mobilise the patients in our GP practices?
- Make Patient Participation Groups work

- Practices to advertise opportunities
- Discuss strategy for good agendas/train chairs/consider grouping practices
- Use the “wait” in GP practices, invest in waiting room technology
- Target specific messages at certain times
- Range of media i.e. internet, text, newsletters, social media, press, council offices, community (services)

How do we - Add value to existing structures and systems?

- The CCG needs to listen well to each element of the structure and systems
- As a result of this, they then need to foster collaboration, not competition
- They will then facilitate the right information for seamless care for patients
- Effective information sharing across agencies not just public sector (with consent)
- Clear access and signposting through the systems for all (professionals, services users, families)
- Information and advice for patients

About Patient Participation Groups:

31 participants attended 2 one hour workshops. During the workshop, participants were asked the following questions relating to setting up, and strengthening patient participation groups.

What support would PPGs / PPG members want now and in the future?

- Support/guidance on recruiting members that are representative of the practice population
- PPG Members given training on, and support with
 - Clarification of roles
 - How to hear patients
 - Confidence building
 - Delivering presentations
 - Talking in public
 - Writing questionnaires and surveys
 - Producing newsletters and promotion materials

How can PPGs support their GP Practice now and in the future?

- Feedback on patients experience to Practice Managers – act as face of the patient
- Help with patient surveys and questionnaires
- Promote the PPG within the practice and at local events
- Hold a contact day
- Health promotion day on specific conditions i.e. diabetes, COPD
- Sign post local services
 - Within the Practice i.e. flu jabs, health MOTs
 - Local Pharmacy
 - Out of hours
 - Walk-in Centres
 - Community Services

Other thoughts and feelings from the workshops

- PPGs should have a budget to do specific pieces of work
- Need support from Practice staff to develop PPGs
- Would like GP practices understanding the benefits they don't have the time to support them. don't know what to do with them and don't see them as a positive resource

About Patient Experience:

Two fictional scenarios were acted out in front of the audience, and through coaching and feedback the participants supported the actors to have more constructive and meaningful interactions. The scenes were based around:

- A refugee attempting to newly register at a GP practice.
- A patient with past alcohol and drug addiction going for an ante-natal appointment.

Key Themes:

- Equalities awareness training should be undertaken by all health professionals, clinical and managerial.
- Support in the community - we must be better informed about what services are available in the voluntary and community sector and signpost appropriately.
- Prejudice - everyone has them, but how these are handled and kept in check when dealing with each other is very important.
- Thinking about what different people need, and altering your approach to fit and suit individual needs.

- Terminology - staying away from medical terms and acronyms and using simple English to enable better communication, especially if it is not someone's first language, they are hard of hearing etc.

We Did

Commissioning Intentions

Message from Adam Doyle: 'I found the event a really helpful experience and am hugely appreciative of the number of people who gave their time to tell us about how the services we commission could be improved. From the feedback given, we have revised our commissioning intentions to include:

- Carers and young carers will be more involved in how we design and shape our services
- When planning and reviewing services, we will look at physical and mental health together
- We have incorporated services for younger older adults
- We need to stretch ourselves further in relation to children with complex needs

Feedback from the Engage Merton event has allowed us to enhance the finished product. Documents can be found at www.mertonccg.nhs.uk

Communications and Engagement

MCCG draft Engagement and Communication Strategy builds on the original Patient Engagement and Communication Strategy agreed by the shadow MCCG Governing Body in November 2012.

The draft Strategy outlines how MCCG communicates and engages with its many audiences or stakeholders, sets out our objectives, guiding principles and key areas of communication and engagement activities we need to focus on to be an effective and responsive organisation. The Implementation Plan outlines the action required to achieve the objectives set out in the Strategy.

Both documents take into account the experience during the first six months of MCCG and draw on feedback from the 'Engage Merton' event and other stakeholder events. Further comments on the draft documents will be accepted up to 31st December. Documents can be found at www.mertonccg.nhs.uk

Conclusion

Merton CCG will continue to use the finding from this event to inform and influence local services. Findings will be shared with internal and external colleagues and made available on our website www.mertonccg.nhs.uk

Merton CCG would like to extend their gratitude and say thank you to everyone who took part in this engagement activity. We hope you will join us in 2014 for the next Engage Merton event.

Appendix 2

Urgent Care QIPP Scheme 2014- 2016

The Urgent Care QIPP Scheme aims to redesign pathways within the Merton area in order to improve the quality and efficiency of urgent care systems.

The two main areas seek to proactively manage vulnerable patients and develop reactive pathways to crises in order to avoid unnecessary hospital admissions and keep patients well in the community.

This will be delivered over the next 2 years in a staged approach, with several work streams combining towards this common aim:

Expansion of CPAT - This builds on the existing CPAT pilot, expanding skills, competencies and remit of the existing MDT team. They currently provide rapid holistic assessments of patients over 18 deemed to be at risk of a hospital admission. The aim is to extend their working hours, introduce medical input and increase support in nursing homes.

Work with St George's Hospital (SGH) :

SGH delivers majority of patient activity for Merton area and areas of inefficiency identified which are to be addressed:

Management of Admissions and Timely planning of transfers of care/discharges – Clarify pathways to identify if alternatives exist and stream line discharge planning.

ED/Community Interface @SGH –Redesign STAR Team, Interface Geriatrician and New OPARS (HARI) model - Propose a redesign of the STAR team to incorporate Medical (in the form of a consultant Interface Geriatrician) and Social Care input to support prevention of unnecessary admission and offer rapid holistic assessments to patients who present unwell to the ED.

Interface Geriatrician working across the ED and into the community within the new HARI (Holistic Assessment and Rapid Investigation) service. This service aims to deliver a community-based rapid holistic assessment including diagnostics via an MDT. Team to include Social care, Nursing, Therapy, Memory Assessment as well as the Consultant Geriatrician, and would have close links with the Voluntary Sector. The Service will be located at the Nelson redevelopment from 2015 (with an interim form from October 2014) and will aim to liaise closely with CPAT and other Community and Primary Care teams.

Review of Intermediate Care Beds - Review of existing Intermediate Care Systems, including beds jointly commissioned currently with Sutton CCG. Aim to redesign Intermediate care model to ensure efficiency and seamless merging with other Urgent Care services and models of care.

Locality Based Multi-Disciplinary Teams (Merton wide)- Aim to improve integrated working to facilitate proactive planning for patients and ensuring rapid access to reablement /rehab and social care to support CPAT / STAR/ HARI in preventing unnecessary admissions. Development of Key workers to co-ordinate care for patients at risk of hospital admission.

Appendix 3

Merton Integrated Care Project

Project Board – Terms of Reference

1. Introduction

The Merton Integrated Care Project will develop integrated care across health and social care in Merton, focusing on older people, with the specific outcomes to achieve:

- Reduction in non elective admissions (or a reduction in the rate of growth in admissions) to the three Acute Trusts serving Merton
- Reduction in lengths of stay in these three hospitals, subject to the financials being made to work so that funds can be used for community alternatives
- Reduction in admissions to residential care or nursing homes
- Increase in patient and carer satisfaction

The project is a partnership including:

- Merton Clinical Commissioning Group
- Merton Council
- Sutton and Merton Community Services (part of The Royal Marsden NHS Foundation Trust)
- St George's Healthcare NHS Trust
- Epsom and St Helier University Hospitals NHS Trust
- Kingston Hospital NHS Foundation Trust
- South West London and St George's Mental Health NHS Trust
- Voluntary and community organisations, with involvement of Merton Voluntary Service Council
- Patients, service users and carers, with involvement of Healthwatch Merton

2. Authority

The Merton Integrated Care Project Board takes its authority from the Merton Health and Wellbeing Board, and reports to it via the One Merton Group.

3. Responsibilities

- 3.1. Oversees the development and introduction of the “Merton Model” of integrated health and social care.
- 3.2. Ensures that the style of the project appropriately blends a learning, evolving, exploratory approach which builds on well-functioning aspects of the current system, with a structured project management approach to delivering agreed changes.
- 3.3. Ensures that the project continues actively to involve users and carers, staff, professionals and managers.
- 3.4. Supports the development, implementation and performance management of the Better Care Fund
- 3.5. Ensures that no organisation should be a major gainer or loser in financial terms from integration.
- 3.6. Ensures the development of a Project Plan with clear milestones and ambitious timescales
- 3.7. Monitors progress against the project plan, receiving highlight reports from the Project Director and the project groups.
- 3.8. Monitors progress of key elements of performance of integrated care, with a dashboard of measures, and initiate action amongst the partners where necessary.
- 3.9. Agrees the range of outcomes expected from each part of the plan assuring their quality.
- 3.10. Advises on and manages high level risks
- 3.11. Manages and resolves issues that are identified and escalated.
- 3.12. Maintains a focus on managing relationships to ensure effective delivery of improved outcomes for patients.

4. Membership

Simon Williams	Director of Community and Housing, Merton Council
Eleanor Brown	Chief Officer, Merton CCG
Dan Burningham	Director of Strategy, South West London & St. George’s Mental Health Trust
David Grantham	Director of Workforce and Organisational Development, Kingston Hospital Foundation Trust

Maggie Gairdner	Director, The Royal Marsden NHS Foundation Trust
Janet Samuel	Head of Clinical Programmes, Epsom & St. Helier Hospital NHS Trust
Paul Alford	Divisional Chair for Community Services, St. George's Healthcare NHS Trust
Trudi Kemp	Director of Strategy, St George's Healthcare NHS Trust

Attendees will attend in particular to the Project Director at the discretion of the Chair.

5. Administrative Support

Minutes	Administrative support to commissioners
Distribution & Dates	Jacqui Phelps, Executive Assistant, Merton Council

6. Quorum

One executive member from Merton Council, one executive from Merton Clinical Commissioning Group, and two provider trust executive members.

7. Frequency

Monthly

8. Governance

The Project Board will report to the Health and Wellbeing Board, via the One Merton Group and individual members to their respective organisations. Appendix 1 shows the governance arrangements.

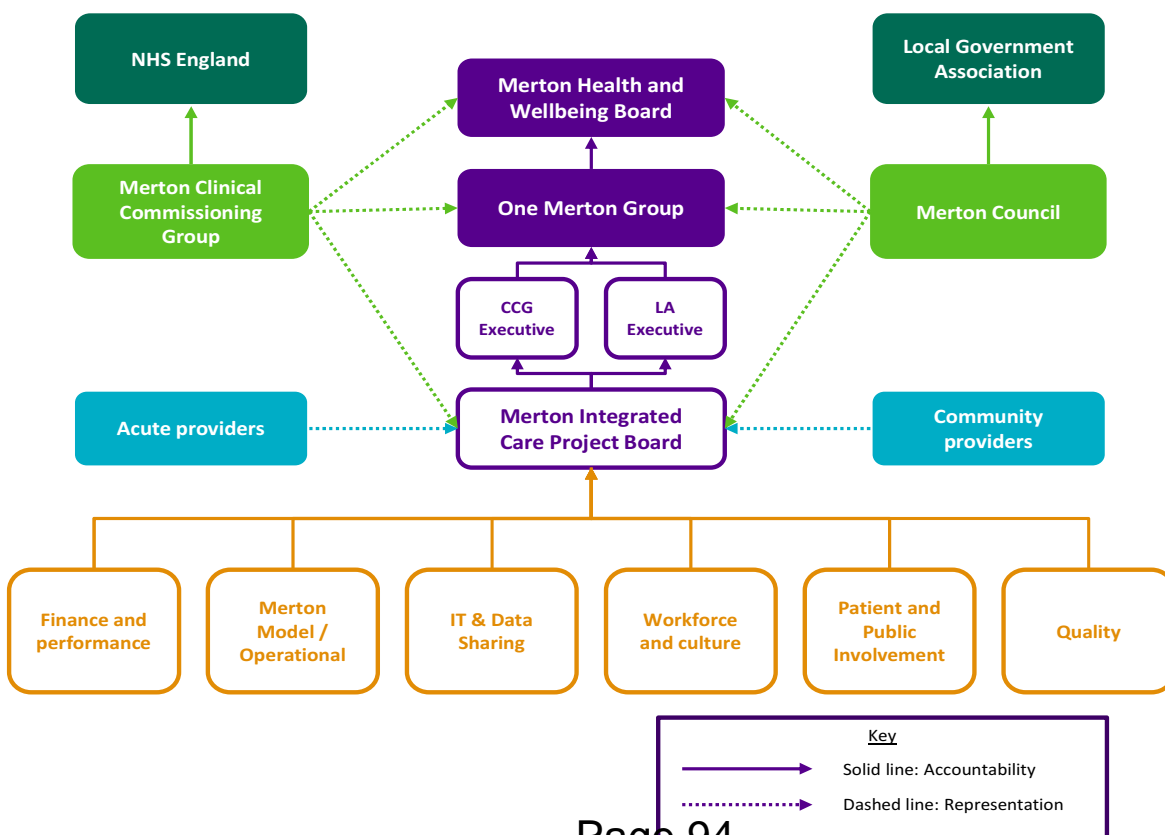
Minutes and action log from this Project Board will be circulated to the chairs of each project group.

9. Review

These terms of reference will be reviewed in October 2014.

February 2014

Appendix 1:



Appendix 4

7-Day Working, London Borough of Merton Initial Thoughts – Early Draft

The Merton approach to 7-day working has been divided into two separate work streams, which are:

1. The Reactive stream, which is based around the current hospital discharge and Reablement Service to facilitate a rapid and timely response. The aim of the reactive stream is to prevent both social and medical admissions to hospital, attendance at A&E, and to facilitate an earlier discharge through the provision of intensive home care and night sits.
2. The proactive stream will focus on providing an enhanced social work service at St Helier's Hospital and St George's Hospital. The service will operate from hospital sites to Merton residents. It will prevent Merton residents unnecessarily being admitted onto an inpatient hospital ward, and will also enable them to be safely supported to return home with an appropriate package of care, avoiding reliance on institutional care (hospital or care home) wherever possible.

The amount of social work presence in St Helier's and St Georges will be increased. If there are difficulties with planned discharges, the social worker will do everything possible to resolve these so that discharge is not prevented or delayed.

3. The Reactive Stream

To meet the aims and objectives of the 7-day working programme and NHS England the in-house Service needs to be fully restructured to ensure the right staff, with the right skills is in the right place at the right time. This restructure will include internal Carers, Senior Carers, Social Workers, Assistant Care Managers, Occupational Therapists, Assistant Occupational Therapists and back office staff such as Admin and Care Organisers. The service will be restructured into three geographical patches to comply with the three new health localities and enhance integration opportunities.

To ensure the 7-day working meets the needs of the customers, it is essential that the interdependencies are recognised and addressed. For the London Borough of Merton there are interdependencies at both ends of the process.

3.1 Interdependencies

Pre-referral – Merton are dependent on health colleagues working 7-days per week to make the referrals into the service. This includes GP's, Community nurses and therapists, Hospital Discharge Coordinators and Consultants. If these groups are not working, referrals on the weekends and out of peak hours will not be possible.

3.2 Post-referral – Following the interventions of the Merton Hospital Discharge and Reablement Service, any case requiring on-going long term support is transferred via the in-house Brokerage Service to an independent sector agency domiciliary

care provider. Again for 7-day working to be achieved there must be a weekend and out of hours Brokerage Service and independent sector agencies will need to extend their hours for taking referrals and setting up care as both services currently work the core 9-5 Monday to Friday hours.

3.3 Additional Resources required

Out of Hours Brokerage Officers to source and set up care packages
Occupational Therapists to implement reablement programmes and techniques and/or provide equipment, minor adaptations and Telecare prior to service packages and /or admissions to residential/nursing or hospital beds.
Out of hours admin support to update the data base on a real time basis.
Additional carers to provide short term intensive home care and night sits
Mobile Response Officer to provide back up and immediate installation of telecare monitoring system

3.4 Additional Training requirements

- All senior Carers to be trained to 'Trusted Assessor' Status
- All carers to receive training in 'Reablement' processes and techniques
- All carers to receive training in basic nursing observations and pressure care awareness.

3.5 Processes

All processes to be reviewed to:

- Eradicate any duplication/overlap internally or with health colleagues.
- Facilitate better use of the independent sector capacity and skills
- Facilitate better use of the third sector specialisms

3.6 Metrics

- i. Number of referrals for prevention of attendance, including night sit provision
- ii. Number of referrals for prevention of attendance, excluding night sit provision
- iii. Numbers of referrals for prevention of admission, including night sit provision.
- iv. Numbers of referrals for prevention of admission, excluding night sit provision
- v. Number of referrals for prevention of re-admission including night sit provision
- vi. Number of referrals for prevention of re-admission excluding night sit provision
- vii. Number of referrals for earlier planned discharge, including night sit provision
- viii. Number of referrals for restarts, including night sit provision
- ix. Number of referrals rejected by the service broken down into the following categories

- Inappropriate referral (wrong borough, insufficient info, medically unfit, under 18)
 - Lack of service capacity
- x. Number of referrals withdrawn by referrer broken down into the following categories:
- Medically unstable
 - Family/patient choice
 - Medical support/equipment not in place
- xi. No of patients going on to admission following the service
- xii. Patients stating their service/experience as good (PREM)

3.7 Proposed costs of additional resource

Post	FT	Unit cost (approx.)	Total cost (approx.)
3 x Occupational Therapists	3	42,000	126,000
2 x Brokerage officers	2	31,000	62,000
2 x Amin Support	2	25,000	50,000
10 x Carers	10 x .5 = 5 FTE	24,000	120,000
1 x Mobile Response Officer	1	40,000	40,000
Total			£398,000

4. The Proactive Stream

4.1 The service will operate as follows;

- **Monday – Friday, 8am – 5pm**, full referral, assessment and supported discharge service for all inpatient wards, assessment wards and accident and emergency units
- **Monday – Friday, 5pm – 8pm**, new referrals will be accepted from assessment wards and accident and emergency units to prevent admissions onto inpatient wards by assessing customer need and risk, setting up immediate support, providing practical help, counselling, information and advice, and signposting. The role of the social worker will also be to resolve any difficulties with planned discharges from inpatient wards, to enable customers to leave hospital.
- **Saturday and Sunday, 9am – 5pm**, same as Monday – Friday, 5pm – 8pm

4.2 Dependencies

A range of other health and social care services and provision will need to be available during the extended hours to enable social workers to effect safe and appropriate hospital discharge and prevention of hospital admission. These include;

- MILES (Reablement, Crisis, Hospital Discharge)
- Community Nurses (monitoring of health conditions)

- Residential/Nursing Homes (respite, interim and emergency admissions) MASCOT (telecare provision for enhanced monitoring, safety and risk management)
- Virtual Beds (for 24 hour care within the home)
- Respite/Reablement Flat (for assessment purposes and to avoid care home admission and promote confidence and independence)
- Occupational Therapy (for assessment and equipment)
- Pharmacy (for provision of medication)
- Hospital Consultants (to agree discharge)
- G.P availability (to facilitate GP home visits where necessary)
- Brokerage (to identify suitable and cost effective care providers)
- Funding (for food, electricity, heating, telephone connection, intensive domestic cleaning, clothing, basic home repairs eg broken windows, new locks etc)

4.3 Outcomes

Clinical – customers will not be admitted to an inpatient hospital ward unless medically necessary, enabling customers to have their needs met in the least intrusive manner, and as close to their familiar home environment as possible. This will relieve pressures on acute services, increase health professionals access to social care services, and improve customer experience.

- **Operational** – joint working between health and social care staff with enhanced hours presence will enable a more productive response to customers, who will be given the right care and support at the most effective time. The project will reduce the spikes in activity caused currently by Monday to Friday working. All of this will support the 4 hour A&E target, other local initiatives to implement seven day working, and support a reduction in the average length of stay for patients

4.4 Costings

Costings have been worked out assuming that locum social workers will be used at a basic rate of £26 per hour. Evening working and Saturday working commands an enhanced rate of 1.5 times the basic rate (£39 per hour), and Sunday working commands an enhanced rate of 1.75 times the basic rate (£45.50).

Costings have also been worked out on the assumption that existing hospital social work staff will cover the hour between 8am and 9am.

Therefore the weekly cost for providing a social worker (2 social workers) at St George's Hospital and St Helier's Hospital from 5pm – 8pm Monday to Friday, and on a Saturday and Sunday from 9am – 5pm, is **£2,743**.

The cost of providing this service 52 weeks per year is **£142,636**.

5. Work Stream Leads

5.1 The Reactive Workstream – Sarah Wells, Service Manager

5.2 The Proactive Workstream – Jenny Rees, Service Manager

Appendix 5

How to use the ACG risk stratification tool

Document Version: 1.2
Date: 10th September 2013
Review: 1st May 2014

This guidance is designed to help you make the most of the risk stratification ACG tool currently being rolled out in Merton. It is also aimed at creating some consistency to help synergise everyone's efforts across Merton CCG (community services, acute care, GPs, social services and mental health).

Please note this guide is a work in progress and we are still learning about the best ways in which the tool could benefit Merton practices. It is due to be posted on the Merton CCG Intranet (when it is set up) and therefore can be updated with new learning in the future.

The CCG is very keen for this whole process to be clinically driven. We are aware that all practices are different and the approach needs to be adapted to reflect this.

We would value feedback on developing this guidance and the sharing of any learning that has emerged.

**Divya Verma
Darzi Fellow**

Content:

Introduction	Page 4
The risk stratification process	Page 5
The risk stratification process (step by step guide)	Page 6
Identifying patients	Pages 7-8
Reviewing risk stratified patients	Pages 9-14
Multi-disciplinary team meetings	Page 15
Information Governance	Page 16
Future development plans	Page 17
Contacts	Page 18
Glossary	Pages 19-20
Appendix 1 – Using the tool to help with PMS KPIs	Pages 21-22
Appendix 2 – What else can you look at	Page 23
Appendix 3 – Social Services Teams	Page 24
Appendix 4 – Community Services Teams	Page 25-26
Appendix 5 – Risk Stratification DES	Pages 27-30

Introduction

WHY RISK STRATIFICATION?

- It is evidence based as being the **best way of predicting events** compared to other 'case finding' approaches including clinical opinion¹
- To **improve patient care** - it can be used to identify specific cohorts of patients to target clinical care such as those patients who are 'under the radar' (i.e. not actively managed or known to the GP Practice) or those that may benefit from more proactive support
- To **improve resource utilisation** by reviewing patients predicted to be 'at risk' of high resource use and identifying ways in which this can be reduced

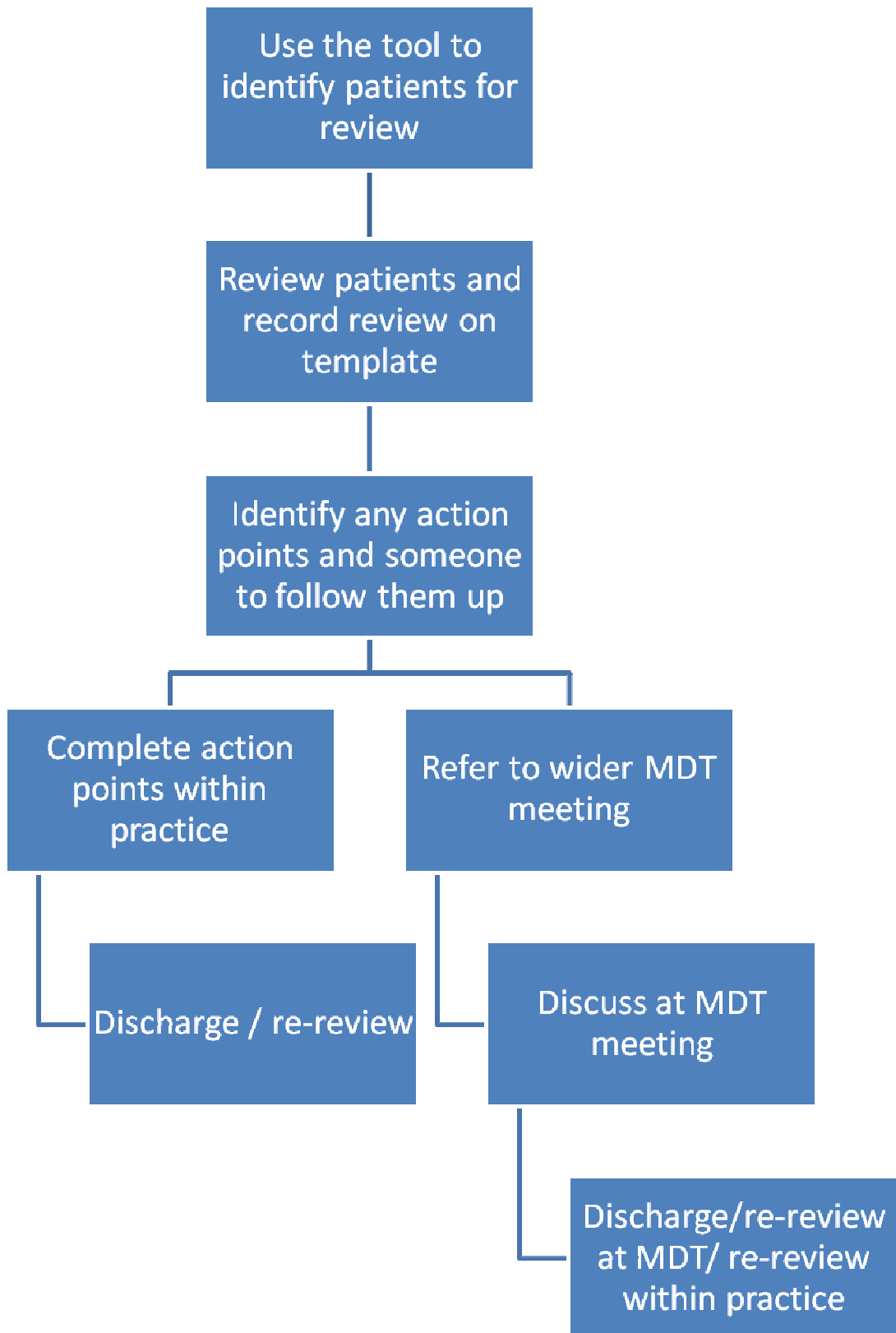
HOW DOES THE ACG RISK STRATIFICATION TOOL WORK?

- It uses primary care data (READ codes from the GP patient record) and secondary care data (patient SUS data) and feeds it into an algorithm produced by Johns Hopkins University
- The algorithm uses the patient's diagnoses and predicted disease patterns to produce scores for the patient. These include scores of current resource use, future resource use, and specific pharmacy use of a patient relative to the practice population

¹ Nuffield Trust (2011) Choosing a predictive risk model: a guide for commissioners in England. Available at

http://www.nuffieldtrust.org.uk/sites/files/nuffield/publication/choosing_predictive_risk_model_guide_for_commissioners_nov11.pdf

The risk stratification process



The risk stratification process (step by step guide)

- 1. Identify a practice lead for risk stratification and case management.**
- 2. Use the ACG risk profiling tool to identify patients to review using the steps provided on page 7.**
- 3. Sort the list by predicted relative cost weight with the highest value at the top.**
- 4. Review the top 10% of this list (with a cap of 40) using the template (to be provided).**
- 5. For each patient reviewed ensure:**
 - They are coded with the READ code 3896 'Assessment of needs – review'**
 - All action points are recorded (including referral to MDT meeting)**
 - A follow up review date is recorded.**
- 6. Discuss any patients identified as suitable for multi-disciplinary review at the MDT meeting. These should be held as a minimum on a quarterly basis. Ensure each patient:**
 - Is coded with READ code 7L1W1 'Assessment by multi -disciplinary team'**
 - Is allocated a lead professional**
 - Has a personalised care plan.**

For more information regarding MDTs and the role of the lead professional refer to the paper entitled 'Integrated Care in Merton' August 2013.
- 7. Each quarter re-run the risk profiling tool as described in step 2 to identify the patients that are in the top 10% (cap at 40) in this quarter. Order the list starting with the highest predicted relative cost weight.**
- 8. Identify anyone on this list who has not already been reviewed. This could be done by searching for anyone who does not have the READ code 3896 or by comparing practice numbers/patient names.**
- 9. Review and discuss identified patients using the process described in steps 4 to 6.**

- 10. Ensure there is a system to identify previous patients who need re-reviewing and action points have been completed from the previous review process.**
- 11. Complete the DES monitoring form every quarter. A search can be performed on the READ codes above.**

Identifying patients

The first step to reviewing patients is to filter the practice population using certain parameters stated in the DES:

a) Patients with 2 or more of the specified long term conditions (asthma, COPD, ischaemic heart disease, heart failure, diabetes)

b) Patients with dementia

Below is a step by step guide on how to do this:

No.	Action
1	Log onto tool
2	Open the case management report
3	Filter in the tool by chronic conditions. Only select the boxes: 'asthma', 'congestive heart failure', 'chronic obstructive pulmonary disease,' 'diabetes', 'ischaemic heart disease.' Press view report
4	Click on the floppy disc icon on the toolbar and export the data to excel
	Scroll across till you can see a spread of 11 chronic conditions Delete the 6 columns which are not the specified conditions above e.g. delete arthritis, chronic renal failure etc. You should be left with 5 columns titled asthma, congestive heart failure, COPD, diabetes and ischaemic heart disease Do not delete hospital activity or any other data
5	Use the 3 new columns on the right hand side at the end of the table (AN, AO and AP) and head them: "ICD Count", "BTH count" and "Total Diagnosis count" respectively. You will need to expand the columns at the top to be able to enter these headings
6	Enter the formula =COUNTIF(W13:AA13,"ICD") into cell AN13 ('ICD Count' column) for the first patient
7	Enter the formula =COUNTIF(W13:AA13,"BTH") into cell AO13 ('BTH Count' column) for the first patient
8	Enter the formula =AN13+AO13 into cell AP13 ('Total Diagnosis Count' column) for the first patient
9	Drag down the formula through each column by selecting the cell where you have entered the data and hovering over the bottom right corner. There will be a black cross which appears which you can then drag
10	Select all rows with data and sort the spreadsheet 'Total Diagnosis Count' column by decreasing values. Please remember to highlight the entire table before sorting on this

	column. You can use the sort and filter option under the heading data and choose 'custom sort' to do this
11	Delete any rows where the count in this column is less than 2
12	Then go back to the tool and search for patients with dementia and delirium under the EDC heading Neur11. Remember to clear any previous filters before running this search
13	Export these patients to excel
14	Delete the 6 columns which are not the specified conditions above e.g. delete arthritis, chronic renal failure etc. You should be left with 5 columns titled asthma, congestive heart failure, COPD, diabetes and ischaemic heart disease Do not delete hospital activity or any other data
15	Select the patients, copy, and paste into the list of patients with 2 or more specified chronic conditions under the last entry. Remember to paste in the very first column (A)
16	Sort by 'predicted relative cost weight' to ensure patients with the highest risk are at the top
17	Save your list to a secure filing area in your practice and label: '2 or more chronic conditions or dementia ddmmyy'

Helpful tips:

- **The data is refreshed monthly on the third Thursday of every month so it is best to generate new lists after this date**
- **Take your top 40 as a starting point and copy this into a new excel spreadsheet /hide the remaining patients**
- **It is often useful to take a few more patients than just the top 10% as there may be patients you do not wish to review (e.g. deceased/previously discussed at GSF meeting) and this enables you to move down to the next person on the list**
- **Some practices have found it helpful to place an 'at risk' marker on the records of these patients so that they are aware that this patient is predicted to have a high predicted cost weight during consultations**

Reviewing risk stratified patients

WHY:

- **A chance to identify and raise awareness of individual risk factors which may 'tip' the patient into crisis**
- **An opportunity to try and intervene in a proactive manner and prevent their conditions worsening and/or emergency hospital admission. These will often be small interventions to try and reduce the predictive risk**
- **To assess whether they would be appropriate to be discussed in a MDT meeting**

HOW:

- **Review the data and record any actions completed as well as those to be completed on a computerised practice system template**
- **Some of the data sources available for review are:**
 - **List of patients produced for the DES (CONSIDER: predicted relative risk, difference in cost weight, diagnoses, hospital dominant count, inpatient emergency admissions)**
 - **Secondary/community care correspondence (CONSIDER: medications, current conditions and their status, causes of A&E admission)**
 - **Patient select and patient viewer section of ACG tool – accessed by clicking the NHS number of the patient (CONSIDER: hospital utilisation)**

- **The template provides a structured way to record the review process. Templates are being designed for EMIS Web, EMIS LV, EMIS PCS and Vision**

Below is a draft of this template and the options available to READ code. The points in purple are some points which may be useful to consider whilst reviewing patients.

Chronic Disease Management

Compare the medical record against ACG coding and secondary care correspondence. Is the ICD coding correct in the records?

Medical records coding reviewed (EMISQRE17 - Review of patient medical records)

.....
...

Codes to be added

- H33 - Asthma
- H3 - Chronic obstructive pulmonary disease
- C10F - Type 2 diabetes mellitus
- C10E - Type 1 diabetes mellitus
- ... and 13 more

.....
...

PLEASE NOTE: Codes will be added to the medical record but NOT to the Problem list; please add codes manually.

.....
...

Review of correspondence

Appropriate actions from correspondence taken (9NDG - Letter actioned by GP)

.....
...

Actions taken:

- 9b0n - Telephone call to a patient
- 9NC3 - Letter sent to patient
- 413 - Laboratory test requested
- 5112 - Radiology requested
- 9N7-2- Patient asked to come in

.....
...

Review of Service Use

Is there anything that can be done to prevent these occurring again e.g. prophylactic antibiotics, referral to specialist services, education about their condition?

Is patient accessing health services inappropriately?

9NO - Inappropriate use of out of hours service

EMISNQIN65 - Inappropriate use of walk-in centre

9Nr - Inappropriate use of accident and emergency service

.....
..

Medication

Has medication been reviewed for suitability, side effects and compliance?

8B3V - Medication review done

8B3U – Medication review due

.....
...

Prevention, Self-Care and Risk Identification

Consider referral for education of their conditions e.g. EPP, diabetes structured patient education, pulmonary rehab, heart failure, memory clinics

Has patient had all appropriate immunisations?

Yes - 68N1 - Up to date with immunisations

No - 68NL - Immunisation due

.....
...

Is the patient at risk of falls?

Yes - 14OC - At risk of falls

No - 14OW - Low risk of falls

.....
...

Is the patient a carer?

Yes - 918G - Is a carer

No - 918r - Not a carer

.....
...

Does the patient have a carer?

Yes - 918F - Has a carer
No - 918V - Does not have a carer

.....
...

Does the patient have mental health needs?
6A6 – Mental Health Review

Is the patient housebound?

13CA - Housebound

Care Plan

Personal care plan completed (GP contract - KPI) (8CMD - Personal care plan completed)

.....
...

Personal care plan offered (9NS5 - Personal care plan offered)

.....
...

Assessment of needs - review (DES) (3896 - Assessment of needs - review)

This could be where the action points are noted

.....
...

Patient identified for discussion at MDT meeting (8HIQ - Referral for multidisciplinary review)

(Some practices have also coded patients considered ‘at risk’ of hospital admission using 13Zu – at risk of hospital admission)

.....
...

Actions from review of records

Therapy Referrals Recommended

- 8H77 – Refer to Physiotherapist
- 8H7X – Refer to Podiatry
- 8H7J – Refer to occupational therapy
- 8HTP – Referral to musculoskeletal clinic
- 8H7G Refer to speech therapist
- 8H7u – Referral to pulmonary rehabilitation
- 8Hj0 – Referral to diabetes structured education programme
- 8H7b – Refer to day hospital
- 8HH5 – Refer to domiciliary physiotherapy
- 8Hk3 – Refer to community respiratory team

Nursing Referrals Recommended

- 8H7w - Referral to continence nurse
- 8Hk3 - Refer to community respiratory team
- 8H71 – Refer to practice nurse
- 8H7e – Referral to nurse practitioner
- 8H72 – Refer to district nurse
- 8H72 – Referral to heart failure nurse
- 8HHJ – Referral to respiratory nurse specialist
- 8HHD – Referral to tissue viability nurse specialist

Other Referrals Recommended

- 8H7p – Referral to community alcohol team
- EMISNQRE57 – Refer to case manager
- 8H78 – Refer to counsellor
- 8H76 – Refer to dietician
- 8H7A – Refer to mental health worker
- 8H7H – Refer to optician
- 8H4D – Referral to psycho-geriatrician
- 8Hc0 – Referral to community mental health team
- 8HT2 – Referral to hearing aid clinic
- 8H75 – Refer to social worker

Follow-up of MDT meeting

Named clinician

.....

.

Follow-up Date (9c0H - Follow up)

Helpful tips:

Administration

- **It may be helpful to freeze the headings on the spreadsheet whilst reviewing patients.**
- **You can print the list off before-hand but the headings are not duplicated onto every page so it can be difficult to know what the columns refer.**

The process

- **Whilst conducting the review it may be useful to have two windows of the patient record open – one to review the notes and the other to complete the template**
- **Some GPs have found it helpful to start this process by reviewing previous action points to ensure they have been completed and discussing any patients from previous discussions whose follow up review is due.**
- **There has been some positive feedback on the benefits of having two or more clinicians present for the review process to be able to challenge each other**
- **It is important the practice seeks patient consent to proceed with any intervention/service advised following the review**

The data

- **The important columns to look at are difference in cost weight, predicted cost weight and hospital dominant count as these are future indicators. Try not to get too distracted by cost which is historic**
- **If the difference in current and predicted risk is negative this suggests the risk is decreasing and these may not be the best patients to review**
- **There may be duplication in some of the patients being identified for review and those being discussed within GSF/EOL meetings. It may be more useful to select another patient from the list if these patients have been reviewed comprehensively already**
- **Patients with cancer or on dialysis may already be well managed within secondary care and there may be little more that can be done.**

NB: If there are any issues being raised regarding the quality of the tool please could you feed these back to David Wilcox and cc Annette Bunka (contact details on page 18)

Multi-disciplinary team (MDT) meetings

The MDT meeting will be practice based (initially at least) with a core team of GP, practice nurse, social worker and named clinician from Community Services.

- **Merton Adult Social Services – there are three senior social workers who are currently supporting this (one for each locality) please see Appendix 3 for details. Additional staff to support this work are being selected and trained.**
- **Community Services – there are community sisters allocated to cover all practices (please see Appendix 4 for details)**
- **The MDT meetings should occur on a minimum quarterly basis.**
- **A lead professional/key worker needs to be nominated – training is currently being developed to support this. For more information see the paper ‘Integrated Care in Merton’ August 2013.**

Helpful tips:

- **It has been suggested that it is useful to have some time prior to the first meeting to get to know the team members, the services they provide and clarify expectations of both sides from the meetings.**
- **One way of engaging all parties involved could be to ask everyone to submit patients they would like to discuss in advance and these can be added to the existing list which would already have been circulated**
- **The MDT could be added onto the end of an existing MDT meeting such as the CMC/GSF meetings**

- **The MDT could be widened to include mental health, palliative care, third sector, specific community team nurses e.g. heart failure nurse.**

Information Governance

IG arrangements are currently changing around risk stratification due to the new guidance which has been released by NHS England.

It is important to be aware that GP Practices have a legal responsibility to make patients aware that their data is being used for the purpose of risk stratification.

There is a generic leaflet and poster which has been created by SL CSU for patient awareness. This should have been provided to practices with the training session or can be obtained by contacting David Wilcox or Wendy Gault (see page 18)

Sources that can be used to increase awareness include:

- Posters**
- Leaflets**
- Website**
- Patient participation groups**

These should also be made available in other languages as appropriate for your practice population

Future Development Plans

- **A macro to allow the patient list to be viewed with patient names**
- **A Merton CCG template to record actions and outcomes from reviewing patients as part of the risk stratification DES. This template is currently being developed and ratified for EMIS Web, EMIS PCS, EMIS LV and Vision**
- **New data sharing contracts to allow the CCG to access practice and CCG level data without patient identifiers in order to help better understand the disease profile in Merton CCG**
- **Developing consistent care plans across the CCG with a potential of using the data from the template to mail merge into care plans for the patient**

Contacts

- **ANNETTE BUNKA (Merton CCG) – annette.bunka@mertonccg.nhs.uk**
Contact regarding DES enquiries and overall programme of integration

- **WENDY GAULT (CSU) – wendy.gault@nhs.net**
Contact regarding queries on training and the ACG tool

- **DAVID WILCOX (CSU) – david.wilcox@swlondon.nhs.uk**
Contact regarding queries on training and the ACG tool (and preparing the list of patients for the DES)

- **DR CARRIE CHILL (PRIMARY CARE SUPPORT) – caroline@carolinechill.co.uk**
Contact regarding queries on the contents of the template

- **JEREMY ROBERTSON – jeremy.robertson@smcs.nhs.uk**
Contact regarding community services attendance in MDT

Glossary

Adjusted Clinical Groups

Adjusted Clinical Groups are used to categorise patients who have a similar pattern of morbidity and resource consumption over the course of a given year. Diagnostic data from primary and secondary care, and primary care prescribing data is used to assign patients to ACGs.

Aggregated Diagnosis Groups

Aggregated Diagnosis Groups (ADGs) are used to categorise diseases and conditions. They represent clusters of ICD codes that are grouped into a single ADG based on the following five clinical criteria:

- Duration of the condition (acute, recurrent, or chronic): How long will healthcare resources be required for the management of this condition?
- Severity of the condition (e.g., minor and stable versus major and unstable): How intensely must healthcare resources be applied to manage the condition?
- Diagnostic certainty (symptoms versus documented disease): Will a diagnostic evaluation be needed or will services for treatment be the primary focus?
- Aetiology of the condition (infectious, injury, or other): What types of healthcare services will likely be used?
- Specialty care involvement (e.g., medical, surgical, obstetric, haematology): To what degree will specialty care services be required?

A patient may be in more than one ADG

Expanded Diagnosis Clusters

Expanded Diagnosis Clusters (EDCs) are groupings of diagnosis codes which are used to easily identify people with specific diseases or

symptoms. There may be many ICD codes for a particular diagnosis, so they are mapped to a single EDC to reduce the impact on your analysis of differences in ICD coding styles

EDCs are also grouped into Major Expanded Diagnosis Clusters (MEDCs). For example, there are six allergy EDC codes which are grouped under a single 'Allergy' MEDC code

Current cost weight

The relative cost weight based on the ACG assigned to the individual, relative to an average of 1.0 for the whole population. This is sometimes referred to informally as 'current risk'

Predicted cost weight

The estimated relative total costs for the following 12 months. This is based on how an individual's disease burden is likely to change and is compared to a population average of 1.0. This is sometimes referred to informally as 'Predicted Relative Risk'

Hospital Dominant Count

A count of Aggregated Diagnosis Groups containing trigger diagnoses indicating a high probability (typically greater than 50%) of future admission

Frailty Flag

This flag exists if the individual has a diagnosis related to any of the following: malnutrition, dementia, impaired vision, decubitus ulcer, incontinence, loss of weight, obesity, barriers to access of care, mobility impairment, fallers

GP Activity

Count of all GP 'encounters' recorded in the practice system

Appendix 1 - Lists to assist with PMS KPI targets

In the PMS contract the admission reduction KPI requires practices to review and produce care plans for all patients who are at risk. It specifies these as:

- 1. 2 or more emergency admissions in the last 12 months**
- 2. 2 or more of the following chronic conditions: asthma, COPD, chronic heart failure, ischaemic heart disease, diabetes**
- 3. Other patients considered at risk e.g. those identified by a risk profiling tool**

It is important to have systems in place to identify and review these patients

- 1. Creation of a list of patients with 2 or more emergency admissions in the last 12 months**

No.	Action
1	Log onto tool
2	Open the case management report
3	Filter in the tool by care utilisation. Only select the box 'Inpatient Emergency Activity > 0'. Press view report
4	Sort in the tool by decreasing number of emergency admissions
5	Click on the floppy disc icon on the toolbar and export the data to excel
6	Delete all rows towards the bottom where there are less than 2 emergency admissions
7	Save your list to a secure filing area in your practice and label: '2 or more emergency admissions ddmmyy'

2. Creation of a list of patients with 2 or more specified chronic conditions in the last 12 months

No.	Action
1	Log onto tool
2	Open the case management report
3	Filter in the tool by chronic conditions. Only select the boxes: 'asthma', 'congestive heart failure', 'chronic obstructive pulmonary disease,' 'diabetes', 'ischaemic heart disease.' Press view report
4	Click on the floppy disc icon on the toolbar and export the data to excel
	<p>Scroll across till you can see a spread of 11 chronic conditions</p> <p>Delete the 6 columns which are not the specified conditions above e.g. delete arthritis, chronic renal failure etc.</p> <p>You should be left with 5 columns titled asthma, congestive heart failure, COPD, diabetes and ischaemic heart disease</p> <p>Do not delete hospital activity or any other data</p>
5	Use the 3 new columns on the right hand side at the end of the table (AN, AO and AP) and head them: "ICD Count", "BTH count" and "Total Diagnosis count" respectively. You may need to expand the columns at the top to be able to enter these headings
6	Enter the formula =COUNTIF(W13:AA13,"ICD") into cell AN13 ('ICD Count' column) for the first patient
7	Enter the formula =COUNTIF(W13:AA13,"BTH") into cell AO13 ('BTH Count' column) for the first patient
8	Enter the formula =AN13+AO13 into cell AP13 ('Total Diagnosis Count' column) for the first patient
9	Drag down the formula through each column by selecting the cell where you have entered the data and hovering over the bottom right corner. There will be a black cross which appears which you can then drag
10	Sort the spreadsheet 'Total Diagnosis Count' column by decreasing values. Note, you must highlight the entire table before sorting on this column. You can use the sort and filter option under the heading data and choose 'custom sort' to do this
11	Delete any rows where the count in this column is less than 2
12	Further sort by 'predicted relative cost weight' to ensure patients with the highest risk are at the top
13	Save your list to a secure filing area in your practice and label: '2 or more chronic conditions ddmmyy'

Appendix 2 – What else can you look at:

- **Patients most likely to go into hospital** – sort by hospital dominant count (i.e. number of conditions that make them >50% likely to go into hospital) as well as predicted relative cost weight
- **Patients at risk of greatest change in their scores** – sort by difference in cost weight
- **Patients who have low GP attendance but are at highest risk** – filter by GP Activity = 0 (under care utilisation) then order by predicted cost weight
- **Patients with high predicted future pharmacy costs** – sort by predicted relative pharmacy cost weight
- **Patients with particular disease profiles** (to ensure QOF targets are being met) – filter by chronic condition or if you want to be more specific EDC
- **Highest A&E admissions** – filter by inpatient emergency admissions>0
- **Frail and elderly (possibly for reablement)** – filter patients with frailty flag
- **Patients with a chronic disease but no contact** – select the tile ‘patients with chronic disease and no activity’. Sort by predicted cost weight. Do the top few need any extra interventions?

- Appendix 3 – Social Services Teams



**East Merton
Senior Social Worker
(Health Liaison)
Gifty Asare- Badu
Telephone: 020 8545
4431
Email:
[gifty.asare-
badu@merton.gov.uk](mailto:gifty.asare-badu@merton.gov.uk)**

**Raynes Park
Senior Social Worker
(Health Liaison)
Lorraine Henry
Telephone: 020 8545
4405
Email:
[lorraine.henry@merton.g
ov.uk](mailto:lorraine.henry@merton.gov.uk)**

**West Merton
Senior Social Worker
(Health Liaison)
Naomi Lamptey
Telephone: 020 8545
4508
Email:
[naomi.lamptey@merton.
gov.uk](mailto:naomi.lamptey@merton.gov.uk)**

Appendix 4 Community Services Contacts

<u>Surgery</u>	<u>Community Sister</u>	<u>Team Mobile</u>	<u>Team email</u>	<u>Nurse Manager</u>	<u>Nurse Manager Contact</u>
Alexandra Road	Sheryl Moore-Quavar	07714 427 043	nhsswl.smcsWimble donTeam@nhs.net	Jeremy Robertson	020 8687 4760 0777 085 0069
Cannon Hill Lane	Vacant (covered by Antonia Brown)	07714 427 043	nhsswl.smcsWimble donTeam@nhs.net	Jeremy Robertson	020 8687 4760 0777 085 0069
Central Medical Centre	Antonia Brown	07714 427 043	nhsswl.smcsWimble donTeam@nhs.net	Jeremy Robertson	020 8687 4760 0777 085 0069
Church Lane	Catherine Gourlay	07714 427 043	nhsswl.smcsWimble donTeam@nhs.net	Jeremy Robertson	020 8687 4760 0777 085 0069
Cricket Green Medical Practice	Melissa Civile	077 7573 2457	nhsswl.smcsMitcha mTeam@nhs.net	Lisa Venables	07881 831 389
Figges Marsh Surgery	Melissa Civile	077 7573 2457	nhsswl.smcsMitcha mTeam@nhs.net	Lisa Venables	07881 831 389
Francis Grove	Sheryl Moore-Quavar	07714 427 043	nhsswl.smcsWimble donTeam@nhs.net	Jeremy Robertson	020 8687 4760 0777 085 0069
Graham Road Surgery	Melissa Civile	077 7573 2457	nhsswl.smcsMitcha mTeam@nhs.net	Lisa Venables	07881 831 389
Grand Drive	Vacant (covered by Catherine Gourlay)	07714 427 043	nhsswl.smcsWimble donTeam@nhs.net	Jeremy Robertson	020 8687 4760 0777 085 0069
James O'Riordan	Antonia Brown	07714 427 043	nhsswl.smcsWimble donTeam@nhs.net	Jeremy Robertson	020 8687 4760 0777 085 0069
Lampton Road	Vacant (covered by Sheryl Moore-Quavar)	07714 427 043	nhsswl.smcsWimble donTeam@nhs.net	Jeremy Robertson	020 8687 4760 0777 085 0069
Lavender Fields / Colliers Wood Surgery	Angella Barrett	077 7068 4838	nhsswl.smcsMitcha mTeam@nhs.net	Lisa Venables	07881 831 389

Merton Medical	Catherine Gourlay	07714 427 043	nhsswl.smcsWimbledonTeam@nhs.net	Jeremy Robertson	020 8687 4760 0777 085 0069
Mitcham Medical Centre	Angella Barrett	077 7068 4838	nhsswl.smcsMitchamTeam@nhs.net	Lisa Venables	07881 831 389
Morden Hall	Catherine Gourlay	07714 427 043	nhsswl.smcsWimbledonTeam@nhs.net	Jeremy Robertson	020 8687 4760 0777 085 0069
Princes Road	Sheryl Moore-Quavar	07714 427 043	nhsswl.smcsWimbledonTeam@nhs.net	Jeremy Robertson	020 8687 4760 0777 085 0069
Riverhouse Medical	Sheryl Moore-Quavar	07714 427 043	nhsswl.smcsWimbledonTeam@nhs.net	Jeremy Robertson	020 8687 4760 0777 085 0069
Rowans Surgery	Ash Kassaye	079 6131 7073	nhsswl.smcsMitchamTeam@nhs.net	Lisa Venables	07881 831 389
Stonecot	Antonia Brown	07714 427 043	nhsswl.smcsWimbledonTeam@nhs.net	Jeremy Robertson	020 8687 4760 0777 085 0069
Tamworth House Surgery	Ash Kassaye	079 6131 7073	nhsswl.smcsMitchamTeam@nhs.net	Lisa Venables	07881 831 389
Vineyard Hill	Sheryl Moore-Quavar	07714 427 043	nhsswl.smcsWimbledonTeam@nhs.net	Jeremy Robertson	020 8687 4760 0777 085 0069
Wandle Road	Antonia Brown	07714 427 043	nhsswl.smcsWimbledonTeam@nhs.net	Jeremy Robertson	020 8687 4760 0777 085 0069
Wideway Medical Surgery	Ash Kassaye	079 6131 7073	nhsswl.smcsMitchamTeam@nhs.net	Lisa Venables	07881 831 389
Wilson Walk in	Melissa Civile	077 7573 2457	nhsswl.smcsMitchamTeam@nhs.net	Lisa Venables	07881 831 389
Wimbledon Village	Sheryl Moore-Quavar	07714 427 043	nhsswl.smcsWimbledonTeam@nhs.net	Jeremy Robertson	020 8687 4760 0777 085 0069

Appendix 5 – Risk stratification DES

Enhanced Service Specification - Risk Profiling and Care Management Scheme -2013/14

The minimum requirements for the Merton CCG Enhanced Service Scheme entered into with GP practices are that:

1. The GP practice carries out, on at least a quarterly basis, risk profiling using the risk profiling tool agreed by Merton CCG (which for 2013/14 is the Sollis/ACG tool) **DES REQUIREMENT A**
2. The GP practice use the risk profiling tool on a minimum quarterly basis to identify two cohorts of patients:
 - a. Patients with 2 or more of the specified long term conditions (asthma, COPD, ischaemic heart disease, heart failure, diabetes)
 - b. Patients with dementia
3. The above cohorts are combined to create one list of patients
4. The patients identified by these searches are sorted by predicted relative cost weight¹ (used as a proxy for emergency admission risk) which is calculated by the tool
5. The practice selects the top 10% of this sorted list (with a cap at 40 patients) for initial assessment within the practice, on at least a quarterly basis.
6. The initial assessment consists of a review of the patient using the criteria attached in Appendix A on a computerised practice system template. The initial assessment should be READ coded 3896 'Assessment of needs – review' in the patient record
7. Patients from the initial assessment considered suitable for active case management are identified for discussion at a Multi-Disciplinary Team (MDT) meeting **DES REQUIREMENT B**

8. The practice needs to redo steps 2-5 above and review the list of the top 10% (or the top 40 patients) at least every quarter and undertakes an initial assessment on any patients who are new to that list
9. The patients identified for case management are discussed within an appropriate MDT meeting on at least a quarterly basis, in order to develop a personalised care plan. This care plan should be designed to improve quality of care and reduce individual risk of emergency hospital admission, using an integrated approach. Patients are reviewed as required. The discussion at the MDT should be READ coded 7L1W1 'Assessment by multi disciplinary team' in the patient record **DES REQUIREMENT D**
10. Within the multi-disciplinary team, a lead professional needs to be nominated who is responsible for each patient identified for case management, including: **DES REQUIREMENT E**
 - Undertaking a review with the patient
 - Undertaking a care planning discussion with the patient (and carer if appropriate)
 - Ensuring delivery of the personalised care plan agreed in the MDT
 - Agreeing the frequency for reviewing the care plan with the patient
11. The practice also needs to agree an overall nominated lead for risk stratification and case management **DES REQUIREMENT E.**

¹ The estimated relative total costs for the following 12 months. This is based on how an individual's disease burden is likely to change and is compared to a practice population average of 1.0

Risk Profiling and Care Management Scheme – Quarterly return

i. The GP Practice has carried out risk profiling at least once this quarter using the risk profiling tool agreed by CCG.	Please indicate: YES or NO
ii. State the number of patients that meet the agreed criteria: (as identified in Steps 2-4 by your risk profiling tool).	Please state number:
iii. State the number of patients (from the list above) who have had an initial assessment using the agreed criteria.	Please state number:
iv. State the number of patients (from the list above) who have been reviewed by a multi -disciplinary team.	Please state number:
v. The practice to confirm it has carried out regular MDT meetings (at least quarterly) which have developed a shared and integrated approach to the case management for patients identified in iv above.	Please indicate: YES or NO. Please list dates of MDT meeting:
vi. The MDT to agree a nominated lead professional who is responsible for each of the patients identified for case management whose role includes undertaking a review and care planning discussion with the patient at a frequency agreed with the patient and delivering the care plan .	Please summarise the number of patients newly allocated to specific professional groups by the MDT. GP- Practice Nurse- District Nurse - Therapist (please specify) - Social Care- Other (please specify) -
vii. The practice to agree an overall nominated lead for risk stratification and case management.	Please state overall lead professional in the practice for this work:

For post payment verification the practice should retain:

- Sign in sheets to MDT meetings

Appendix A- Initial Assessment Template – options to appear as dropdown options or spaces on a computerised template. This template will have a READ code which can be used by GPs to run searches if required. If any of the answers are ‘no’ please action/record action points to be carried out

Chronic Disease Management

- Are all diagnoses coded correctly (Y/N)

Recent correspondence (e.g. secondary care/community services letters) and service use

- Have recommendations been completed (Y/N)
- Is patient accessing right services at right time e.g. A & E attendance (Y/N)
- Is education required informing of alternatives (Y/N)
- Are any investigations outstanding or required (Y/N)
- Action points from above questions:

Medication

- Is medication appropriate – consider polypharmacy, prophylactic medication (Y/N)
- Is the medication review in date – consider use of community pharmacist (Y/N)
- Is compliance an issue (Y/N)
- Action points from above questions.....

Prevention and self care

- Has patient had all appropriate immunisations
- Has patient and carer been referred/signposted for education and help for their conditions – consider EPP, diabetic, pulmonary rehab, heart failure, memory clinic services, third sector (Y/N)
- Is there a support mechanism in place for crises e.g. telephone number (Y/N)
- Have you considered risk of falls, screening for depression/dementia, social care assessment (Y/N)
- Does the patient have a carer – are they known to the practice, are they READ coded (Y/N)
- Is the patient a carer and had a carer assessment
- Action points from above questions.....

Care Plan

- Completed care plan in place – key conditions, medications, interventions, clinicians, contingency planning, agreed goals, review date (Y/N)
- Shared with patient (Y/N)
- Action points from above questions

Follow up

- Is patient appropriate for case management in MDT – add to MDT list (Y/N)
- Date of follow up (set reminder)
- Named clinician.....

This page is intentionally left blank

ASSOCIATION**Finance - Summary**

For each contributing organisation, please list any spending on BCF schemes in 2014/15 and the minimum and actual contributions to the Better Care Fund pooled budget in 2015/16.

Organisation	Holds the pooled budget? (Y/N)	Spending on BCF schemes in 14/15 £000s	Minimum contribution (15/16) £000s	Actual contribution (15/16) £000s
Merton Local Authority	Y	3,054		6,453
Merton CCG	Y	4,665		5,745
BCF Total		7,719		12,198

Approximately 25% of the BCF is paid for improving outcomes. If the planned improvements are not achieved, some of this funding may need to be used to alleviate the pressure on other services. Please outline your plan for maintaining services if planned improvements are not achieved.

Merton Local Authority and Merton CCG have agreed a risk share, which results in 50% of new investment money which is equal to the performance fund being held back, and will be released to either party when the performance metrics are achieved. A finance and performance group consisting of key people from both organisations has been set-up and will meet on a monthly basis to monitor finances along with national and local performance metrics. This group will inform the Operational & Delivery group of performance so that corrective action can be taken to receive the full performance fund.

Contingency plan:	2015/16 000s	Ongoing 000s
Reducing avoidable emergency admissions to hospital, reducing delayed transfer of care from hospital and reducing permanent admissions to residential and nursing homes	Planned savings (if targets fully achieved)	£900
	Maximum support needed for other services (if targets not achieved)	
		£798

Please list the individual schemes on which you plan to spend the Better Care Fund, including any investment in 2014/15. Please expand the table if necessary.

BCF investment	Lead provider	2014/15 spend £000s		2014/15 benefits £000s		2015/16 spend £000s		2015/16 benefits £000s	
		Recurrent	Non-recurrent	Recurrent	Non-recurrent	Recurrent	Non-recurrent	Recurrent	Non-recurrent
Integrated locality teams	CCG/LA	1,177				1,530			
Seven day working	CCG/LA	350				740			
Prevention of Admission	CCG/LA	943				1,187			
Community beds and rehabilitation	CCG/LA	2,488				2,907			
Protecting and Modernising Social Care	LA	1,877				3,577			
Developing personal health and care budgets	LA	0				400			
Investing into integration infrastructure	CCG/LA	248	85			248	115		
Carers breaks	CCG	551				551			
Disabled Facilities Grant	LA					528			
Social Care Grant	LA					416			
Total		7,634	85	1,000		12,084	115	3,000	



Engiana

Outcomes and metrics

For each metric other than patient experience, please provide details of the expected outcomes and benefits of the scheme and how these will be measured.

1. Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population. The programme aims to curb the current 2% increase in residential and nursing home admissions to 0% increase by supporting more people to live at home. The benefit will be to maintain the current rate of admissions to nursing and residential care.
2. Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services. The ambition is to increase the current rate of effectiveness from 84% to 85.7% whilst increasing the number of people offered reablement and rehabilitation services. The benefit will be that, whilst the reablement programme becomes more effective, more people are supported to stay at home.
3. Delayed transfers of care from hospital per 100,000 populations. The programme aims to reduce the current trajectory of a 15% increase in the number of DTOCs to 5% increase in 2014/15. (10% real time reduction). The benefit will be seen in a lower than trajectory number of excess bed days. DTOC data will be used to measure and monitor monthly progress towards achieving the outcomes ambition.
4. Avoidable emergency admissions (composite measure). The programme aims to reduce the current trajectory of 11% increase in the rate of avoidable admissions rate to 6.5% growth in 2014/15. The benefit will be seen in a lower than trajectory number of avoidable admissions to acute hospitals. SUS data for avoidable admissions will be used to monitor monthly progress towards achieving the outcomes ambition.
5. Local metric: Proportion of older people (65 and over) who will receive Reablement to enable independence. The aim of the programme is to increase the percentage of older people (65 and over) discharged from hospitals that are offered reablement/ rehabilitation from 0.9% to 2%. The benefit will be to support more people to live at home after hospital discharge.

For the patient experience metric, either existing or newly developed local metrics or a national metric (currently under development) can be used for October 2015 payment. Please see the technical guidance for further detail. If you are using a local metric please provide details of the expected outcomes and benefits and how these will be measured, and include the relevant details in the table below.

National metric to be used.

For each metric, please provide details of the assurance process underpinning the agreement of the performance plans

1. The performance plans for all the metrics (covered the same assurance process).
 - 1.1. Performance plans for the assurance process for the metrics (covered the same assurance process).
 - 1.1.1. Performance plans for the assurance process for the metrics (covered the same assurance process). We used to track Merton performance compared to our Commissioning for value peer group (Avoidable admissions and DTOC) and CIPFA peer group (Permanent admissions of older people, Proportion of older people at home 91 days into reablement/rehabilitation services, proportion of people offered the service)
 - 1.1.2. Performance changes were calculated using the 13/14 forecast output, compared to 12/13 performance and considered within the context of changes to the health and social care system.
 - 1.1.3. The Finance and performance group, a subgroup of the Merton Integrated Project board agreed the improvement ambitions based on 1.) ranking amongst peers and 2.) 13/14 forecast performance compared to 12/13 performance.
 - 1.1.4. The agreed metrics were agreed via chairs action prior to submission on the 14th of February.

If planning is being undertaken at multiple HWB level please include details of which HWBs this covers and submit a separate version of the metric template both for each HWB and for the multiple-HWB combined

N/A

Metrics	Metric Value	Current Baseline (as at...)	Performance underpinning April 2015 payment	Performance underpinning October 2015 payment
Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population	Numerator	420.8		420.8
	Denominator	100	N/A	100
		0.23765		0.23765
Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services	Metric Value	84.0%		85.7%
	Numerator	27		60
	Denominator	32	N/A	70
Delayed transfers of care from hospital per 100,000 population (average per month)	Metric Value	79.0	94.4	96.7
	Numerator	1,502	1,436	1,001
	Denominator	157,800	169,009	172,611
Avoidable emergency admissions (composite measure)	Metric Value	1,607	829	856
	Numerator	3,289	1,783	1,840
	Denominator	202,225	215,021	215,021
Patient / service user experience. National measure to be used.		N/A	N/A	N/A
Proportion of older people (65 and over) who were offered reablement and rehabilitation services	Metric Value	0.9%	1.5%	2.0%
	Numerator	30	50	70
	Denominator	3345	3412	3480

This page is intentionally left blank

Cabinet

Date: 10 March 2014

Subject: Adoption of Merton's Community Infrastructure Levy (CIL) Initial Strategic Infrastructure List

Lead officer: Director for Environment and Regeneration, Chris Lee

Lead member: Cabinet Member for Environmental Sustainability and Regeneration, Councillor Andrew Judge

Contact officer: Strategic Policy and Research Manager, Tara Butler; S.106 Monitoring Officer Tim Catley

Recommendations:

That Cabinet (10 March 2014) recommends that full Council (2 April 2014) adopts Merton's Community Infrastructure Levy initial Strategic Infrastructure List (Reg 123 List) in order to continue to secure developer contributions once Merton's CIL is in place.

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 Following adoption of the Merton Community Infrastructure Levy (CIL) Charging Schedule by Council in November 2013, CIL (CIL) will largely replace Section 106 agreements (S.106) in helping to fund infrastructure necessary to support new development.
- 1.2 "Infrastructure" can include education, health, community facilities, public realm initiatives, parks and other open spaces, sports facilities, walking and cycling routes, nature conservation and other matters. Affordable housing will still be secured through S106 obligations.
- 1.3 Under the CIL Regulations 2010 (as amended) councils that are charging CIL are required to publish a list of strategic infrastructure that they intend to spend CIL funding on. This list is called a Regulation 123 list or the CIL Strategic Infrastructure List.
- 1.4 If Merton chose not to publish such a list, then securing S.106 or S.278 agreements (for highways) for infrastructure would be unlawful once Merton's CIL charge starts on 01 April 2014. While most S.106 contributions for infrastructure will discontinue after Merton's CIL comes into effect, the council will still need to secure site-specific S106 agreements (and/or S278 highways agreements) for measures such as the provision of vehicular access to new development.

- 1.5 The purpose of this report is to recommend that full Council (2 April 2014) adopts Merton's CIL Initial Strategic Infrastructure List (Reg 123 List) in order to continue to secure S.106 and S.278 agreements for site-specific infrastructure once Merton's CIL charge starts on 01 April 2014.
- 1.6 The list (attached as appendix 1 to this report) is a short initial list based on the infrastructure identified in Merton's Core Planning Strategy as necessary to support future development in Merton.
- 1.7 From summer 2014, it is proposed that public consultation with residents, businesses and other stakeholders takes place to update the list, after which a report containing the final list will be taken to Cabinet and Council for adoption.

2. DETAILS

- 2.1 CIL is a charge that can be levied on development under the CIL Regulations 2010 (as amended) and government guidance.
- 2.2 The funds raised can be used by the local authority to help pay for local infrastructure necessary to support development (e.g. parks and open spaces, school places, healthcare and public realm improvements etc).
- 2.3 Government is clear that CIL should only be used to part fund infrastructure, usually between 10% and 30% of the total cost. Other sources of funding, e.g. government borrowing, grants etc should make up around 70% of the costs of what is needed.
- 2.4 It is expected that Merton's CIL will generate approximately £1million a year in total to help fund healthcare, education, open spaces and all other forms of infrastructure. As with most London boroughs, Merton's infrastructure funding requirement is approx. £150million between 2011 and 2026.
- 2.5 Merton's CIL charge was adopted on 20 November 2013 and applies to new developments in Merton that are granted planning permission from 01 April 2014 and for the most part will replace S.106 agreements for infrastructure. S.106 agreements will remain for affordable housing, non-infrastructure measures and the occasional site specific infrastructure requirement like a site access road/crossover
- 2.6 As set out in the reports to Cabinet and full Council in July and November 2013, lists of projects that may receive CIL funding would be subject to public consultation. This would allow residents, businesses and other key stakeholders to suggest projects to be put on these lists for to consider for funding. However all projects put on these lists would have to be in accordance with government regulations and statutory guidance.

- 2.7 As CIL funds are payable when the development starts, and not when planning permission is granted, there is usually a time lag of more than nine months between CIL being applied to the first developments and CIL funds being received in significant amounts by the council. In Merton's case, this means we expect CIL funds to effectively start accruing by about December 2014 (from an April 2014 start)
- 2.8 The council proposes to use the initial months where the CIL pot is still small to consult on two lists of items that Merton's CIL might be spent on: Merton's Strategic Infrastructure List and Merton's Neighbourhood Funding List.
- 2.9 As legally required, one of these lists will include a set of strategic infrastructure projects based on the infrastructure table set out in Table 27.2: "Infrastructure Projects" of Merton's Core Planning Strategy (2011). Table 27.2 sets out the key infrastructure projects that are needed to support the planned development of the borough up to 2026. This list will be called the Regulation 123 list or **Merton's Strategic Infrastructure List**.
- 2.10 Not all of the projects on Merton's Strategic Infrastructure List will secure funding in any given year as Merton's CIL is likely to be small relative to demand for funding. However, under the CIL Regulations and government guidance, the council is required to publish the full list on the website for as long as Merton's CIL is in effect. This is to provide clarity to developers seeking planning permission as to what infrastructure the council might spend their CIL payments on and what infrastructure may still be subject to S.106 or S.278 obligations required in association with planning permissions. Where a list has been published, it can be amended after proportionate community consultation although the scale and duration of the consultation is at the council's discretion.
- 2.11 Given the introduction of the Merton CIL on 1 April 2014 and the timescales intended for consultation, the publication of a initial strategic infrastructure list is required so as to allow the council to still seek S.106 or S.278 agreements for site-specific infrastructure needed for planning permission. If the council chooses not to publish a initial strategic infrastructure list, landowners and developers cannot be asked to contribute S.106 or S.278 as part of their planning permissions, resulting in lost funding for local areas.
- 2.12 In October 2013, government published the results of its most recent consultation on how CIL is applied and what it can be spent on. Further amendments to the CIL Regulations and guidance came into effect in February 2014.
- 2.13 The timing of these government amendments have resulted in the delays to some of the preparations for the implementation of the Merton CIL and have necessitated the publication of a initial strategic infrastructure funding list.

- 2.14 The government also requires that the allocation of 15% of CIL funding from each site is agreed with the neighbourhood where the development occurs. In summer 2014, in consultation with councillors, residents, businesses and others, the council will be preparing a draft **Neighbourhood Funding List** and a draft neighbourhood funding allocation process. The neighbourhood funding list will be separate to the Strategic Infrastructure List. Identification of an infrastructure project or type of infrastructure on the neighbourhood funding list will not affect the ability to secure S.106 or S278 agreements for those infrastructure projects.
- 2.15 As CIL will replace some Section 106 (such as most contributions for open space or school places) it is proposed that Merton's Planning Obligations supplementary planning document be revised later in 2014, based on the most up-to-date CIL Regulations. We will report on the progress of these documents to councillors later in 2014. Guidance on the collection of CIL and S.106 for planning officers and planning applicants will be published on the council's website for 1 April 2014.

3. ALTERNATIVE OPTIONS

- 3.1 If the council chooses not to publish a initial strategic infrastructure list from 01 April 2014, landowners and developers cannot be asked to use S.106 or S.278 for infrastructure projects as part of their planning permissions, resulting in lost funding for local areas and it would be at considerable risk of:
- maladministration by the Local Government Ombudsman for failing to facilitate the granting of planning permission for development that would otherwise be acceptable with a S.106 or S.278 agreement for site specific infrastructure or
 - judicial review for unlawful use of S.106 or S.278 agreements under Regulation 123 of the Community Infrastructure Regulations 2010 (as amended).

4. CONSULTATION UNDERTAKEN OR PROPOSED

- 4.1 Table 27.2: Infrastructure Projects Merton's Core Planning Strategy (2011) is the basis for Merton's initial Strategic Infrastructure List. Its contents have been heavily consulted on with local communities during the preparation of Merton's Core Planning Strategy (between 2006-2011) before it was examined by an independent Planning Inspector, found 'sound' and thereafter adopted in 2011.
- 4.2 Merton's CIL Charging Schedule has been consulted on for a total of more than six months: the first time between January and March 2012 (responses were accepted into May 2012) and the second time between March and May 2013. Responses to these consultations have been considered in preparing Merton's final CIL. Responses and the council's actions from these responses are set out on Merton Council's website: www.merton.gov.uk/cil

- 4.3 As set out earlier in this report, the council proposes to commence consultation associated with the allocation of Merton CIL in summer 2014.

5. FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 5.1 As set out in reports to Cabinet (04 July 2013) and council (10 July 2013), Merton's proposed CIL charge is forecast to generate approximately £1million per year to help support infrastructure necessary for development, against an infrastructure funding requirement of c£150million.
- 5.2 The average total S106 received by the council per year is £960,000 (averaging the 11 years 2000-2011). As s106 will largely be replaced by CIL, it is clear that Merton's CIL is unlikely to generate significantly more funding that the council has previously received for infrastructure.
- 5.3 The publication of an initial strategic infrastructure list will not preclude the expenditure of CIL monies on measures that are not on the list.
- 5.4 It will enable the use of S.106 and S.278 agreements to continue for site-specific infrastructure contributions from 1 April 2014.
- 5.5 As set out in the body of this report, if the council did not approve the initial Strategic Infrastructure List, the council could be subject to a successful judicial review or maladministration should it chose to secure S106 and S278 as well as CIL from landowners from 01 April 2014. This would incur council resources (finance and staff time).
- 5.6 It the council does not approve the initial Strategic Infrastructure List and collected CIL but not S106 or S278 from planning permissions, local residents and business communities might expect the council to fund the necessary site-specific infrastructure associated with development that would normally have been sought through S106 or S278 for highways. Such infrastructure could include affordable housing, junction improvements, pavement and cycle lanes, landscaping and other site-specific matters. The costs to the council for funding these measures for each planning application would be considerable.

6. LEGAL AND STATUTORY IMPLICATIONS

- 6.1 Contained within the body of the report.

7. HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

7.1 None for the purposes of this report.

8. CRIME AND DISORDER IMPLICATIONS

8.1 Planning obligations are used to fund infrastructure to reduce crime and disorder, including CCTV. As infrastructure providers, the Met Police may apply to local authorities for CIL funding.

9. RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

9.1 As set out under Section 3 of this report “alternative options”

10. APPENDICES – the following documents are to be published with this report and form part of the report

Appendix 1: Merton’s Initial Strategic Infrastructure List

11. BACKGROUND PAPERS

- Merton CIL Charging Schedule (adopted November 2013 to start 01 April 2014 www.merton.gov.uk/planning/cil)

Government Regulations and guidance

- February 2014 – Amended government guidance on CIL (DCLG)
- February 2014 – Amendments to the CIL Regulations (DCLG)
- April – May 2013 CIL further reforms (consultation) (DCLG) (proposes amendments to the existing Regulations)
- April 2013 – Amendments to the CIL Regulations (DCLG)
- November 2012 - Amendments to the CIL Regulations (DCLG)
- April 2011 - Amendments to the CIL Regulations (DCLG)
- 2010 Community Infrastructure Levy Regulations

Appendix 1 – Merton’s Initial Strategic Community Infrastructure List (Regulation 123)

Regulation 123 of the Community Infrastructure Regulations 2010 (as amended) restricts the use of planning obligations for infrastructure that will be funded in whole or in part by Merton’s Community Infrastructure Levy. Infrastructure projects that are listed in Table 1 below will not be secured through planning obligations (such as Section 106 agreements).

The purpose of this Regulation 123 list is to ensure clarity on what CIL might be spent on and that there is no duplication (‘double dipping’) between CIL and s106 agreements in funding the same infrastructure projects.

The provisional Regulation 123 list provides initial projects that could be funded through CIL in Merton. This list is based on Merton’s Core Planning Strategy Table 27.2 Infrastructure Projects and the example provided at the CIL examination (September 2013). During the summer of 2014, the council will work with residents, businesses, infrastructure providers, landowners and other organisations in further developing the Regulation 123 list for Merton.

Merton’s CIL charge is forecast to total £1million a year from 2015-16, considerably less than the total infrastructure funding required. Government is clear that CIL should be expected to fund 10%-30% of infrastructure projects. The publication of a Regulation 123 list does not signify a commitment from the council to fund all the projects listed, or the entirety of any one project through CIL – it just signifies projects that will be considered by the council in its decision as to what might receive CIL funding.

The order in Table 1 is alphabetical and does not imply any order of preference. The council will review this list annually, as part of its monitoring of CIL collection and spend.

Merton’s Initial Strategic Community Infrastructure List – April 2014

Regulation 123 of the Community Infrastructure Regulations 2010 (as amended)

Cemetery – Merton-Sutton	Provision of additional graveyard space to support both Merton and Sutton.
Education and School Provision	Primary and Secondary Schools: 2014 – 2026 to meet extensions to existing school buildings and maintenance of those new buildings
Emergency Services	Refurbishment and maintenance of: a) New Malden Fire Station, 180 Burlington Road, KT3 4RW b) Wimbledon Fire Station, 87 Kingston Road, SW19 1JN.
Employment	a) Investment in business premises to support creative industries.
Green Infrastructure and Open Spaces	a) Renewal of Wimbledon Watersports and Outdoor Adventure Centre. b) Upgrade pavilions and buildings sited in green space across the borough.
Health	Provision of Mitcham local care centre (replacing existing services currently served by Wilson Hospital)
Libraries	a) Towards the provision and maintenance of library facilities
Transport Infrastructure; facilities and services	a) Station Improvements at Wimbledon and Raynes Park town centres. b) Tramlink Improvements and extensions to Mitcham and Morden.

This page is intentionally left blank

Committee: Cabinet

Date: 10 March 2014

Wards: Merton Park.

Also of interest to; St Helier, Ravensbury, Cannon Hill and Lower Morden.

Subject: Adoption of Morden Station Planning Brief

Lead officer: Director of Environment and Regeneration, Chris Lee

Lead member: Cabinet Member for Environmental Sustainability and Regeneration, Councillor Andrew Judge

Contact officer: Future Merton policy planner, Eben van der Westhuizen

Recommendations:

- A. That Cabinet adopts the Morden Station Planning Brief as a supplementary planning document to Merton's Core Planning Strategy.
-

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. In October 2013, a draft planning brief for Morden Station was published for consultation. The draft planning brief was produced by the council in collaboration with the landowner and site operator, Transport for London in order to attract developer interest and guide any redevelopment proposals on Morden station and its surrounding sites.
- 1.2. The consultation that took place between October and November 2013 received extensive feedback and the council has since prepared a final planning brief which is recommended to Cabinet for adoption at their meeting of 10 March 2014.
- 1.3. The final planning brief for the Morden station site is attached as Appendix A to this report. The brief highlights development opportunities and constraints and provides detailed design guidance to give developer confidence in investing in the site. The site includes Morden station and associated car parks (owned by Transport for London), Newspaper House with Sainsbury's at ground level (owned by a pension fund) and Kenley Road Car Park (owned by Merton Council).
- 1.4. Council officers are meeting Transport for London in March 2014 to explore the delivery strategy for the site.
- 1.5. The Borough Plan Advisory Committee will consider the final planning brief at their meeting on 06 March 2014 and their recommendations will be presented to Cabinet before their meeting of 10 March 2014.

2 DETAILS

- 2.1. In 2008/09 the council undertook a major consultation exercise called 'moreMorden' to identify people's views and opportunities for regenerating Morden town centre. Following the moreMorden consultation the Council adopted a strategic vision for Morden Town Centre in 2009, which was supported by 80% of respondents. The project slowed because of the economic downturn and changes to the local planning system. However, since then; the vision for Morden, based on improving the public realm and intensified development in the town centre, was adopted in Merton's Core Planning Strategy (2011).
- 2.2. The Morden Underground Station site was the most popular redevelopment site proposed in the moreMorden consultation. The site, which is the catalyst for the regeneration of Morden town centre, has also recently been subject to four rounds of public consultation (2011-2013) as a proposal site within the Sites and Policies Plan in which it is to be re-designated for housing and an appropriate mix of other town centre uses such as retail, hotel, business and community.
- 2.3. For the past year officers in futureMerton have been working in close collaboration with colleagues in Transport for London's Planning and Property teams (the freeholder of most of the site) to create a viable planning brief that would deliver development on the site that would be the catalyst for the regeneration of the whole town centre. Transport for London is required to make the most of their assets, and the TfL Property team has led on the site's development potential within TfL.
- 2.4. To support the production of the draft planning brief and to ensure that proposals in the planning brief are financially viable and physically achievable, futureMerton commissioned Landholt+Brown to advise on engineering, architecture and commercial viability in conjunction with GVA.
- 2.5. Between October and November 2013, public consultation took place on the draft Morden Station Planning Brief. The consultation documents and each of the responses received are available via Merton's website.
www.merton.gov.uk/morden/moremorden

Consultation summary

- 2.6. The key issues raised at consultation included:
 - building height, improvements to existing style and appearance
 - support for a different retail offer
 - open space: support for extending Kendor Gardens
 - parking
 - housing
 - community facilities
 - support for improving the public realm.
- 2.7. All consultation responses have been considered in drafting the final brief but some of the actions that have been taken as a result of the consultation feedback are set out below:

- (i) **Building heights** - In paragraph 2.3 of the final planning brief it is pointed out that the intensification proposed in Merton's Core Planning Strategy should "...be sensitive to the suburban character of the houses adjacent to the town centre" and in paragraph 6.45 it is pointed out that: "New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses." Furthermore, the Key Diagram now indicates the following relevant constraints: 'Scale of new development to respect that of adjoining residential development', 'New development to respect privacy of gardens adjoining site' and '21m distance from back of houses adjoining site'. The latter is the Mayor's Housing SPG's design guidance for separation distance between windows to habitable rooms.
- (ii) **Parking** - Planning policies support low or car free development in places, such as Morden that are well served by public transport. It is however likely that some short term visitor parking to serve shoppers will be required. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.
- (iii) **Building style and appearance** - There was much agreement that many of the existing buildings appear to be in a poor condition, that the art deco character should be strengthened and that the locally listed Morden Station building should be preserved and enhanced. In paragraphs 6.34 - 6.36 of the final planning brief, under the subheading 'Architectural Quality', numerous references are made to the art deco features within Morden and in paragraph 5.6 it is pointed out that: "Proposals in proximity of the locally listed station building need to ensure that the special features of this building is conserved and enhanced."
- (iv) **Retail** - The majority of respondents were critical of the current retail offer in Morden and either wanted more major brand retail stores or predominantly independent stores; with the majority wanting more major brands. The purpose of this development brief is to set out a clear vision and to provide guidance on the type of development expected on this site. The council has very limited influence on the occupants of retail units. The following guidance in paragraph 6.51 of the final planning brief should ensure the provision of a mix of store sizes: "Bigger shops should not take up unduly large amounts of frontage to the detriment of vitality. This is particularly relevant for food stores which should, as far as possible, be located to the rear of a larger number of smaller units, with their entrance at one or two key locations. A larger number of smaller shops create a greater range of activity, people and visual richness – all of which increases vitality."
- (v) **Open space** - There was support for the extension of Kendor Gardens into the site, the provision of green infrastructure (e.g. trees and green roofs) and improved links to Morden Hall Park and Morden Park. The Key diagram shows a 'Green Link from Kendor Gardens into Site' and paragraph 6.31 in the final brief states that: "Proposals for this major development site should also incorporate appropriate green infrastructure such as green roofs, living

walls and street planting which contribute to urban greening and result in the enhancement of local biodiversity.”

- (vi) **Housing** - There was mixed support for housing on the site, with a small majority supporting the provision of housing subject to a variety of concerns regarding tenure and size mix. Objections to the provision of housing were mainly on the grounds of the quantum of existing housing in the area and the additional pressures that will be placed on the provision of school places. The planning brief is a supplementary planning document which cannot contain new planning policies or contradict adopted planning policy such as Core Planning Strategy policy CS 9 which point out in paragraph 18.41 that it is anticipated for a large proportion (approximately 1,250) of the additional housing growth in the Morden sub-area is to come from the planned regeneration of Morden town centre. The final planning brief also points to planning policies that relate to the mix of dwelling sizes (DM H2) and tenure (DM H3), and the need for the developer to demonstrate that the projected child yield could be met in local schools (DM C2).
- (vii) **Community facilities** – 12 respondents were concerned about the need for additional school places, 8 were concerned about the likely increased pressure on GP surgeries, 5 would like a local gym/health centre and 4 suggested that public toilets should be provided. As pointed out above, the final planning brief states the planning policy requirement for the developer to demonstrate that the projected child yield could be met in local schools (DM C2) and that the impacts of this major development site on local health and wellbeing should be considered through the use of a Health Impact Assessment. In paragraph 6.33 the final planning brief points out that “*A mix of uses is critical for a vibrant town centre, as a good mix of uses attracts a variety of people for a long period during the day and the different uses will support each other commercially. Community and residential use in town centres maintains activity, providing natural surveillance and a sense of safety and attractiveness.*”
- (viii) **Public realm** – There was strong consensus that Morden’s public realm needs much improvement with many references to the existing bus interchange and poor pedestrian facilities. The final planning brief refers to the importance of the public realm on numerous actions throughout the document but in paragraph 5.2 points out that: “*There is an opportunity to make substantial improvements to the public realm at the entrance to Morden station*” if an appropriate alternative solution can be found for the provision of bus stands and in paragraph 6.49: “*All infrastructure in the public realm must be appropriate and functional. It must be well ordered to maximise space for pedestrians and facilitate easy movement for those with physical impairments (refer to TfL’s ‘Streetscape Guidance’).*”

2.8. This planning brief will guide the assessment of any relevant planning applications and provides an opportunity for the council to:

- pro-actively create a vision for the site;
- reduce planning uncertainty for investors through the provision of detailed guidance; and
- co-ordinate the interests of various land-owners.

3 ALTERNATIVE OPTIONS

- 3.1 If the planning brief were not to be adopted, the council will lose an opportunity to pro-actively shape proposals for the site, offer certainty to investors and lose the ability to co-ordinate the interests of various land-owners.
- 3.2 The alternative option would be to await planning applications from speculative developers which would likely occur (if at all) in a piecemeal fashion, and would be unlikely to deliver the regeneration benefits that a comprehensive approach to site planning would deliver.

4 CONSULTATION UNDERTAKEN OR PROPOSED

- 4.1. As set out in the body of this report.

5 TIMETABLE

- 5.1. The final planning brief will be considered by Cabinet on 10 March 2014, for adoption as a supplementary planning document to Merton's Core Planning Strategy.

6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 6.1. The planning brief has been prepared using council resources.
- 6.2. Whilst the preparation and adoption of a planning brief does not have any significant resource impacts; LBM and TfL will formally consider implications for their property assets after the adoption of the planning brief..

7 LEGAL AND STATUTORY IMPLICATIONS

- 7.1. The planning brief (also known as a supplementary planning document) has been prepared in line with provisions in the Town and Country Planning (Local Planning) (England) Regulations 2012.

8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

- 8.1. An Equalities Impact Assessment has been prepared in conjunction with this document. The planning brief has also been informed by an on-going Screening Statement for a Strategic Environmental Assessment, prepared in parallel with each stage of the plan and used to ensure that the plans deliver social, economic and environmental benefits equally. Some of the objectives that the plans have been appraised against relate to improving community cohesion.

9 CRIME AND DISORDER IMPLICATIONS

- 9.1. The police have been engaged in the course of preparing this planning brief and advice on designing out crime has been included in the brief.

10 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

- 10.1. None for the purposes of this report.

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

A. Morden Station planning brief – final version (for adoption) - to be presented at Cabinet on 10 March 2014

B Statement of consultation on Morden station planning brief –summarised within this report. The full statement is a large document, available via Merton Council's website www.merton.gov.uk/morden/moremorden and on request by contacting Eben van der Westhuizen on 020 8545 3814.



Morden Station Planning Brief

March 2014

Produced by:



futureMerton
London Borough of Merton
Merton Civic Centre
London Road
Morden
Surrey
SM4 5DX



@futureMerton

Contact:

Any enquiries relating to this development brief can be directed to:

futureMerton Team



020 8545 3837 / 020 8545 4141



0208 545 4160



future.merton@merton.gov.uk

Contents

1.0 Introduction	4
2.0 Consultation on the Draft Brief	8
3.0 The Site and Surrounding Area	
Merton within London.....	12
Morden within Merton.....	12
The site.....	12
Transport links.....	14
The surrounding area.....	14
Historic development.....	16
4.0 Planning Policy Context	
Introduction.....	22
National Planning Policy	22
Regional Planning Policy.....	22
Local Planning Policy.....	23
Key policy requirements.....	24
Other relevant documents.....	24
5.0 Site Analysis: Development Considerations and Opportunities	
Introduction.....	28
Transport facilities.....	28
Sub surface facilities.....	28
Heritage.....	28
Rights to light.....	29
Car parking.....	29
6.0 Urban Design	
Introduction.....	32
Design Principles.....	32
Design Guidance.....	36
The Public Realm.....	39
7.0 Implementation and Planning Application Requirements	
Phasing and Delivery.....	44
Implementation.....	44
Planning Application.....	44
CIL & Section 106 Agreements.....	44
Appendices	
Appendix A - Description and Criteria Assessment of the Locally Listed Building: Morden Underground Station.....	48
Appendix B - Key Policy Requirements.....	49

1.0 Introduction

What has happened so far?

1.1 In 2008 and 2009 the council undertook a public consultation exercise called 'moreMorden' seeking people's views and opportunities for regenerating Morden town centre.

1.2 From the 2009 results of the moreMorden consultation, 80% of respondents supported the strategic vision for Morden town centre.

Why is this site of importance to regenerating Morden town centre?

1.3 Morden London Underground station development site has the potential to contribute significantly to the wider regeneration of Morden town centre.

1.4 This site lies at the heart of Morden town centre, and its redevelopment could improve the town centre environment, street scene and pedestrian facilities outside Morden London Underground station (hereafter Morden station) and the parade of shops fronting onto London Road.

1.5 This town centre site provides excellent access to public transport however the land use predominantly comprises car parks.

1.6 Developing this site which includes Morden station, Sainsbury's supermarket and the parade of shops between them, has the potential to deliver many:

- new town centre homes,
- modern retail, hotel, business and community facilities, and
- improvements to the public spaces and the appearance of the town centre.

Our partnership with Transport for London

1.7 The council has worked closely with Transport for London (TfL) to understand the technical engineering and operational requirements; those discussions are reflected in the Brief.

Sites and Policies allocation

1.8 Merton's draft Sites and Policies Plan has been subject to four rounds of public consultation and allocates the following four sites within this planning brief for mixed use development schemes, they are:

- Site 57: Morden Station Offices and Retail Units;
- Site 58: Sainsbury's (Peel House) Decked Car Park;
- Site 61: Morden Station Surface Car Park; and
- Site 65: Kenley Road Car Park.

Purpose of the planning brief

1.9 Alongside the allocated uses within the draft Sites and Policies Plan, the Morden Station Planning Brief will:

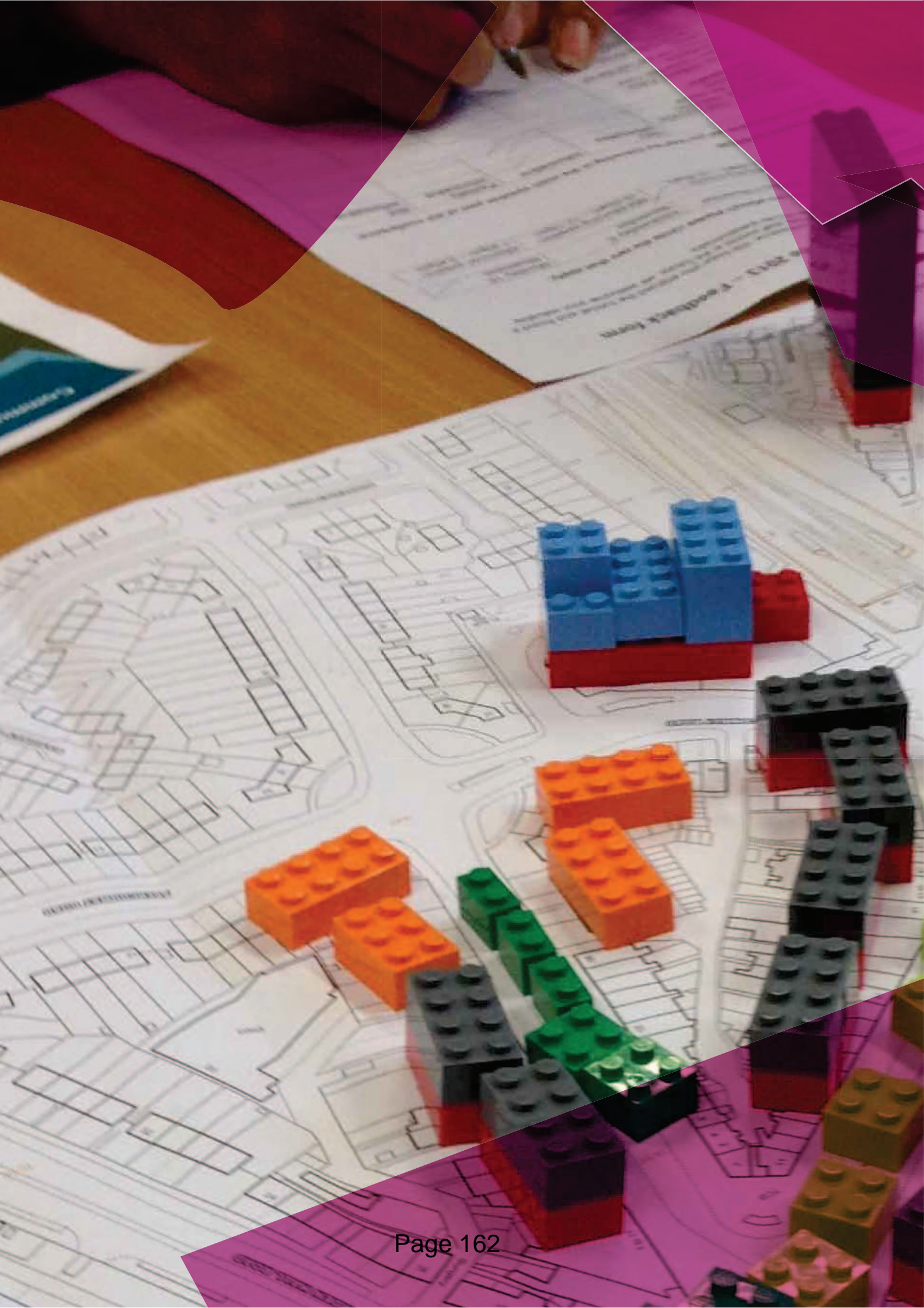
- highlight development opportunities and constraints;
- provide detailed design guidance; and
- highlight the most relevant aspects of adopted and emerging planning policies.

1.10 This Planning Brief will guide the assessment of any relevant planning applications and provide an opportunity for the council to:

- pro-actively create a vision for the site;
- reduce planning uncertainty for investors through the provision of detailed guidance; and
- co-ordinate the interests of various land-owners.



Figure 1: Site location plan



2.0 Consultation on the draft planning brief



2.0 Consultation

Consultation on the draft planning brief

2.1 Between October and November 2013, public consultation took place on the draft Morden Station Planning Brief. The consultation documents and the responses received are available on Merton's website: http://www.merton.gov.uk/moremorden/morden_responses.htm

2.2 There was general support of the development of the site as a catalyst for the regeneration of Morden town centre; respondents also raised matters pertaining to building heights and parking.

2.3 All consultation responses have been considered in drafting the final brief but the following should be noted with regards to the above key issues:

- *Building heights:* In accordance with both the London Plan (Policy 2.15) and Merton's Core Planning Strategy (Policy CS.3), Morden town centre is a suitable location for intensification. This intensification should however be sensitive to the suburban character of the houses adjacent to the town centre. Following a strong response regarding development heights at the Kenley Road Car Park site and adjacent to houses along Kenley Road, officers met with residents. The design guidance with regards to building heights has been considered and reflected in the Brief (refer to the following paragraphs: 5.7, 6.22, 6.40 and 6.45-6.47 and in Appendix B - Topic 'Design' - Key Requirement 'Tall Buildings').

- *Parking:* Although two major site occupants and landowners, Transport for London and Sainsbury's, have respectively commented that car parking to facilitate operational functions and parking for customers will need to be maintained, in terms of residential and other town centre uses, regard should be given to the relevant parking provision standards and planning policies (with reference to the following paragraphs 4.16, 5.2vi, 5.8, 6.26, 6.56-6.1, 7.1 and in Appendix B - Topic 'Transport' - Key Requirement 'Parking Standards'). The developer will be required to justify the quantum of proposed car parking spaces as part of any development scheme.



METROBUS

293

433

www.metrobus.co.uk

It's time ticking on your car lease with a future!

COLLA

BSM

learn

bsm.co.uk

LP23 BNU

MORDEN



MORDEN

STATION

3.0 The Site and Surrounding Area



3.0 The Site and Surrounding Area

Merton within London

3.1 Merton is an outer London borough, situated in south west London, and although it is predominantly residential in character (42% of the area) there are great variations in social mix and density of development from east to west and north to south. It is one of the smallest London boroughs but contains several distinct districts including Colliers Wood, Mitcham, Morden and Wimbledon and it is one of the greenest boroughs in London; with 18% of the area being open space, compared to a London average of 10%.

Morden within Merton

3.2 Morden town centre is a very accessible District Centre. 21,000 to 25,000 people use its underground station at the end of the Northern Line and bus stops for 12 bus routes, during week days. The town centre, which is 2km south of Wimbledon town centre, is also at the confluence of two strategic roads; the A24 and A297 is less than a 10 minute drive from the A3 trunk road. There are also two tram stops within a 10 minute walking distance. There are two large parks on either side of the town centre that are of metropolitan importance. Morden Hall Park is also of historic importance. The town centre is however surrounded by a large amount of suburban housing and provides a relatively small amount of residential accommodation.

The Site

3.3 The planning brief will encompass the Morden Station site (which measures approximately 2.8 ha and has a PTAL of 6A) and Kenley Road Car Park site (which measures approximately 0.4 has and has a PTAL of 5 (see Figure 1).

3.4 The Morden Station site comprises of:

- Morden Underground Station and bus interchange;
- the office block above the station known as Apollo and Athena House;
- the parade of shops at 34-88 London Road;
- the two-storey parking area to the rear (west) of the shopping parade known as Peel House Car Park;
- Morden Station Car Park to the west of the underground rail lines; and

- the London Underground Limited (LUL) staff car park and operating facilities along the western boundary of the site.

3.5 The Northern Line terminates at a surface station with an open cut railway running in a north-south direction transecting the site. Morden Station is a locally listed building.

3.6 The site is characterised by four main features:

- i. large car parking areas;
- ii. the open cut railway, surface station and associated operational facilities;
- iii. the London Road bus interchange in front of the Morden Station; and
- iv. the shopping parade along London Road.

3.7 The Kenley Road Car Park has 123 parking spaces. The Morden Station site comprises the Morden Station Car Park, the LUL staff car park and the two-storey Peel House Car Park, which together provide 420 public and 130 (~30%) private car parking spaces.

3.8 Approximately 0.12ha of Morden Station Car Park is currently used by London Buses to facilitate operational requirements comprising staff parking and a storage container for necessary equipment.

3.9 Along the western boundary of the site is an access road to the LUL staff parking and operational facilities, which are between the western boundary of the site and the rail lines and on the bridge spanning across the platforms.

3.10 There are a number of retail units at 46 – 64 London Road, which are occupied by a range of shops, a bank and a restaurant. Above the ground floor commercial units are offices, ancillary spaces for the ground floor units and six residential flats. Above the Sainsbury's supermarket (34-44 London Road) are three floors of office space, which is known as Newspaper House, and is currently used for adult education and training (see adjacent photographs).



Figure 2: Rear of 46-64 London Road viewed from Peel House Car Park



Figure 3: View of London Road

3.0 The Site and Surrounding Area

3.11 The site is within multiple land ownerships:

- i. Kenley Road Car Park site is owned by the council;
- ii. The Morden Station site is within LUL ownership, although some of it is subject to long leaseholds; and,
- iii. 32-44 London Road (the Sainsbury's site and Newspaper House above) and the parade of shops at 46-64 London Road are in private ownership.

Transport Links

3.12 The Morden Station site has a Public Transport Accessibility Level (PTAL) score of 6a which is an 'Excellent' rating and the Kenley Road Car Park site has a PTAL of 5 which is a 'Very Good' rating.

3.13 Eight of the twelve bus routes that serve Morden town centre, terminate in Morden town centre. Aside from the six stand (layover) spaces in front of Morden station, another two bus routes have stands on the London Road, on the south side of Crown House. There are currently nine bus stops adjacent to or in close proximity to the Morden Station site and there are a further six bus stops within 200m-600m from the site.

The Surrounding Area

3.14 Along the western boundary of the Kenley Road Car Park is a public park, Kendor Gardens, which forms the cover for the underground rail and is relatively shallow in this location. South of this site is a three-storey block of flats and to the east and north are the back gardens of the two-storey houses that front onto Daybrook Road. The rear of these houses is approximately 30m from the site boundary.

3.15 Along the western boundary of the Morden Station Site is a public footpath, which is separated from the rear gardens of the two-storey houses that face onto Windermere Avenue, by a 4-7m wide alleyway for vehicular access to the garages. The rear of these houses is approximately 32m from the site boundary.

3.16 At the northwestern corner of the site is a small block of flats that was erected on land to the rear of 125 Kenley Road, which has windows to habitable rooms approximately 6m from the site boundary (see photographs). All the other properties adjacent to the northern boundary of the site are two-storey houses and the rear of the houses at 127-173 Kenley Road is approximately 30m from the site boundary.



Figure 4: Kenley Road Car Park



Figure 5: Public footpath garages at the rear of houses facing onto Windermere Avenue



Figure 6: Block of flats on land to the rear of 125 Kenley Road

3.0 The Site and Surrounding Area

The Surrounding Area



Figure 7: Intersection of London Road and Crown Lane

3.17 On the southeastern side of the London Road is a parade of shops with two storeys of offices and flats above. At the southern corner of the intersection of the London Road and Aberconway Road is a retail parade (which includes Iceland and Lidl), with a single storey of offices above and at the southern corner of the intersection of London Road and Crown Lane is the fourteen-storey Civic Centre building known as Crown House (see photograph above).

3.18 At the southwestern corner of the site, at 2-16 Crown Lane, is a parade of shops with a single storey of flats and offices above.

Historic Development

3.19 Morden underground station opened in September 1926 and as a result led to the rapid development of 'Metroland' type residential suburbs in the surrounding area during the following decade. The Ordnance Survey (OS) maps below show that the main development features surrounding the site have remained relatively unchanged since 1934. With the exception of the through road and parking structures, the footprints of the buildings on the site and in the surrounding town centre have not changed substantially since 1953.

3.20 The station building itself, which was designed by Charles Holden, is locally listed and dates from 1926 (see Appendix A - Description and Criteria Assessment of the Locally Listed Building: Morden Underground Station and 'Ground Level Station Building' on Figure 2: Key Diagram). A parade of shops was incorporated into the design on each side of the station entrance and the structure was designed to accommodate a taller structure at a later date. The additional three floors of office space currently known as Apollo and Athena House were erected circa 1960.



Figure 8: Morden Station 1926 (London Transport Museum)



Figure 9: Morden Station, 1934, with addition of bus canopy. (London Transport Museum)

3.0 The Site and Surrounding Area

Historical Development

3.21 Some notable developments are:

1960 - Three- storey office block (Apollo & Athena House) added above Morden Underground Station.

1961 - 3rd floor added to the building at 34-44 London Road (where Sainsbury's currently is located).

1962 - Crown House, the fourteen-storey civic centre building is completed

1983 - The four-storey building with ground floor supermarket at 34-44 London Road and the two-storey Peel House Car Park, as they current exist, is erected.

1992 - The replacement of the former Odeon Cinema building with the current two-storey building with retail at ground level and offices above (where Iceland and LIDL currently are located).



Figure 10: 1916



Figure 11: 1934



Figure 12: 1953



Figure 13: 1976



4.0 Planning Policy Context



4.0 Planning Policy Context

Introduction

4.1 The planning policy context for the site is established by the Morden Unitary Development Plan (UDP) saved policies, the adopted Core Strategy, the London Plan 2011, recent government, regional and local planning guidance and the council's emerging Local Plan documents.

4.2 The statutory Development Plan consists of the following documents:

- i. The Mayor's London Plan (July 2011);
- ii. Merton's Unitary Development Plan (UDP) 2003 - remains in existence but it will be superseded once the Sites and Policies Plan is adopted. Only 'saved' UDP policies are reviewed;
- iii. Merton's Core Planning Strategy (July 2011) sets out the Borough's strategic planning policies and Table 31.1 lists the saved UDP policies; and
- iv. This site was promoted for development during all four rounds of the consultation for the draft Sites and Policies Plan. The document was submitted to the Secretary of State on 2 October 2013 for independent examination and adoption is due in 2014. Once adopted, the Sites and Policies Plan will form part of Merton's Local Plan.

National Planning Policy

4.3 In March 2012, the Government published the National Planning Policy Framework (NPPF) which streamlines national planning policy into a consolidated set of priorities replacing Planning Policy Statements and Planning Policy Guidance.

4.4 The core theme of the NPPF is the delivery of sustainable development and economic growth with the "presumption in favour of sustainable development" being the golden thread of the document (para 14). It directs that "Planning should operate to encourage and not act as an impediment to sustainable growth" (para 19). Its aim is to achieve sustainable development, proactively supporting economic growth, boosting significantly the supply of housing, promoting competitive town centres and seeking high quality design. The NPPF notes considerable weight should be given to the protection of heritage assets and promotes sustainable transport where the need to travel will be minimised and the use of sustainable transport modes is maximised (para 34).

Regional Planning Policy

4.5 The London Plan (July 2011) sets the planning and development strategy for London and forms part of Merton's statutory development plan. The Plan embraces the following two objectives:

- i. London retains and extends its global roles as a sustainable centre for business, innovation, creativity, health, education and research; and
- ii. The development of London supports the spatial, economic, environmental and social development of Europe and the UK (policy 2.1 London in its Global, European and United Kingdom Context).

4.6 The London Plan identifies Morden as a District Centre which requires development to sustain and enhance its vitality and viability, to "accommodate economic and/or housing growth through intensification and selective expansion in appropriate locations" and to "contribute towards an enhanced environment, urban greening, public realm and links to green infrastructure" (policy 2.15).

4.7 The London Plan requires local authorities to "take a proactive partnership approach to identify capacity and bring forward development within or, where appropriate, on the edge of town centres" (policy 4.7) and policy 3.3 recognises the need to deliver more homes in London whilst also promoting the use of brownfield land to deliver residential development (policy 3.3).

4.8 Policy 6.1 encourages development in areas served by very good public transport accessibility such as Morden town centre and which seek to reduce the need to travel by private car.

4.9 The above policy matters are just a few of the most relevant ones within the London Plan. Refer to Appendix B for a more comprehensive list.

Merton's Local Planning Policy

Merton's Core Strategy (July 2011)

4.10 The Core Planning Strategy sets out the vision, objectives and spatial planning framework to guide and direct development across the borough. Policy CS 3 Morden Sub-Area relates to the regeneration of Morden and states the following:

“To regenerate Morden through intensified development in and around the town centre, creating a distinctive and vibrant centre by making more of what Morden has to offer.

A plan-led approach will increase development capacity and make more efficient use of land by incorporating higher density housing and commercial opportunities; exploiting Morden's excellent public transport links, while conserving and enhancing the character and distinctiveness of the adjacent suburban neighbourhoods.

We will do this by:

- *Capitalising on Morden's excellent transport links and attractive suburban surroundings to make Morden a vibrant centre that people want to visit not simply pass through;*
- *Improving the quantity and quality of commercial, residential and leisure uses, with a range of uses that is appropriate to a District Centre;*
- *Enhancing the accessibility between the town centre and its suburban hinterland and open spaces, by reducing severance caused by through traffic and greening Morden through tree planting and improved pedestrian routes;*
- *Achieving high quality urban design, architecture and public realm incorporating high quality spaces and streets with pedestrians as the priority;*
- *Providing more opportunities for the community to meet, socialise and make better use of their town centre through provision of attractive, safe and accessible public spaces and community, social, leisure and cultural facilities.”*

4.11 Core Planning Strategy Policies CS8 and CS9 seek to ensure that an appropriate number and mix of housing sizes and tenures are delivered in Morden and Policy CS7 clarifies that in District Centres such as Morden, a range of town centre type

uses will be encouraged and that the centre should be a hub for local businesses.

4.12 Core Planning Strategy Policy CS14 states that tall buildings of exceptional design and architectural quality may be appropriate in Morden subject to their impact on the townscape and the historic environment, and the benefits towards regeneration and the public realm.

Merton's saved UDP policies (2003)

4.13 UDP Policy HS.1 seeks to safeguard the residential amenities of the new occupants and occupiers of nearby properties, and to ensure the provision of adequate private or communal amenity space. Policies MU.3, TC.1, TC.3, TC.5, TC.6 and TC.7 seek to ensure that large mixed-use developments occur in town centres, that they include high density housing, have high quality urban design and public realm improvements, and promote the vitality and viability of the town centre. Policy TC.8 states that the council will work in partnership with landowners and developers to assemble sites to achieve the regeneration aims of the Plan.

Merton's Submission Draft Sites and Policies Plan (July 2013)

4.14 The draft Site and Policies Plan and Policies Map has now been subject to four stages of public consultation during which time the sites, referenced as Site Proposal 57, 58, 61 and 65, were proposed for mixed use development.

4.15 Policies DM H2 and DM H3 provide greater detail regarding the requirement in Core Planning Strategy Policies CS.8 and CS.9's for an appropriate mix of dwelling sizes and tenures. Policies DM R1 and R4 seek to ensure that any mixed-use town centre development within Morden is commensurate with its scale and function and that the use of the core shopping frontages are predominantly retail in character. Policy DM C2 requires proposals on large development sites that will result in a substantial increased need for school places, to provide a school on the site unless it can be demonstrated that it would not be feasible.

4.0 Planning Policy Context

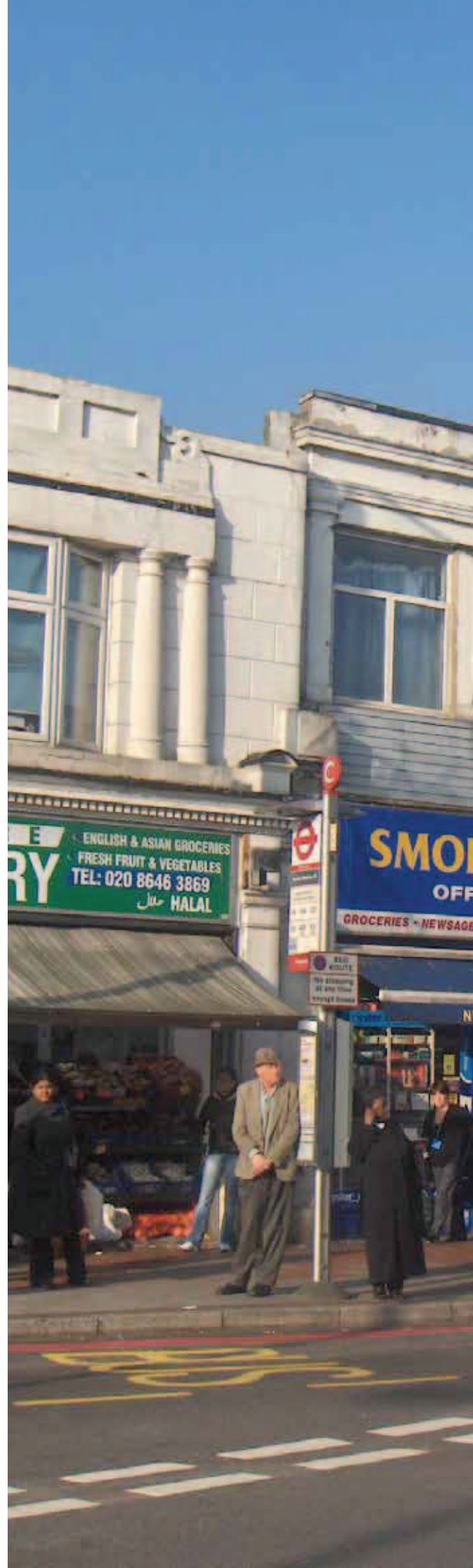
4.16 Policy DM T4 requires developments to only provide the level of car parking required to serve the site in accordance with London Plan standards unless a clear need can be demonstrated. It also states that the conversion of existing parking places will be supported where it has been demonstrated that they are surplus to requirements, the site has a high level of public transport accessibility and where there will be no adverse impact on road safety, on-street parking and local amenity.

Key Policy Requirements

4.17 The table in Appendix B sets out the key Development Plan policies relevant to development proposals. This list is not exhaustive and applicants should ensure that the most up-to-date Development Plan documents are referenced at the time of preparing a planning application.

Other relevant documents

4.18 Although not exhaustive, proposals should also have regard to the content of the Draft Morden Neighbourhood Character Assessment, Merton's Tall buildings Background Paper 2010 and Merton's Economic Development Strategy 2010 and 2012.





KEMART
LICENCE
wyster
ENT - GREETING CARDS - E TOP UP

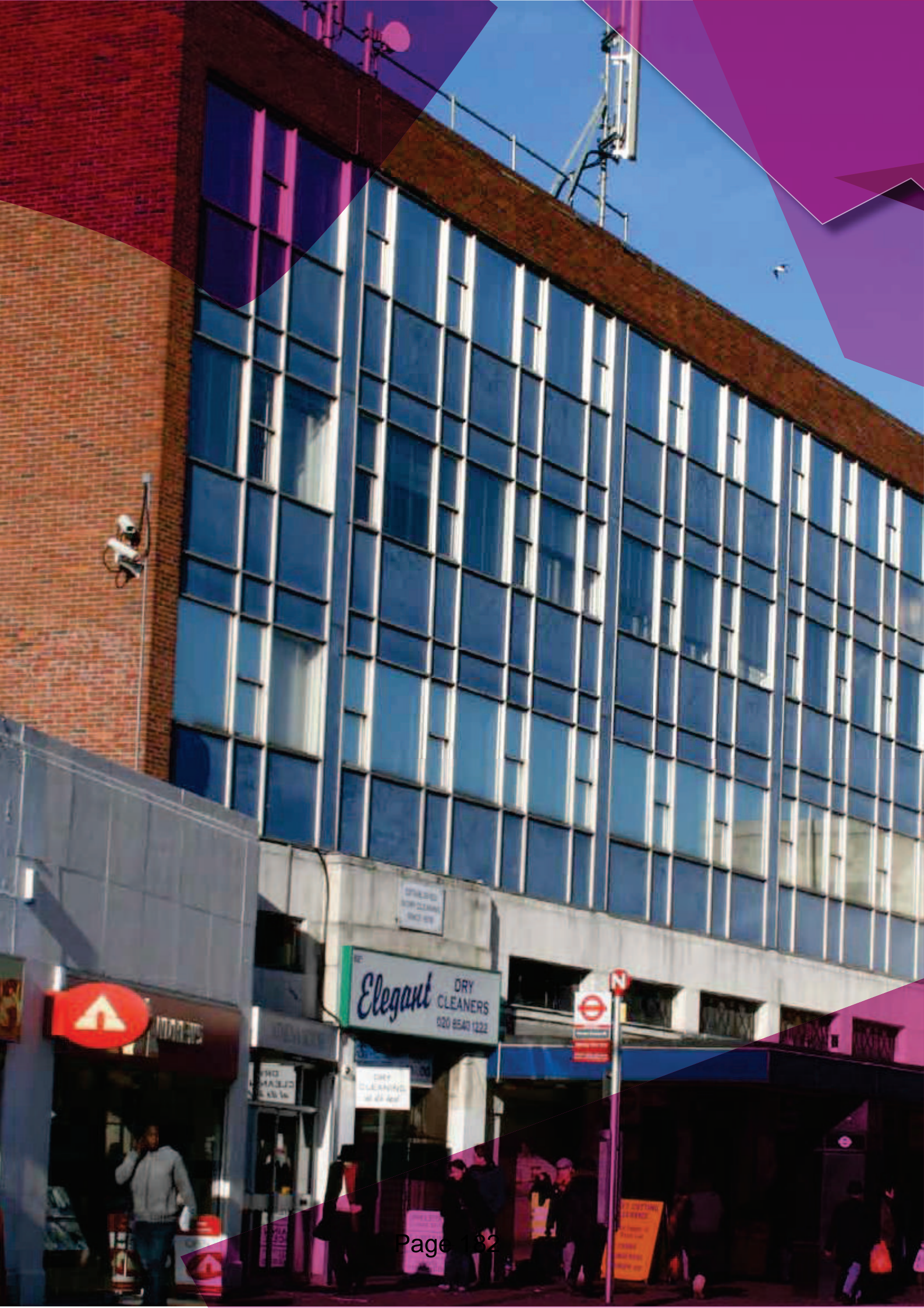
FANCY & GIFTWARE
STATIONERY - TEXTILES - FOUNDRY - GREETING CARDS
WATCHES - ALL NOBLE ACCESSORIES
NORIA - SAMSUNG - SIEMENS - SONY - ERICSON - MOTOROLA

your local pharmacy

WINPY

LOREAL
Eclair
LOREAL

★★★★★
GHOST
THE MUSICAL



5.0 Site Analysis



5.0 Site Analysis:

Development Considerations and Opportunities

Introduction

The site benefits from excellent public transport links to London and beyond however there are some technical challenges and opportunities which will need to be considered in future development proposals, these are set out below.

Transport Facilities

5.1 With more than 20,000 people using the bus stops and station during week days, the site is in an ideal location to provide retail and leisure opportunities for commuters. The station, its cuttings, tracks and operational facilities will however present some challenges for any future development.

At present there are no known plans for expansion of the rail infrastructure however the following will need to be considered:

- i. Retention of the station itself is of paramount importance. Existing gating arrangements, the ticket hall, platforms and operational facilities must be retained in their current form or enhanced.
- ii. Accommodation located along the western side of the railway cutting and on the deck above it, is in active and essential operational use, these facilities will be retained.
- iii. Decking over the northern section of the railway cuttings is thought to be possible (refer to 'Extent of Deckable Area' on Figure 15: Key Diagram) however this is subject to satisfying TfL's operational requirements.
- iv. Appropriate (assumed 4hr) fire separation will be required for any accommodation above the deck. All water drainage and servicing routes will need to be independent of the rail environment and be designed so that all maintenance and renewal can take place without access to the operating railway.
- v. Detailed approval from TfL will be required to confirm exact requirements in relation to railway maintenance, train clearances and smoke venting for example, but within the constraints noted above, partial decking of the rails (north of the platforms) is considered technically feasible and viable.
- vi. Car parking spaces for LUL staff may need to be retained, with independent and secure access (refer to 'Operation Station Land' on Figure 15: Key Diagram).

5.2 There is an opportunity to make substantial improvements to the public realm at the entrance to Morden station, notwithstanding this, the following will need to be considered:

- i. Existing capacity in Morden town centre for bus stands and stops needs to be maintained and ideally standing spaces should be increased.
- ii. Part of the Morden Station Car Park is currently used for operational purposes however alternative locations will be considered should they be deemed suitable.

Sub Surface Utilities

5.3 Desk studies indicate that all primary utility routes for gas, electricity, telecommunications, water supply and sewerage follow the perimeter of the site and run along London Road and Kenley Road. No 'abnormal' sub surface constraints have been identified.

5.4 The following two specific elements are highlighted, though neither is likely to impact on deliverability:

- i. A LUL pump house is located on the east side of the rail cutting, at its northernmost end. It is thought that this provides flood relief and general ground water and rainwater extraction from the track beds.
- ii. An electrical substation is located on the corner of Kenley Road and the northern car park exit road.

Heritage

5.5 The south-western half of the Morden Station site is within an Archaeological Priority Zone and in accordance with the Greater London Archaeological Advisory Service (GLAAS) advice; archaeological fieldwork would need to be carried prior to development commencing.

5.6 Proposals in proximity of the locally listed station building need to ensure that the special features of this building is preserved and enhanced (refer to the Description and Criteria Assessment of the locally listed building in Appendix A and 'Ground Level Station Building' on Figure 15: Key Diagram) and address the Issues and Guidance highlighted in the relevant Character Areas in the Character Assessment of the Morden Neighbourhood.



Figure 14: Public realm in front of station requires improvement

Rights to Light

5.7 The site has much potential for intensification due to its location within a town centre however, the following locations will require careful consideration:

- i. flats above the parade of shops at 46-64 London Road;
- ii. houses at 127-173 Kenley Road; and
- iii. small block of flats on land to the rear of 125 Kenley Road.

Car parking associated with Residential Development

5.8 The site has excellent transport links benefitting from a PTAL rating of 5 and 6a. Planning policies at all levels promote sustainable modes of transport whereby the need to travel is minimised and the use of sustainable transport modes is maximised (London Plan policy 6.1). As such, car free residential development will be encouraged. This will be assessed as part of the Transport Assessment for all development proposals on the site.

5.9 For car parking relating to town centre uses refer to paragraph 6.56.



6.0 Urban Design



6.0 Urban Design

Introduction

6.1 It is important to enhance Merton's suburban character whilst also encouraging development and regeneration in appropriate and highly assessable locations in the borough. The development of the site is critical to regenerating Morden town centre whilst acting as a catalyst for other development.

6.2 Through high quality design, new development will be expected to enhance and contribute to an improved townscape. Good design is central to ensuring that Morden is not only a desirable place to live, but is economically and socially sustainable. Principles of good urban design provide the framework for sustainable and adaptable forms of development.

Design Principles

6.3 Building successful places based on sound and established principles of good urban design is a fundamental element of successful placemaking. It is a holistic approach to the physical arrangement of our environment.

6.4 Well-designed places feel safe because they have built-in natural surveillance through the design of buildings and spaces, as well as having a complementary mix of uses and activities. Places that work well and look good also help engender a sense of belonging and local pride. This in itself encourages community participation and helps keep a place safe. Therefore, any development proposals for Morden Station will be underpinned by sound and well established principles of good urban design.

6.5 Whilst aesthetics and the attractiveness of developments are important, good design relates to a number of different dimensions, to how buildings and places work and how they meet the needs of the people who use them. With regard to the development of the Morden Station site, proposals will be expected to consider and demonstrate how the objectives of good urban design are applied to the site.

6.6 High quality, innovative design can provide high quality homes of good size and layout.

Character

6.7 A place must have its own identity. Some places have a strong identity, whereas in others it may be eroded or a new one is to be created. The character of Morden has eroded over time, but it still clearly has an Inter-War character with an Art Deco theme, based strongly on the development of the underground station but can also be seen in the white rendered shop facades and stone corner buildings of the shopping parades. It is important that new development celebrates, develops and strengthens this physical character, but without necessarily copying it unimaginatively.

6.8 In terms of activity, Morden's character is of a busy transport interchange, the civic focus of the borough and a town centre with a broad range of shops, cafes and restaurants. Although this adds to its diversity and distinctiveness, it is undermined by the dominance of the road layout, busy traffic and visual dominance of buses. These issues need to be addressed in order to enable the town centre to develop and flourish in its modern character, and to re-energise as a distinct district centre.

Continuity and enclosure

6.9 For a place to feel safe and legible, as well as simply feel comfortable and familiar, the streets and spaces must be laid out in an efficient and clear manner. This means creating what people will understand as traditional streets. These are defined by buildings that have a linear continuity and fronts that face the public areas. In this form the buildings define or enclose the public realm – whether it be streets or open spaces.

6.10 In terms of perceptions of safety, boundaries between public and private spaces should be clearly defined, legible and benefit from natural surveillance.

Quality of the public realm

6.11 The public realm is the setting for our daily lives – it is how we get around, how we access facilities, where we socialise. It is used for civic occasions and entertainment. It should therefore be of the highest quality. The public realm is defined by the buildings that face it and is therefore important that buildings address the street and interact

positively with it. To do this, buildings should have as many entrances and windows facing the street creating animated, vibrant active street frontages. For shops and commercial premises in the town centre it is also important that there is a visual link between the inside and outside. This is for reasons of visual interest, advertisement and natural surveillance as well as creating human activity.

6.12 For housing an intermediate space is usually necessary at ground level to create what is called 'defensible space'. This is a transition between public and private and creates a visual and spatial buffer between the building and street. It protects residents' immediate domestic setting but still allows for natural surveillance and a clear demarcation between public and private. This is particularly important in higher density areas such as town centres.

Ease of movement

6.13 Urban layouts should be based on a permeable and easily navigable network of recognisable streets, routes and spaces that link in seamlessly with surrounding development and facilitate walking, cycling and use of public transport. Streets that are easy to navigate are easy to understand and remember, and make places comfortable and attractive. A network of connected streets usually enables shorter distances and more convenient routes that are realistic to walk or cycle.

6.14 Large urban blocks and infrastructure like stations, car parks and shopping centres can undermine this. For the large station site, which has these characteristics, it is important that the surrounding residential areas are easily connected to the town centre and it is therefore important that at least one direct route is developed through the site as a proper street.

Legibility

6.15 A network of streets and clear public realm will aid understanding or 'legibility' of an area, but this is also about being able to easily orientate oneself, find your way without recourse to road signs and easily remember a route for the future. Legibility also helps in a place being comfortable and

attractive to use, and buildings also have a key role in this. Generally buildings and development are taller and denser in town centres and public or communal buildings are prominent in their appearance scale and architecture. People navigate by a series of landmarks in the environment but they must have meaning to work well – so a station must somehow be clearly understood as a station when seen.

6.16 This has important implications for the design, appearance and use of buildings and where they are located in relation to each other. Morden station is a key landmark building and should remain a visual focal point in the town centre. The current office building above it could be greatly enhanced to improve its relationship to this locally listed building.

Adaptability

6.17 Places must be of flexible design to adapt to gradual change over time and buildings should be designed for a long lifespan - being suitable for a number of uses over time. This is particularly relevant for commercial and retail premises in town centres.

6.18 For housing it means building houses and flats that can adapt internally to the changing circumstances of their occupants. This means well thought out, flexible internal layouts as per the Mayor's Design Guidance. Mixed tenure and a range of dwelling types create a mixed community that responds to housing needs and creates a vibrant and diverse community that is robust to change and protects against decline.

6.19 In Morden there is a lack of smaller dwellings and flats, but also a need for good quality family accommodation. The site provides the opportunity to respond to this need and create a broader range of housing types. This will have a significant effect on the types of shops that will be attracted to the area and is an important tool in enhancing the vibrancy, vitality and economic success of the town centre – helping it to regenerate in a sustainable manner that is robust to future change.

6.0 Urban Design

Diversity

6.20 Town centres are by definition where a range of different activities come together for the mutual benefit of bringing in a large number of people to work, live, shop and be entertained. This mix of uses is what makes town centres special however, today it is more important that town centres trade on their strengths and unique identities in a more sustainable manner so that it can compete with some and complement other town centres. In addition to providing a vibrant range of services, town centres need to complement and enhance this offer.

6.21 As identified in paragraph 3.6, the underground station, its civic focus, various restaurants and retail stores are the main characteristic features of Morden town centre and therefore any proposals need to add to this, help it develop and provide the people that will use and make these facilities commercially viable.



6.0 Urban Design

Design Guidance

Context of new development

6.22 Development of the site must acknowledge its surroundings and character. The site sits between the town centre and surrounding low density residential areas. Development must therefore effect a transition between these two different areas that respects the residential character and amenity, but also provides higher density town centre development. As a result, taller and denser development should be located either to the south, where the site is part of the town centre, or within the site, where it will have less impact on the surrounding residential area.

6.23 On the opposite page is the key diagram (Figure: 15) illustrating some of the design guidance which is set out in the planning brief:

Site Layout and Design

6.24 The LUL operational buildings immediately above the station platforms and its immediate environs present an opportunity for air rights development (refer to 'Operational Tube Station' on Figure 15: Key Diagram). If it does not prove viable to develop above the station, then it is likely to remain undeveloped.

6.25 From the north, views and access into the site and its residential uses are important and it would be appropriate to link the two sites together by extending Kendor Gardens into the site. This will provide a public space and attractive setting for new residential development (refer to 'Proposed Open Space/Landscaping' on Figure 15: Key Diagram).

6.26 Town centre uses should be concentrated to the south of the site. To make the site permeable and allow easy access from adjacent housing, a new street should be created through the site (refer to 'New multi-purpose street through site' and 'Servicing and Car Park Access' on Figure 15: Key Diagram).

6.27 This new street should be of a traditional street form with buildings facing the street. It should also be the main means of access for the residential development and should therefore be predominantly

residential in character. This new street should aid legibility and ease of movement, support the residential character, help define it from the town centre uses and support efficient and effective commercial development at its southern end (refer to 'Active Built Frontages' on Figure 15: Key Diagram).

6.28 Where it meets London Road, there should be a clear demarcation of the junction in both building design and height, and the provision of some form of open space. The extent of the London Road frontage is south facing, un-shaded and gets hot in summer. Tree planting or the provision of a colonnade is important on this side of the street.

Sustainability and Biodiversity

6.29 Larger town centre developments have the opportunity to build-in sustainable development in a way individual buildings do not. From the outset, new development should have energy efficiency and carbon reduction measures built into the building fabric. Other sustainable design measures such as solar panels will be supported but in accordance with the Mayor's energy hierarchy, they should not be seen as a primary means of meeting climate change targets.

6.30 A large development such as the station site also has the opportunity to build in area-wide measures for energy use, waste disposal and recycling. It is expected that a CHP plant with the ability to extend to a District Heat Network should be feasible on-site. Sustainable waste management systems should be built-in so that water and energy use is automatically efficient and recycling is made easy.

6.31 Proposals for this major development site should also incorporate appropriate green infrastructure such as green roofs, living walls and street planting which contribute to urban greening and result in the enhancement of local biodiversity.

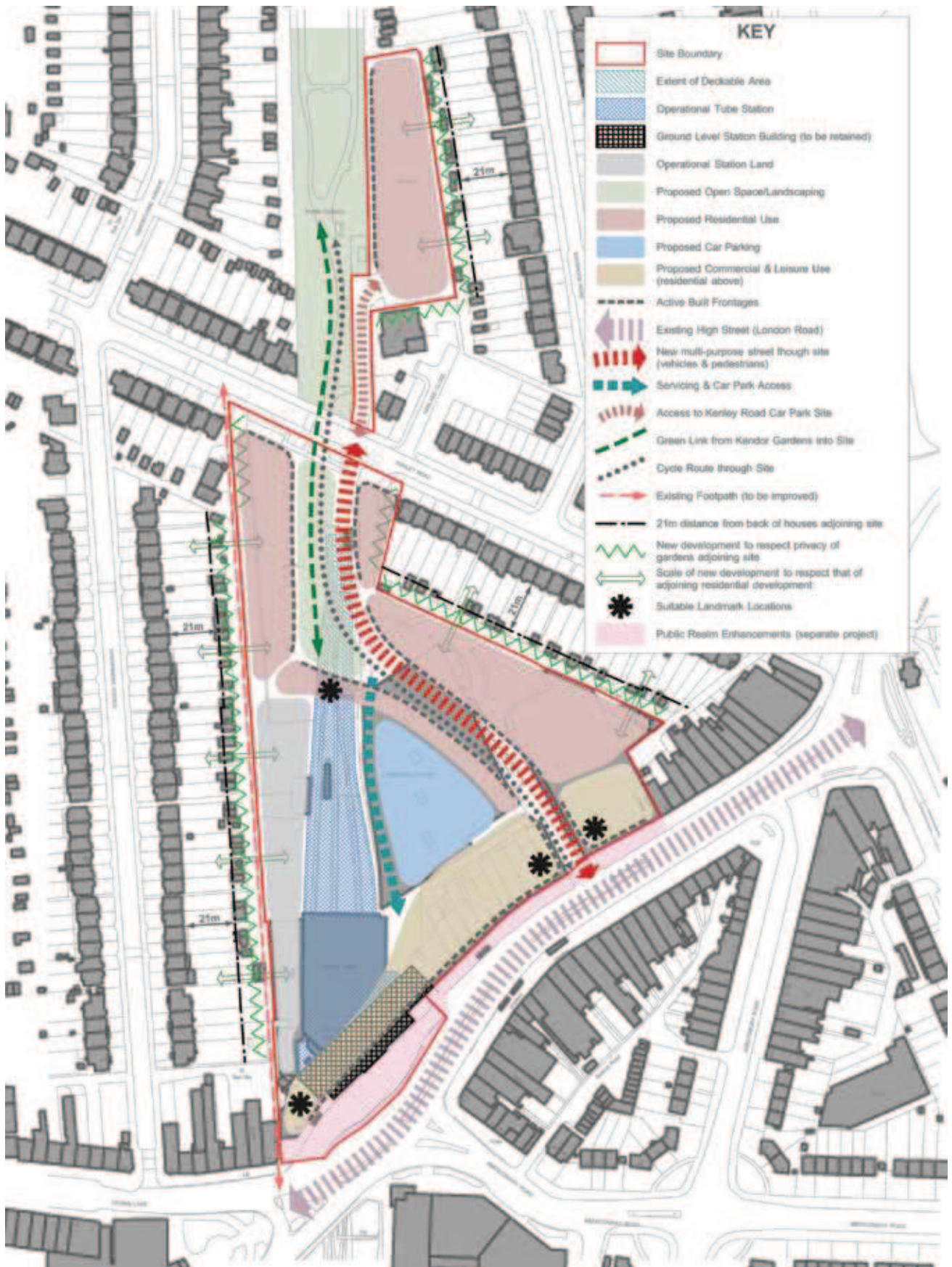


Figure 15: Key diagram
 Crown Copyright. All rights reserved. London Borough of Merton 100019259. 2011.

6.0 Urban Design

Intensification and Density

6.32 The site is in a town centre location and is highly accessible by public transport. Merton's Local Plan policies encourage optimising development density in such locations commensurate with good design and site context. The development must therefore seek to achieve the optimal density to make best use of the available land. This must be done in a manner that provides highly attractive, quality development that will maintain its attractiveness and value over several generations. Good internal design and layout, and the provision of high quality amenity space will be critical.

Mixed use and Viability

6.33 A mix of uses is critical for a vibrant town centre, as a good mix of uses attracts a variety of people for a long period during the day and the different uses will support each other commercially. Community and residential use in town centres maintains activity, providing natural surveillance and a sense of safety and attractiveness.

Architectural Quality

6.34 Morden town centre's character has been eroded through mediocre development from the 1960s to the 1990s. The station building and Civic Centre are examples of good quality buildings. New architecture must be of a high quality to be sustainable and attractive, and clearly be 21st century buildings that have been informed by the best existing buildings, the original art deco character of the area and the essence of lost buildings of good quality.

6.35 As well as being well informed by local character, good architecture derives from the use of good quality building materials.

6.36 Building design, form, appearance and use of materials needs to relate to and build upon the prevailing positive characteristics of Morden. A key theme here is the art deco influence. This suggests stone, stucco or render on key buildings, with other buildings using a more muted brick palette with stone or stucco for decoration. Proportions and building detail must relate to the human scale and therefore at ground level there needs to be richness to the eye and the building must meet the street in a meaningful manner. Modern buildings

must find ways of expressing quality and detail without recourse to older historic forms of decoration. The art deco tradition however serves as a good example of how modernism and decoration can be stylishly combined.

Residential Space and Amenity Standards

6.37 The success of the residential development, and therefore the success and character of the town centre as a whole, and the new retail offer it attracts will be singularly influenced by the quality of the housing.

6.38 Flats and houses must be designed internally with care to allow adaptability and flexibility within. This means creating dual aspect units that are either designed with, or allow for, separate kitchens. They must allow for the ability to change internal layouts to facilitate different needs and be in accordance with the design standards in the Mayor's Housing SPG.

6.39 High quality design should also extend to the provision of amenity space. In high density developments where space is a premium, providing adequate, high quality amenity space and public realm is crucial. This is often more important than having larger areas of communal space. The council is currently developing space and amenity standards based on the London Plan and London Housing Design Guide.

Tall Buildings

6.40 The council policy on tall buildings permits tall buildings in Morden where they complement the existing civic centre building as a pinnacle building around which smaller tall buildings can be clustered.

6.41 A suitable and appropriate location for tall buildings would be adjacent to the station, to the southwest. Apollo and Athena House is constrained by structural and operational requirements, however it is considered that depending on the materials, the building could increase in height.

6.42 Adjacent to the station is the most appropriate location for a through route from the north, through the site, to form a junction with London Road, the main retail street. The junction is an appropriate location for a tall building, but only in the context of marking the junction and as a marker for a

new public space. Its height must therefore be commensurate with its role. Other appropriate locations for taller buildings are identified in Figure 15 (refer to 'Suitable Landmark Locations' on Figure 15: Key Diagram).

Important Views and Vistas

6.43 Views and vistas are important in strengthening legibility and character of the town centre. They also serve as indicators for landmark architecture and taller buildings (refer to 'Suitable Landmark Locations' on Figure 15: Key Diagram). The station building is an obvious landmark that terminates the view from Aberconway Road. From the north, the view south along Kendor Gardens is currently indistinct and a building is needed to terminate the vista, announce the new development and screen the operational side of the railway.

6.44 A longer view into the town centre exists from the south-west along London Road, terminating near to where the new through street will emerge onto London Road. This is also an opportunity and further reason to site a landmark building here. This will become more relevant if the gyratory is removed and traffic again travels north-easterly into the town centre on this route.

Backland and Rear Gardens

6.45 The Mayor of London's Housing Supplementary Planning Guidance (November 2012) provides guidance regarding separation distances between the windows to habitable rooms of 18-21m. It should be noted that this is only indicative guidance. Residential properties along Kenley Road and Windermere Avenue are approximately 30m from the boundary of the site. In principle, new development could come reasonably close to their boundaries without adverse effects on their amenity. However, development of the site cannot take place without some change to the outlook from these properties. Where development comes close to boundaries, this interface should be carefully designed. New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses (refer to 'Scale of new development to respect that of adjoining residential development' on Figure 15: Key Diagram).

6.46 The site borders onto existing housing to its north and this is therefore the most sensible place for new housing on the site. New housing should also face into the site so that the rear of the new building faces the rear of the existing houses and thereby creating clearly defined public and private areas and the creation of active streets and spaces within the site.

6.47 New development is likely to be flats rather than houses and, where appropriate, of a greater scale than surrounding houses. This transition needs to be managed sensitively. Use of external amenity space and gardens in new development should be used to achieve a respectful relationship between new and existing development.

The Public Realm

Streets and Spaces

6.48 Streets and spaces are public places and must feel like it and be managed to support this. Streets and spaces must feel safe and welcoming, inclusive and public. This is critical as it is how we move about and experience our environment. Streets in town centres are multi-use spaces, used by multiple modes of transport. Highway infrastructure must neither intrude to the level of clutter, nor be reduced to the lowest common denominator for reasons of short term maintenance costs.

6.49 All infrastructure in the public realm must be appropriate and functional. It must be well ordered to maximise space for pedestrians and facilitate easy movement for those with physical impairments (refer to TfL's 'Streetscape Guidance').

6.50 The relationship of buildings to spaces is another key factor in creating high quality streets and spaces. This is a physical relationship such as; how a building meets the ground and is detailed, and also a human relationship such as; how activities within the building are accessed from the street and how that transition is made from street to building. In town centres, the more intense and frequent that relationship, the greater the vitality the town centre has.

6.0 Urban Design

Activity and Vitality

6.51 Activity needs to be concentrated at the town centre end of the site, on London Road. Retail uses are most appropriate at ground level, with residential, commercial, hotel and other uses above (refer to 'Proposed Commercial and Leisure Use' on Figure 15: Key Diagram). Bigger shops should not take up unduly large amounts of frontage to the detriment of vitality. This is particularly relevant for food stores which should, as far as possible, be located to the rear of a larger number of smaller units, with their entrance at one or two key locations. A larger number of smaller shops create a greater range of activity, people and visual richness – all of which increases vitality.

Security and Safety

6.52 Mixed uses, active frontages and permeable streets are measures which are encouraged in new design. Provision of overt functional physical security measures such as solid external security grilles, burglar alarms, security signs and gates are unwelcoming and visually unattractive. There is a clear link between unattractive places and crime and the perception of crime. For the retail areas, no solid external security shutters will be permitted. Internal shutters should be avoided; however any internal shutters must provide clear views into shops.

6.53 The principles contained in guidance documents such as 'Safer Places', 'Designing out Crime' and 'Secured by Design', should be taken into account and be considered early in the design process of any proposal.

Shop-fronts

6.54 Shop-fronts are the face of the town centre. They must be functional, attractive and support safety, natural surveillance, vitality and visual attractiveness and richness. They must be designed as an integral part of the building, including the provision of signage and they must respect the architectural heritage of the Charles Holden station building.

6.55 Shop-fronts must consist primarily of a shop window that both displays goods and offers a clear view into the shop within. This is an invitation in itself and aids natural surveillance by developing a positive visual relationship with the street.

Parking

6.56 The London Plan advises to reduce the dependence on the private car. Town centre car parking will be provided as part of the scheme and such proposals will be compliant with the Parking Standards set out in the London Plan, however with excellent transport links and a PTAL value of 5a and 6, development proposals will be expected to promote the use of sustainable modes of transport (refer to 'Proposed Car Parking' on Figure 15: Key Diagram).

6.57 Providing surface parking in town centres is an inefficient use of space, therefore development proposals will be expected to incorporate parking at sub surface level, subject to viability or alternatively in multi-storey or rooftop format.



7.0 Implementation and Planning Application Requirements



7.0 Implementation and Planning Application Requirements

Phasing and Delivery

7.1 Any proposal would need to ensure that the development of the site is phased in such a manner that the public transport services are not disrupted.

Implementation

7.2 It is Merton Council's intention with this planning brief to encourage adjacent landowners to work together and encourage developers to bring forward a comprehensive development of this site.

7.3 The council will assist developers, when deemed appropriate, in working with landowners to find suitable solutions to develop parts of the site that are in multiple ownerships.

Planning Application

7.4 Further detailed guidance on the information and details required for the submission of a planning application can be found of this webpage:

<http://www.merton.gov.uk/environment/planning/planningapplications.htm>

7.5 Before the submission of a planning application on any part of the site the council will expect pre-application discussions with urban regeneration and development management officers. Officers will then also provide advice regarding any presentations to the council's Design Review Panel.

7.6 The Council will expect the following details as part of a planning application:

- Detailed plans showing building layouts on site.
- Sections through the site showing height and relationship of new buildings to existing neighbouring buildings.
- Indications of material to be used on the building exterior.
- 3D modelling to demonstrate scale, bulk and massing of the development.
- Detailed representations of all neighbouring buildings and how proposed buildings relate to it including linear streetscape elevations.

Community Infrastructure Levy (CIL) and Section 106 Agreements

7.7 Development proposals will be considered in light of paragraph 173 of the National Planning Policy Framework whereby plans should be viable and deliverable.

7.8 The Mayor of London CIL charge for Merton is £35m² and applies to new development in Merton apart from education, healthcare and community uses.

7.9 Applicants are advised to consult with the council on CIL or S106 matters in relation to specific development proposals. Further details on CIL can be viewed on the council's website:

http://www.planningportal.gov.uk/uploads/1app/cil_guidance.pdf





Appendices

The background of the page is a photograph of a city at night, with many windows illuminated from within, creating a grid of light against the dark sky. Overlaid on this image are several semi-transparent, overlapping purple geometric shapes, including triangles and polygons, which create a layered, abstract effect. The overall color palette is dominated by deep purples and magentas.

Appendices

Appendix A - Description and Criteria Assessment of the Locally Listed Building: Morden Underground Station

DESCRIPTION

On the London Road frontage this building was originally an essentially single storey building, with a raised central section housing an outer entrance hall. An additional 3 floors of offices were added to the street frontage in the 1960's. The original building dates from the around 1926 (probably by Charles Holden). The street frontage building material of the original building is Portland stone, with steel supports and a part glazed roof (not original) for the train shed at the rear, and green/white/black tiles in the public spaces of the ticket hall and parts of the train shed. The outer entrance hall features a large central glazed panel with the London Transport logo, flanked by Portland stone pillars in the art deco style. A canopy with glass bricks runs along the street frontage of the building to each side of the outer entrance hall. There are clerestory windows with art deco ironwork above the canopy. The ticketing hall is octagonal in shape with a fluted profile to the roof, and a central lantern (partly original), again in art deco style. The train shed is a large clear spanned space. The addition of the 3 floors of offices have severely compromised the architectural impact of the building, and without that the building would probably be statutorily Listed as several other art deco Northern Line Underground stations are. The building has no clear design relationship with any other local buildings, but can be seen as part of a sequence of similar stations along much of the Northern Line.

CRITERIA ASSESSMENT

- Architectural style.....good
- Age/history.....not of special interest
- Detailing.....good
- Group Value.....some
- Building Materials.....good
- Subsequent Changes.....adverse changes

Development Plan Policies (this list is not exhaustive)			
Topic	London Plan (2011)	Merton's Local Plan	Key Scheme Key Requirements
Housing	<p>Policy 3.3 Increasing Housing Supply, Policy 3.4, Optimising Housing Potential, Policy 3.5: Quality and Design of Housing Developments, Policy 3.6: Children and Young People's Play and Informal Recreation Facilities, Policy 3.8: Housing Choice, Policy 3.10: Definition of Affordable Housing, Policy 3.11: Affordable Housing Targets and Policy 3.12: Negotiating Affordable Housing on Individual Private Residential and Mixed Use Schemes</p>	<p>Core Strategy: Policy CS3: Morden Sub-Area, Policy CS8: Housing Choice, Policy CS14: Design.</p> <p>UDP: HS1.</p> <p>Draft Sites and Policies Plan and draft Policies Map: DMH2: Housing Mix, DMH3 Support for Affordable Housing, DMH1: Supported Care Housing for vulnerable people or secure residential institutions for people housed as part of the criminal justice system</p> <p>Strategies: Merton's Draft Housing Strategy (2012 – 2015).</p>	<p>Housing Density: As guidance use London Plan Table 3.2: Sustainable residential quality (SRQ) density matrix (habitable rooms and dwellings per hectare). However as detailed in the justification text, this table should not be used mechanistically – local context, design, transport capacity and social infrastructure should also be taken into consideration.</p> <p>Housing Mix: Merton's Strategic Housing Market Assessment (SHMA) [2010] identified that there is a need for more homes of all types and sizes throughout Merton. In assessing development proposals the council will take account of Merton's Housing Strategy (2011-2015) borough level indicative proportion as set out as follows: 1 –bed 33%, 2-bed 32% and 3-bed 35%. Therefore these proportions should be used to inform unit mix.</p> <p>Affordable Housing Requirements: 40% affordable housing requirements for schemes above 10 units.</p> <p>Tenure Mix: 60% social and affordable rent and 40% intermediate housing.</p> <p>Housing Design Standards: All housing should be built to the minimum requirements as detailed in London Plan Table 3.3 Minimum space standards for new development.</p> <p>Play and Information Recreation requirements: Development proposals that include housing should make provision for play and informal recreation, based on the expected child population generated by the scheme and an assessment of future needs. Please also refer to the Mayor's SPG Providing for Children and Young People's Play and Informal Recreation for guidance.</p> <p>Lifetime Homes and Wheelchair Standards: All residential development is required to be built to 'The Lifetime Homes' Standards and 10% of new housing should be designed to be wheelchair accessible, or easily adaptable for residents who are wheelchair users.</p>

Development Plan Policies (this list is not exhaustive)				
Topic	London Plan (2011)	Merton's Local Plan	Key Scheme Key Requirements	
Housing	London Plan table 3.2: Density and table 3.3: Housing standards Interim London Housing Design Guide(2010) and Housing SPG (2012)			
Town Centre type uses	Policy 2.15: Town Centres, Policy 4.6: Support for and Enhancement of Arts, Culture, Sport and Entertainment Provision, Policy 4.7: Retail and Town Centre Development, Policy 4.8: Supporting a Successful and Diverse Retail Retail Sector.	Core Strategy: Policy CS3: Morden Sub-Area and Policy CS7: Centres. UDP: MU3, TC.1, TC.3, TC.5, TC.6, TC.7, TC.8, TC.9, TC.10, TC.11, MO.1, MO.2, MO.3, S.2, S.7, S.10, S11	Designation of Morden town centre as a 'District' centre: London Plan Table A2.1: 'Town centre classifications and broad future directions' clarifies that Morden is designated as a 'District' centre. We encourage a range of town centre type uses which provide shopping and services for the local neighbourhoods, mainly for weekly convenience shopping and for the centre to be a hub for local businesses. We will support new development in this centre commensurate with its scale and function and where it respects or improves the character and local environment. Vision incorporated in Core Strategy Policy CS3: Proposals will need to make more efficient use of the land by incorporating higher density housing and commercial opportunities; exploiting Morden's excellent public transport links, while conserving and enhancing the character and distinctiveness of the adjacent suburban neighbourhoods.	Core Shopping Area: All the properties fronting onto London Road are designated as Core Shopping Areas, where A1 retail uses are protected and some other uses are allowed subject to criteria tests.

Development Plan Policies (this list is not exhaustive)			
Topic	London Plan (2011)	Merton's Local Plan	Key Scheme Key Requirements
Town Centre type uses		<p>Draft Sites and Policies Plan and draft Policies</p> <p>Map: R1: Location and scale of development in Merton's town centres and neighbourhood parades,</p> <p>R4: Protection of shopping facilities within designated shopping frontages, R5: Food and drink/leisure and entertainment uses, R6: Culture, arts and tourism development</p> <p>Merton's Economic Development Strategy 2010 & 2012 update.</p>	<p>Proposals Sites: In the UDP (adopted in 2003) the Morden Station site, excluding 34 - 44 London Road (Sainsbury's and Newspaper House), is identified as Proposals Site 1MO with the following proposed use: "Enhance public transport interchange and mixed use development, including additional retail floorspace and an extension to the existing supermarket, car parking, leisure, housing, offices, public open space. Commercial uses on the London Road frontage with residential uses on the Kenley Road/Windermere Avenue frontages". This site proposals have been ineffective for the past 10 years and therefore more weight should be awarded to the proposed uses for the four relevant Proposal Sites in the draft Plan:</p> <p>Site 57 Station Offices and Retail Units (Athena and Apollo House): <i>Upper floors - hotel (C1 Use Class) and/or offices (B1[a]) Use Class).</i> <i>The ground floor is considered suitable for any of the following uses or a suitable mix of retail (A1 Use Class), financial and professional services (A2 Use Class), restaurant and cafes (A3 Use Class), drinking establishments (A4 Use Class), offices (B1[a] Use Class) and community (D1 Use Class).</i></p> <p>Site 58 Sainsbury's Car Park (Peel House Car Park) - <i>Any of the following uses or a suitable mix of retail (A1 Use Class), financial and professional services (A2 Use Class), restaurants or cafes (A3 Use Class), drinking establishments (A4 Use Class), hot food takeaways (A5 Use Class), offices (B1[a] Use Class), residential (C3 Use Class), community (D1), gym or cinema (D2 Use class).</i></p> <p>Site 61 Morden Station Staff car park - <i>Any of the following uses or a suitable mix of residential (C3 Use Class), employment (B1[a], B1[b], B1[c] Use Classes) and community (D1 Use Class).</i></p> <p>Site 65 Kenley Road Car Park – <i>Residential (C3 use class) to be developed in conjunction with the moreMorden masterplan or education (D1 use class).</i></p>

Development Plan Policies (this list is not exhaustive)

Topic	London Plan (2011)	Merton's Local Plan	Key Scheme Key Requirements
Employment	Policy 4.12: Improving Opportunities for All.	Core Strategy: Policy CS12: Economic Development. Draft Sites and Policies Plan and draft Policies Map: E4: Local employment opportunities	Employment: Strategic developments proposals should support local employment, skills development and training opportunities such as providing local business and residents the opportunity to apply for employment during the construction of developments and in the resultant end use.
Design	Policy 7.1: Building London's Neighbourhoods and Communities, Policy 7.2: An Inclusive Environment, Policy 7.3: Designing Out Crime, Policy 7.4: Local Character, Policy 7.5: Public Realm, Policy 7.6: Architecture, Policy 7.7: Location and Design of Tall and large buildings, Policy 7.8: Heritage Assets and Archaeology, Policy 7.13: Safety, Security and Resilience to Emergency, Policy 7.14: Improving Air Quality, Policy 7.15: Reducing and Enhancing Soundscapes.	Core Strategy Policy CS3: Morden Sub-Area, CS14: Design. UDP: BE8, BE13, BE14, BE15, BE16, BE17, BE19, BE20, BE21, BE22, BE25, BE28, BE29, BE31, BE33, BE34, BE35, PE4. Draft Sites and Policies Plan and draft Policies Map: DM D1: Urban design and the public realm, DM D2: Design considerations in all developments, DM D3: Alterations and extensions to existing buildings,	Design and Assess Statement: Following engagement with relevant user groups, besides the statutory requirements for these documents, it should also indicate how the principles of inclusive design, including the specific needs of older and disabled people, have been integrated into the proposed development, and demonstrate how best practice standards have been complied with, such as British Standard BS 8300: 2009; and how inclusion will be maintained and managed. Designing Out Crime: this should be considered as the early design stage. The development should reduce the opportunities for criminal behaviour and contribute to a sense of security without being overbearing or intimidating. Tall Buildings: Morden is identified as a town centre that may be appropriate to accommodate higher density development. The Civic Centre should however remain the pinnacle building in terms of height, and new development should assist in creating a transition to surrounding low rise development, creating a cluster of taller buildings and improving the town centre skyline. New development must respect the sensitivity of the transition between the town centre and the surrounding neighbourhoods in terms of height, massing and scale. The heights of all new buildings will need to be justified (in the Design and Access Statement) as part of a townscape analysis, with particular regard to their context, relationship to other buildings and impacts.

Appendix B - Key Policy Requirements

Development Plan Policies (this list is not exhaustive)			
Topic	London Plan (2011)	Merton's Local Plan	Key Scheme Key Requirements
	<p>London Plan table 3.2: Density and table 3.3: Housing standards</p> <p>Interim London Housing Design Guide(2010) and Housing SPG (2012)</p>	<p>DM D4: Managing heritage assets, DM D7: Shop front design and signage.</p>	<p>Locally Listed Building: The ground floor part of the station building is Locally Listed. Development proposals will therefore be required to ensure that the historic character is conserved and enhanced.</p> <p>Design Review Panel: Due to the scale and size of this proposal, it is advisable for it to go through Merton's Design Review Panel. The Panel comprises a group of independent professionals working in the field of the built environment. The Panel advises the council on design issues in relation to important new development schemes and proposals for important public spaces, including both major planning applications and pre-application development proposals.</p> <p>Archaeology: Developers should liaise with officers from the Greater London Archaeological Advisory Service (GLAAS) and Merton Council's conservation officers as to the scope of the archaeological survey work that will be required.</p>

Development Plan Policies (this list is not exhaustive)

Topic	London Plan (2011)	Merton's Local Plan	Key Scheme Key Requirements
Climate Change	<p>Policy 5.2: Minimising Carbon Dioxide Emissions, Policy 5.3: Sustainable Design and Construction Policy 5.6: Decentralised Energy in Development Proposals, Policy 5.7: Renewal Energy, Policy 5.9: Overheating and Cooling, Policy 5.10: Urban Greening, Policy 5.11: Green Roofs and Development Site Environments</p>	<p>Core Strategy: CS15: Climate Change UDP: PE12. Draft Sites and Policies Plan and draft Policies Map: EP1: Opportunities for decentralised energy networks</p>	<p>Energy Assessments: major developments should include detailed Energy Assessments to demonstrate how the targets for carbon dioxide emissions reduction as detailed in this policy will be met.</p> <p>Code for Sustainable Homes (CfSH): we would expect both affordable housing and private housing to meet Code Level 4 of the CfSH.</p> <p>Building Research Establishment Assessment Method (BREEAM) Standards: all non-domestic development over 500m² are expected to be built to a minimum of BREEAM Very Good standard and meet CO₂ reduction targets in line with the London Plan or national policy, whichever is the greater.</p> <p>Combined and Cooling Heat and Power: where possible, opportunities should be taken to provide combined heat and power and combined cooling heat and power.</p> <p>Multi Utility Services Company (MUSCO): all major development is strongly encouraged to be MUSCO ready where viable and actively contribute to the networks where possible. Regard should be had to the District Heating Manual for London. Details of these matters should be discussed at the pre-application stage.</p> <p>Sustainable Design Standards: major development should meet the minimum sustainable design standards as set out in the Mayor's SPG and this should be clearly stated within a design and access statement.</p> <p>Overheating and Cooling: major development proposals should reduce potential overheating and reliance on air conditioning systems and demonstrate this in accordance with the London Plan cooling hierarchy. Also, major development should demonstrate how the design, materials, construction and operation of development would minimise overheating and also meet its cooling need. Please see the London Climate Change Adaptation Strategy for more information on this.</p> <p>Green Infrastructure: should be taken into consideration at the beginning of the design process to contribute to urban greening, including the public realm.</p> <p>Green Roofs and Development Site Environments: major development proposals should be designed to include roof, wall and site planting, especially green roofs and walls where feasible.</p>

Development Plan Policies (this list is not exhaustive)			
Topic	London Plan (2011)	Merton's Local Plan	Key Scheme Key Requirements
Flooding	Technical Guidance to the National Planning Policy Framework (March 2012), Policy 5.12: Flood Risk Management and Policy 5.13: Sustainable Drainage	Core Strategy: Policy CS16: Water Management UDP: PE5, PE6, PE7. Draft Sites and Policies Plan and draft Policies Map: DM F1: Support for flood risk management;	Sustainable Urban Drainage Systems (SUDS): Development should utilise sustainable urban drainage systems (SUDS) unless there are practical reasons for not doing so, and should aim to achieve greenfield run-off rates and ensure that surface water run-off is managed as close to its source as possible. Areas Susceptible to Surface Water Flooding: Environment Agency maps currently show that the Kenley Road Car Park site, the rail tracks and areas adjacent to the southern corner of the of the Morden Station site are susceptible to surface water flooding. Proposals will need to incorporate suitable mitigation measures to address this matter in these areas.
Water	Policy 5.14: Water Quality and Wastewater Infrastructure and Policy 5.15: Water Use and Supplies	Core Strategy: CS11: Infrastructure Draft Sites and Policies Plan and draft Policies Map: DM F2: Sustainable drainage systems (SuDS) and wastewater and water infrastructure	Adequate Water Supply: development proposals must include adequate wastewater infrastructure capacity Conservation of Water Supply: Proposals should minimise the use of mains water by: incorporating water saving measures and equipment and designing residential development so that mains water consumption meet a target of 105 litres or less per head per day.
Waste	Policy 5.14: Water Quality and Wastewater Infrastructure and Policy 5.15: Water Use and Supplies Policy 5.3: Sustainable Design and Construction, Policy 5.18: Construction, Excavation and Demolition Waste	Core Strategy: Policy CS17: Waste Management. UDP: PE11.	Waste Storage and Recycling: we require integrated, well-designed waste storage facilities that will include recycling facilities for all new developments where appropriate. Construction Waste Removal: The generation and off-site transport of construction waste should be minimised through maximising reuse or recycling.

Development Plan Policies (this list is not exhaustive)

Topic	London Plan (2011)	Merton's Local Plan	Key Scheme Key Requirements
Transport:	<p>Policy 6.3, Assessing Effects of Development on Transport Capacity, Policy 6.9: Cycling, Policy 6.10: Walking, 6.13: Parking, Policy 6.12: Road Network Capacity, Policy 7.15: Reducing noise and enhancing soundscapes</p>	<p>Core Strategy: Policy CS18: Active Transport, Policy CS19: Public Transport and Policy CS20: Parking, Servicing and Delivery.</p> <p>UDP: PE1, PE.2</p> <p>Draft Sites and Policies Plan and draft Policies Map: DM T1: Support for sustainable transport and active travel, DM T2: Transport impacts of development, DM T3: Car parking and servicing standards, DM T4 Transport infrastructure, DM T5: Access to the road network, DM EP2: Reducing and mitigating noise, DM EP4 Pollutants</p>	<p>Parking Standards: LB Merton's parking standards for new schemes are in line with those detailed in 6.2: Car Parking Standards of the London Plan (2011). Developments should provide secure, integrated and accessible cycle parking facilities in line with Table 6.3: Cycle Parking Standards and should assess and provide an appropriate level of defined motorcycle parking spaces within their proposals.</p> <p>Walking: development proposals should ensure high quality pedestrian environments and emphasise the quality of the pedestrian and street space. The approach and principals of Legible London should be followed to take full advantage of walking opportunities.</p> <p>Scoping Report: is advised to agree what key items need to be addressed in the Transport Assessment to be submitted with the planning application.</p> <p>Transport Assessment: as this site is located on the Transport for London Network (TfLN) and is a red route, access will be a key issue for this site therefore a full transport assessment would be required. Please refer to TfL guidelines to find the type of information required for a Full Transport Assessment.</p> <p>Consult TfL: due to the size and sensitive location of the site, developers should have pre-application discussions with TfL</p> <p>Air Quality Impact Assessment: The entire borough of Merton has been designated as an Air Quality Management Area. Due to the size of the site, its redevelopment might result in an adverse impact to local air quality and it is therefore likely that an Air Quality Impact Assessment may be required.</p> <p>Noise Impact Assessment: this is required for applications that would either create noise or be sensitive to existing sources of noise.</p>

Development Plan Policies (this list is not exhaustive)			
Topic	London Plan (2011)	Merton's Local Plan	Key Scheme Key Requirements
S106		<p>Core Strategy: CS11: Infrastructure UDP: C1, C8, C13, BE27, PE2, PE3, L8.</p> <p>SPD: Planning Obligations SPD</p>	<p>S106 required: This is detailed in Merton S106 SPD (2006). Please include these in your development appraisals as S106 will be required to make the planning application acceptable in planning terms.</p>
CIL		<p>Core Strategy: CS11: Infrastructure</p>	<p>Merton's progress with CIL: Our Charging Schedule was adopted in November 2013. At the Morden Station site the rate for residential use is £115/m2 and at the Kenley Road Car Park site the rate for residential use is £220/m2. The rate for Retail Warehouses/Superstores across the whole site is £100/m2. The Mayoral CIL charge, which is £35/m2, is also collected in Merton.</p> <p>Merton's CIL Charging Schedule will now be applied to relevant development in schemes in Merton from 01 April 2014. Once implemented and in accordance with the CIL regulations and guidance (as amended), all existing planning applications, upon which the decisions notices are dependent on all S106 conditions being signed off, will be subject to the CIL charge. CIL is chargeable from the commencement of development.</p> <p>Once adopted the CIL charge is non-negotiable so it should be factored in the development residual land value appraisals. Affordable housing requirements will still be secured through S106 contributions as well as other S106 costs.</p>



MORDEN

London Borough of Merton
Merton Civic Centre
London Road
Morden
SM4 5DX

future.merton@merton.gov.uk
www.merton.gov.uk/futuremerton



London Borough of Merton
Statement of Consultation February 2014
Morden Station Planning Brief

1 Introduction

- 1.1 This document sets out how the London Borough of Merton complied with the consultation requirements of Merton's Statement of Community Involvement (SCI) 2005 and the Regulations (The Town and Country Planning (Local Development) (England) (Amended) Regulations 2008) by engaging, involving and consulting with the local community, residents groups/organisation and stakeholders during the preparation of Morden Station Planning Brief.
- 1.2 Regulation 30(d) of the Town and Country Planning (Local Development) (England) (Amendment) Regulations 2008 requires local authorities to prepare a Statement of Consultation setting out:
- I. which bodies and persons the local planning authority were invited to make representations under regulation 25 or regulation 26,
 - II. how those bodies and persons were invited to make representations under either of those regulations,
 - III. a summary of the main issues raised by the representations made
 - IV. pursuant to either of those regulations, and
 - V. How any representations made pursuant to either of those regulations have been taken into account.

2 Merton's Statement of Consultation (SCI)

- 2.1 Merton's Statement of Community Involvement (SCI) was adopted in 2006 and describes how the community can be involved in preparing Merton's Local Plan and other planning documents and plans (including planning briefs and Supplementary Planning Briefs) .
- 2.2 The SCI sets out the Council's commitment to community involvement in planning. It explains how Merton's local communities, residents groups/organisation, stake holders and other interested parties can be involved in developing planning documents, by informing the Council what they thoughts are, provide additional information and suggest changes to planning plans/documents. .
- 2.3 Since the adoption of the SCI there has been some change in the way the council can consult with the publics for example the Council now has a Facebook and Twitter pages which are used as an additional method of alerting people to new press releases.
- 2.4 Another example is, the Council no longer has a dedicated community engagement officer for planning matters but uses all officers involved in plan making to conduct outreach consultations. The Council do not considered above to be significant changes to the principles of the Merton's SCI.
- 2.5 Table 1 below outlines the methods of consultation identified in the SCI and the methods of consultation the council utilised during the public consultation on the draft Morden Station Planning Brief between 30th September –11thNovember 2013.

3 Consultation

- 3.1 Since 2008, Merton council have been seeking the views of local residents, resident's groups/organisations, developers, land owners, key stakeholders and other interested

parties on the regeneration of Morden town centre, known as *'moreMorden'*. From the results of the moreMorden consultation the Council adopted a strategic vision for Morden town centre in 2009. This engagement has informed the Morden Station Planning Brief which focuses on four Local Plan site allocations in Morden town centre. There are:

- Site 57: Morden Station offices and retail units, 66a -82 London Road Morden
- Site 58: Sainsbury's (Peel House) decked car park, Morden
- Site 61: Morden Station surface car park, Kenley Road, SW19
- Site65: Kenley car park, Adj. Kendor Gardens, Kenley Road

4 How we consulted

4.1 During the Morden Station planning brief consultation the council used different methods of public engagement to maximise public involvement and raise public awareness of the planning brief. These consultation methods included:

- Resident Groups/Organisation/Civic Groups/ meetings
- One-to-One Meetings with Selected Stakeholders
- Steering and Advisory Groups
- Access to the document(s) at Morden reference library and Civic Centre
- Formal written consultation notification letters and emails to all local residents and business within a 800 metre radius of the site
- Dedicated webpage on Merton Council website (updated at various intervals)
- Responses and comments submitted made available on the councils dedicated website.
- Notices and articles in trade publications
- Public notice in the borough's local Guardian newspaper

4.2 More details about the range of consultation methods used are set out below in Table 1.

Table 1: Consultation method used for the Morden Station Planning Brief

Consultation methods advised in Merton's adopted SCI 2006	Consultation methods used
<p>Press release: local / trade press</p>	<p>The council published a press notice in the local Morden and Mitcham Guardian on the 3rd October 2013.</p> <p>http://www.yourlocalguardian.co.uk/news/10716350.Consultation_launches_on_major_revamp_for_Morden/</p> <p>Furthermore, the local Morden and Mitcham Guardian ran articles on the Morden Station and Morden Town Centre redevelopment plan of the council. These can be view on the following links:</p> <p>http://www.yourlocalguardian.co.uk/news/10666170.Massive_revamp_of_Morden_town_centre_to_be_discussed/</p> <p>http://www.yourlocalguardian.co.uk/news/10666170.Massive_revamp_of_Morden_town_centre_to_be_discussed/</p> <p>http://www.yourlocalguardian.co.uk/yoursay/letters/letters_to_the_editor/10724313.Public_must_have_say_over_Morden_masterplan/</p>
<p>Council website or associated / relevant websites.</p>	<p>Details of the consultation was placed on the Council's public accessible 'Get involved' consultation portal iConsult explaining the purpose of the consultation, what the consultation was about, how to submit comments, contact email address and telephone number if there were any questions.</p> <p>In addition a dedicated Morden Station webpage was launched at the start of the consultation with information of the consultation and the documents available to download from the website.</p> <p>http://www.merton.gov.uk/community-living/areas-wards/morden/moremorden.htm</p> <p>The Merton Park Ward Residents Association conducted an on-line survey for members and residents.</p>
<p>Leaflets on specific Local Plan topics</p>	<p>This was not deemed necessary for this supplementary planning document.</p>

Outreach	<p>Outreach was considered the most effective method during the consultation council officers meet with various community groups and organisations:</p> <ul style="list-style-type: none"> • Merton Park Ward Residents Association Meeting (October 2013) • Numerous workshops with council staff at the annual Staff Roadshow (w/c 4 November 2013) • Workshop with resident regarding the Kenley Road Car Park site (4 December 2013)
Direct mailing	<p>The Council sent out over 6000 notification of consultation (emails and letters) to local residents and business within an 800 metres radius of the site, key stake holders and Duty to Co-Operate partners were also notified of the consultation at the start.</p> <p>In addition, persons on the Local Plan consultation database (formerly the LDF consultation database) who live in Morden were included in the direct mailing also.</p> <p>Due to a surprisingly poor response rate from the residents of Windermere Avenue, which is adjacent to the site boundary, officers hand delivered letters to all the properties on the eastern side of Windermere Avenue.</p>
Dedicated phone and e-mail	<p>The Council publicised two telephone numbers for the public to call and a contact email address on all correspondences, dedicated website, publications and presentations; if they had any questions regarding the consultation or the document.</p>
Attending Area Forums	<p>Since Merton's Statement Community Involvement (SCI) was adopted in 2006, the council now supports one Area Forum per district per year (In Morden, the local Association host about 4 meetings per year).</p> <p>Council officers attended and held a presentation on the planning brief at the Morden Community Forum on the 8th October 2013. Details of this meeting can be viewed on the following link: http://www.merton.gov.uk/community-living/communityforums/mordencommunityforum.htm</p>
Partnership meetings	<p>A dedicated space was available in Morden library to promote and allow time to consider the consultation documents and respond.</p> <p>The Council's partners were notified by either email or letter including the SW London NHS, Merton's Public Health, Metropolitan Police Service, the Greater London Authority (GLA) and other strategic partners.</p>

Councillor surgeries	<p>Merton Councillors were informed of the planning brief via the democratic process committee meetings and email notification at the start of the consultation</p> <p>In addition, all Councillors were invited to a briefing on 10 July 2013.</p>
Merton residents panel	<p>Not used; a direct mail out was used which included local residents, businesses and residents groups/organisations within an 800 metres radius.</p> <p>In addition persons on the Local Plan consultation database (formerly the LDF consultation database) who live in Morden were included in the direct mailing.</p>
Staffed exhibitions	<p>Were not undertaken due to the very wide range of issues being consulted on. Generally only effective for single sites.</p>
Merton council magazine: dedicated article in MyMerton	<p>This could not be used due to the publication schedule of 'My Merton', the publication is published quarterly (Spring, Summer, Autumn and Winter) and unfortunately the dates of the consultation was not compatible with the lead in times with 'My Merton'.</p>

5 Summary of key issues raised at consultation

5.1 The key issues raised at consultation included:

- building height, improvements to existing style and appearance
- support for a different retail offer
- open space: support for extending Kendor Gardens
- parking
- housing
- community facilities
- support for improving the public realm.

5.2 All consultation responses have been considered in drafting the final brief but some of the actions that have been taken as a result of the consultation feedback are set out below:

- Building heights** - In paragraph 2.3 of the final planning brief it is pointed out that the intensification proposed in Merton's Core Planning Strategy should "...*be sensitive to the suburban character of the houses adjacent to the town centre*" and in paragraph 6.45 it is pointed out that: "*New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses.*" Furthermore, the Key Diagram now indicates the following relevant constraints: '*Scale of new development to respect that of adjoining residential development*', '*New development to respect privacy of gardens adjoining site*' and '*21m distance from back of houses adjoining site*'. The latter is the Mayor's Housing SPG's design guidance for separation distance between windows to habitable rooms.
- Parking** - Planning policies support low or car free development in places, such as Morden that are well served by public transport. It is however likely that some short term visitor parking to serve shoppers will be required. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.
- Building style and appearance** - There was much agreement that many of the existing buildings appear to be in a poor condition, that the art deco character should be strengthened and that the locally listed Morden Station building should be preserved and enhanced. In paragraphs 6.34 - 6.36 of the final planning brief, under the subheading 'Architectural Quality', numerous references are made to the art deco features within Morden and in paragraph 5.6 it is pointed out that: "*Proposals in proximity of the locally listed station building need to ensure that the special features of this building is conserved and enhanced.*"
- Retail** - The majority of respondents were critical of the current retail offer in Morden and either wanted more major brand retail stores or predominantly independent stores; with the majority wanting more major brands. The purpose of this development brief is to set out a clear vision and to provide guidance on the type of development expected on this site. The council has very limited influence on the occupants of retail units. The following guidance in paragraph 6.51 of the final planning brief should ensure the provision of a mix of store sizes: "*Bigger shops should not take up unduly large amounts of frontage to the detriment of vitality. This is particularly relevant for food stores which should, as far as*

possible, be located to the rear of a larger number of smaller units, with their entrance at one or two key locations. A larger number of smaller shops create a greater range of activity, people and visual richness – all of which increases vitality.”

- (v) **Open space** - There was support for the extension of Kendor Gardens into the site, the provision of green infrastructure (e.g. trees and green roofs) and improved links to Morden Hall Park and Morden Park. The Key diagram shows a ‘Green Link from Kendor Gardens into Site’ and paragraph 6.31 in the final brief states that: *“Proposals for this major development site should also incorporate appropriate green infrastructure such as green roofs, living walls and street planting which contribute to urban greening and result in the enhancement of local biodiversity.”*
- (vi) **Housing** - There was mixed support for housing on the site, with a small majority supporting the provision of housing subject to a variety of concerns regarding tenure and size mix. Objections to the provision of housing were mainly on the grounds of the quantum of existing housing in the area and the additional pressures that will be placed on the provision of school places. The planning brief is a supplementary planning document which cannot contain new planning policies or contradict adopted planning policy such as Core Planning Strategy policy CS 9 which point out in paragraph 18.41 that it is anticipated for a large proportion (approximately 1,250) of the additional housing growth in the Morden sub-area is to come from the planned regeneration of Morden town centre. The final planning brief also points to planning policies that relate to the mix of dwelling sizes (DM H2) and tenure (DM H3), and the need for the developer to demonstrate that the projected child yield could be met in local schools (DM C2).
- (vii) **Community facilities** – 12 respondents were concerned about the need for additional school places, 8 were concerned about the likely increased pressure on GP surgeries, 5 would like a local gym/health centre and 4 suggested that public toilets should be provided. As pointed out above, the final planning brief states the planning policy requirement for the developer to demonstrate that the projected child yield could be met in local schools (DM C2) and that the impacts of this major development site on local health and wellbeing should be considered through the use of a Health Impact Assessment. In paragraph 6.33 the final planning brief points out that *“A mix of uses is critical for a vibrant town centre, as a good mix of uses attracts a variety of people for a long period during the day and the different uses will support each other commercially. Community and residential use in town centres maintains activity, providing natural surveillance and a sense of safety and attractiveness.”*
- (viii) **Public realm** – There was strong consensus that Morden’s public realm needs much improvement with many references to the existing bus interchange and poor pedestrian facilities. The final planning brief refers to the importance of the public realm on numerous actions throughout the document but in paragraph 5.2 points out that: *“There is an opportunity to make substantial improvements to the public realm at the entrance to Morden station”* if an appropriate alternative solution can be found for the provision of bus stands and in paragraph 6.49: *“All infrastructure in the public realm must be appropriate and functional. It must be well ordered to maximise space for pedestrians and facilitate easy movement for those with physical impairments (refer to TfL’s ‘Streetscape Guidance’).”*

Appendix 1: List of consultees

Statutory/Duty to Co-operate bodies

British Telecom Plc	London Energy
DEFRA	London Fire and Emergency Planning Authority (LFEPA)
EDF Energy Networks	London Underground
English Heritage - London Region	Metropolitan Police Service: Merton Crime Prevention Design Advisor
Environment Agency	Mobile Operators Association
Fire Brigade (Merton)	National Grid
Fire Brigade (South England)	Natural England
Greater London Authority and the Mayor of London (including offices held by the Mayor of London)	NHS London Healthy Urban Development Unit
Highways Agency	NHS South West London
Local Government Association (LGA)	Thames Water Utilities Ltd
London Ambulance Service (Headquarters)	Transport for London
London Ambulance Service (Merton)	Transport for London (Property team)
London Borough of Lambeth	Transport for London Road Safety Unit
London Borough of Wandsworth	Transport for London Head of Cycling, Walking and Accessibility
London Borough of Croydon	Wandle Valley Regional Park Trust
London Borough of Sutton	

Government Departments

Department for Culture, Media and Sport (DCMS)	Department for Business Innovation and Skills (BIS)
Department for Transport (DfT)	Department for Energy and Climate Change
Department for Work and Pensions (DWP)	

Resident Groups/Organisations/friends of

Friends of Cannon Hill Common	Merton Park East Residents Association
Friends of Ravensbury Park	Merton Park Ward Residents Association
Garth Road Residents Association	Morden Lodge Res Association
Grosvenor Court Residents Association	The John Innes Society
Hartfield Mead Residents Association	The Ravensbury Lanes and Avenues Residents Association

Other consultees

6355 Morden business and residential properties within 800 metres radius of the site

Abbotsbury Primary School	Homes and Communities Agency
Ahmadiyya Muslim Association (EMC)	London Travel Watch
Ahmadiyya Muslim Women's Association	Malmesbury Primary School
Alliance Property Developments Ltd	Merton CAB
AMA UK	Merton College
Aragon Primary School	Merton College-Sixth Form Centre
Bishopsford Arts College (M)	Merton Cycling Campaign
Bishopsford Community	Merton Cycling Campaign/London Cycling Campaign
Boys' Brigade - 11th Kingston and Merton Company	Merton Governors Council
Breaking Free	Merton Neighbourhood Watch Association
British Gas Plc	Merton Park Primary School
British Motorcyclists Federation	Merton Pre-School Learning Alliance
British Muslim Association of Merton	Merton Youth Parliament
Farm Road Church	Merton Youth Service – (now Insight)
Hatfield Primary School	Morden Baptist Church
Hillcross Community Action	Morden Cricket Club
Hillcross Primary School	Morden Little League

Morden Park Baptist Church
Morden Park Playing Fields Association
(MPPFA)
Morden Park Pool
Morden Primary School
Morden Town Centre Partnership
Older People's Housing Forum
Salvation Army Wimbledon Corp
Secretary Merton Allotments and Gardens
Association
Smart Centre, Chaucer Centre

South London Freight Partnership
South Thames College Merton Campus
St Ann's (primary and secondary)
St Helier Congregational Church
St Helier Methodist Church
St Teresa's (RC) (VA)
Sustainable Merton
Sutton and Merton Traveller Education
Service
SWBA Ltd Estate Co-ordinator

Appendix 2a: Consultation responses to Council's public consultation exercise

Responder	Response	Officers' Comments/Actions
Ahmed, Shariff	The frontage of Crown House. Not an eyesore but somewhat tired. Could do with a fresh lick of paint.	Noted. Although of interest and relevance to the forthcoming (wider) Morden town centre masterplan work, these matters are not of direct relevance to the planning brief site.
Ahmed, Shariff	I've looked online at the planning brief and it all sounds incredibly sensible.	Noted with thanks
Ahmed, Shariff	Extending the cycle super highway route 7 down to Morden.	The council is working with its partners and TfL to promote improved cycling links to Morden in accordance with Core Planning Strategy Policy CS7
Ahmed, Shariff	Pedestrianising the area completely between Abbotsbury Road through to the Civic centre and how traffic will be routed accordingly.	The council is, independently from this Planning Brief, developing its ideas to civilise the public realm in particular improving permeability for pedestrians
Ahmed, Shariff	Creating a tram stop closer to the tube station.	The council is working with Sutton to promote a new tram route between Sutton and Wimbledon via Morden town centre
Faber, Max & Helen	If I have understood the plan it would seem that the development would build over most of the present car parking areas available near the shops in Morden. This would kill Morden as a shopping destination. I hope part of the plan ensures that other convenient parking is substituted.	Planning policy supports low or car free/permit free development on sites, such as in Morden that are well served by public transport. Some short term parking for shoppers will be provided. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.

<p>Hedhli, Jasmin & Kenny</p>	<p>We are very excited to hear of the proposals to finally do something with the Morden station building. As a long-time professional member of the area this is great news. I would love to see any of the following: A shopping complex to include TK Max, Primark which I think would suit the demographics of the area. With a chain coffee shop too (Cafe Nero, for example). A cinema or a gym. We look forward to seeing Morden get the face lift it so badly needs, and to start it catching up with other areas on the Northern line which have become vibrant and bustling areas, for all the right reasons. Hopefully, it will also mean we won't have to always leave Morden to travel elsewhere for shopping, entertainment etc.</p>	<p>In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. The council has very limited influence on the occupants of commercial units. Once the development brief is adopted by the council, we will work with TfL on implementing the designation. Attracting national retail brands and other commercial businesses is a task for a later stage of the of the redevelopment of this site.</p>
<p>Park, Malcolm</p>	<p>Morden Underground Station at street level is an attractive art deco building, the later 60s monstrosity above is the problem. Morden Underground Station does have a clear design relationship with other local buildings - namely the art deco style buildings on the A24 London Road (at 1st floor level) and the flats in Morden Court behind London Road. The Underground station frontage is the only redeeming piece of outstanding architecture in Morden Town Centre.</p>	<p>The final planning brief states: "<i>Building design, form, appearance and use of materials needs to relate to and build upon the prevailing positive characteristics of Morden. A key theme here is the art deco influence.</i>" The final planning brief also states: "<i>Proposals in proximity of the locally listed station building need to ensure that the special features of this building is conserved and enhanced...</i>"</p>

<p>Stevens, Christopher</p>	<p>I also feel that the huge space behind my home in 11 Kenley Rd is under used. I would like to see the present housing at the north end of Kenley Rd and the next road be demolished and replaced by a grand urban development of shops, offices and tower block housing. With pedestrian areas and parks with parking for the few remaining owners of personal transport. The rail link at the end of Mostyn rd/Martin way junction would be the transport hub and a rail guided public transport system would link up the whole development with itself and Morden station.</p> <p>I would like Merton to be a petrol free zone. And a rail guided network of freeways (trams on reserved track) connecting things together. The village centres need to be pedestrian precincts and each road served by a narrow gauge tramway down the road to take small tramcars as automated as is safe with an electric hailing system connected to the mobile network.</p> <p>No cars.</p>	<p>The council is working with TfL and other partners to develop a comprehensive plan for the public realm in Morden including improved facilities for pedestrians and cyclists. The Council is also working with Sutton to promote a new tram route between Sutton and Wimbledon via Morden town centre</p>
---------------------------------	---	--

Carlton,
Simon

Part of Morden's charm is that it is relatively low rise with mainly open views. I think the proposal as it stands will radically change the character of the town, making it feel more like Croydon and less like a reasonably stylish art deco development. This is not in my view progress.

The vision for Morden Town Centre was supported by 80% of respondents to the 2008 'moreMorden' consultation. The Morden station site was the most popular redevelopment site proposed in the 2008 moreMorden consultation. After further public consultation, the vision for Morden, based on improving the public realm and redeveloping key sites in the town centre, was incorporated in Merton's adopted (2011) Core Planning Strategy which states: *"To regenerate Morden through intensified development in and around the town centre, creating a distinctive and vibrant centre by making more of what Morden has to offer. A planned approach will increase development capacity and make more efficient use of land by incorporating higher density housing and commercial opportunities; exploiting Morden's excellent public transport links, while conserving and enhancing the character and distinctiveness of the adjacent suburban neighbourhoods."* and states that a large proportion of the 1450-1800 new homes in Morden will be provided as part of the town centre regeneration . The council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a more detailed vision and to provide design guidance for this site, in order to aid its delivery in accordance with the council's adopted planning policies.

Carlton, Simon	The Apollo and Athena buildings are ugly and the station should revert to its original facade to enhance the visual appeal of the centre.	The final planning brief also states: <i>"Proposals in proximity of the locally listed station building need to ensure that the special features of this building is conserved and enhanced..."</i>
Carlton, Simon	I agree that art deco accents should be retained.	The final planning brief states: <i>"Building design, form, appearance and use of materials needs to relate to and build upon the prevailing positive characteristics of Morden. A key theme here is the art deco influence."</i>
Carlton, Simon	The draft is lengthy and for professional eyes. Many will not read it, I wonder if you had thought of having a condensed more accessible version possibly in foreign languages, for people to peruse.	This is a complex site with many features. The two page 'Part 1 Introduction' was drafted in a concise manner so as to provide a brief summary of the project. Contact details were clearly displayed at the front of the document, the dedicated webpage and letters of notification. The council has a translation service which is available upon request.
Carlton, Simon	Morden has too many fast food outlets, third world style grocers & pound and charity shops. If the tone of the area is to be raised the mix of shop fronts needs to be revised accordingly.	In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. The council has very limited influence on the occupants of commercial units. Once the development brief is adopted by the council, we will work with TfL on implementing the designation. Attracting national retail brands and other commercial businesses is a task for a later stage of the of the redevelopment of this site.

Carlton, Simon	I am in favour of more pedestrianised areas and greenery, together with local facilities for instance better cycle lanes.	The council is working with TfL and other partners to develop a comprehensive plan for the public realm in Morden town centre which includes improved facilities for pedestrians and cyclists. To ensure the delivery of a high quality public realm, the final planning brief provides guidance on numerous aspects that affects the public realm e.g. street infrastructure, shop fronts and security. The Key diagram in the final planning brief indicates that the area at the station entrance and the part of London Road which is adjacent to the site are areas that will benefit from public realm improvements as part of a separate project.
Carlton, Simon	The pavements outside the station and further along are very crowded especially during the rush hour and this needs to be addressed within the development process.	The council is working with TfL and other partners to develop a comprehensive plan for the public realm in Morden including improved facilities for pedestrians and cyclists. This will include ideas for the space outside Morden Station
Bapu, Sharifuddin	I am happy to note of the efforts in kick starting the regeneration of Morden town centre. Since ease of movement is one of the objectives of urban design may I suggest a look and consideration of linking the tram service to Morden station. This will in my opinion boost the area and ease traffic congestion since it will encourage commuters to use public transport instead of their own mode of transportation.	The Council is working with Sutton to promote a new tram route between Sutton and Wimbledon via Morden town centre
Neale, Malcolm	Lower or at least redecorate the facade of the Tube office buildings. The blue is depressingly faded.	The final planning brief also states: <i>"Proposals in proximity of the locally listed station building need to ensure that the special features of this building is conserved and enhanced..."</i>
Neale, Malcolm	First of all a suggestion re the e-mail address! It's "LDF" not "ldf" - v annoying to discover the error after a failed attempt to send...Why not alter it?	Checked the email address and it is 'LDF'.

<p>Neale, Malcolm</p>	<p>Create some /one easily "policed" public loo(s)</p>	<p>In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. Once the development brief is adopted by the council, we will work with TfL on implementing the designation. Community uses are permitted by means of the site allocations, are sought through adopted planning policy and the final planning brief refers to the benefits of a mix of uses, including community uses, in town centres. Aside from the development on the Morden Station site, the council currently provides public toilets at Civic Centre and two other locations in Morden as part of our community toilet program.</p>
<p>Neale, Malcolm</p>	<p>Let the library be more evident by creating a library section on part of the patio/garden in front of the Crown House entrance: the library is excellent and needed but a bit "hidden" where it is.</p>	<p>Noted. Although of interest and relevance to the forthcoming (wider) Morden town centre masterplan work, these matters are not of direct relevance to the planning brief site.</p>
<p>Neale, Malcolm</p>	<p>open up the fouled alleyway from the shopping street to Sainsbury car park which is currently used as an unofficial urinal: this is of prime importance.</p>	<p>The council is working with TfL and other partners to develop a comprehensive plan for the public realm in Morden town centre. To ensure the delivery of a high quality public realm, the final planning brief provides guidance on numerous aspects that affects the public realm e.g. street infrastructure, shop fronts and security. The Key diagram in the final planning brief indicates that the area at the station entrance and the part of London Road which is adjacent to the site are areas that will benefit from public realm improvements as part of a separate project.</p>

Neale, Malcolm	A good idea to seek responses and a good idea to improve Morden centre.	Noted with thanks
Neale, Malcolm	Move the bus exchange - to Abbotsbury road? - (and make the resultant space a garden/a cafe area/a seating area/a bookshop/ a (i.e. central) Post office/an AFC Wimbledon club shop/re-house the Abbotsbury Road shops if they want that.)	The council is working with TfL and other partners to develop a comprehensive plan for the public realm in Morden including improved facilities for pedestrians and cyclists. This will include ideas for the space outside Morden Station. This might include relocating bus services
Neale, Malcolm	Make all car parks double decker as far as is possible, with obvious anti-vandal features.	The council would seek to ensure that any future parking facilities meet the national 'Secured by Design' car park standards
Neale, Malcolm	create a dropping/picking up parking spot at the Tube area.	The council is working with TfL and other partners to develop a comprehensive plan for the public realm in Morden including improved facilities for pedestrians and cyclists. This will include ideas for the space outside Morden Station. There is an aspiration to provide a space where motorists can pick up and set down passengers nearby as part of this process.
Saad, Natalie	I feel that making Morden town centre more accessible is a priority. To do this the tram should stop at Morden station and the Tramlink network should extend into Morden (particularly to rosehill round about)	The Council is working with Sutton to promote a new tram route between Sutton and Wimbledon via Morden town centre
Aveson, John	Morden is let down by it's civic buildings, and to see this situation remedied is pleasing. It is particularly good to note that the art deco architectural influence in Morden in being taken into account.	The final planning brief states: <i>"Building design, form, appearance and use of materials needs to relate to and build upon the prevailing positive characteristics of Morden. A key theme here is the art deco influence."</i>

Aveson, John	I am keen to see that the developments value the diversity of the many independent businesses in the area and that the area does not become swamped with homogenous chain businesses.	<p>In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. The council has very limited influence on the occupants of commercial units. Once the development brief is adopted by the council, we will work with TfL on implementing the designation. As highlighted in the brief, it is envisaged for smaller sized shops, which due to their size and rents often attracts independent retailers, to be located on the high street to ensure that this development has an active frontage. The final brief also advises that:</p> <p><i>“Bigger shops should not take up unduly large amounts of frontage to the detriment of vitality. This is particularly relevant for food stores which should, as far as possible, be located to the rear of a larger number of smaller units, with their entrance at one or two key locations. A larger number of smaller shops create a greater range of activity, people and visual richness – all of which increases vitality.”</i></p> <p>Maintaining and attracting businesses such as more independent retailers or businesses is a task that will commence in the later stages of the development.</p>
Aveson, John	It is very pleasing to see that action is being taken to improve Morden Station.	Noted with thanks

<p>Richards, Karen</p>	<p><i>(with reference to para 4.8)</i> I think it's essential that is recognised that whilst the south end of the site is "within a town centre" the northern end of the site very definitely is not - it is within the quiet, low density residential Merton Park area. The transition between any high density development and Merton Park needs to be sensitively managed by lower density and lower height buildings being located at the edges adjoining Merton Park. In particular the development of the Kenley Road Car Park needs to avoid detracting from the surrounding properties and Kendor Gardens, by ensuring it is not high rise (no more than 3 storeys) and not overly dense (houses would be preferable to flats in this area). Points 5.45 & 5.46 talk about the boundaries with existing houses at the north of the site - these are very important points about how the transition from existing to new is managed at the boundaries with residential properties. I agree with the suggestion of locating housing on the north boundary, but would again re-emphasise the need for this housing not to be too tall - I would suggest only 3 storeys for properties closest to existing Merton Park properties, with a gradual increase in height as the buildings become further towards the station end of the site.</p>	<p>The final planning brief states: "New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses". The Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses.</p>
<p>Richards, Karen</p>	<p><i>A few years ago some new buildings were constructed in Wimbledon Chase and at the time these were seen as part of the regeneration of the area. As such it was very disappointing to see the very low quality of the build that was allowed there - see in particular the building above the Tesco Express on the corner of Rothesay Avenue and Kingston Road. I hope that a much higher quality of build will be required in Morden.</i></p>	<p>The final planning brief states: "New architecture must be of a high quality to be sustainable and attractive, and clearly be 21st century buildings that have been informed by the best existing buildings, the original art deco character of the area and the essence of lost buildings of good quality."</p>
<p>Richards, Karen</p>	<p>Overall I support the redevelopment of Morden town centre and would like to highlight a few points which I hope will be considered to ensure the development does not detract from the surrounding area.</p>	<p>Noted with thanks</p>

<p>Richards, Karen</p>	<p><i>In the document "Morden Station development brief presentation" at http://www.merton.gov.uk/community-living/communityforums/morden_station_community_forum_8_10_13.pdf on slide 7 it states "No commuter car parking will be provided in the new development". Please can you clarify how this is a viable proposal given the study on slide 5 showed that the Morden Station Car Park (120 spaces) reached 93% occupancy and Peel House (350 spaces) reached 74% occupancy on a week day, a large proportion of which must be commuters? Where are these vehicles expected to park within the new development? It should be noted that surrounding roads are already very crowded with parked cars with the number of parked cars often causing traffic delays and confrontations on Kenley Road (at the end close to Circle Gardens). If surrounding streets were to choose to become part of the CPZ (as most other areas of Merton Park have done) then there would be even more commuter parking required.</i></p>	<p>The Morden Town Centre Car Park surveys referenced in the report were undertaken in Mid 2012 and were correct at the time of the survey. Since this time the Station CP has been taken over by NCP and reduced in size. As a result many more commuters are using Kenley Road Car Park. Planning policy supports low or car free development on sites, such as Morden that are well served by public transport. Some short term parking for shoppers will be provided. Where generally supported by residents the Council can implement additional parking controls to mitigate any displacement. Morden is already dominated by road traffic and providing more commuter parking would further increase these problems. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.</p>
<p>Richards, Karen</p>	<p><i>I support the plans to improve the environment within the town centre, particularly for pedestrians and cyclists. However please ensure that this is not done at the expense of the motorist. Please ensure that the traffic flow will work well so that Morden does not become a traffic bottleneck. (Supporting the use of public transport wherever possible does not have to mean being anti-motorist).</i></p>	<p>The council is working with TfL and other partners to develop a comprehensive plan for the public realm in Morden including improved facilities for pedestrians and cyclists. It is about balancing the respective need of all road users within the space available. The planning brief points out that any proposals to redevelop the site would need to be supported by a Full Transport Assessment, which needs to consider all the relevant transport related impacts.</p>

Helm, Sarah	<p>The original features of the underground, such as the tiles, signage and art deco designs are in good condition and add to the charm of the station. Please consider this and include them in any new design features proposed, as it would be a shame to loose this historic landmark.</p>	<p>The final planning brief states: "Building design, form, appearance and use of materials needs to relate to and build upon the prevailing positive characteristics of Morden. A key theme here is the art deco influence." The final planning brief also states: "Proposals in proximity of the locally listed station building need to ensure that the special features of this building is conserved and enhanced..."</p>
Helm, Sarah	<p>There is a vast amount of housing in close vicinity of the town centre, and Morden itself is predominantly a residential area. I do not feel that building further flats and houses in the small area that comprises of the town centre would be beneficial for Morden's regeneration, when this accommodation can be found within ten minutes walk of the site.</p>	<p>There is a need for new homes across England, and government is prioritising the construction of new homes to meet need. Merton's adopted (2011) Core Planning Strategy states that a large proportion of the 1450-1800 new homes in Morden will be provided as part of the town centre regeneration. The 1930's suburban streets around Morden are predominantly houses; there is a limited supply of apartments in the area, limiting the choice of homes. This site can provide apartments close to shops, parks and transport.</p>
Helm, Sarah	<p>There is a need for shops and businesses to attract people to the town centre, the way it has worked in Fulham or Hammersmith with their underground sites. It would also be an opportunity to build an arts/cultural centre to encourage more community cohesion and give people a focal point to meet and opportunities to socialise.</p>	<p>In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. The final brief points out that: "A mix of uses is critical for a vibrant town centre, as a good mix of uses attracts a variety of people for a long period during the day and the different uses will support each other commercially. Community and residential use in town centres maintains activity, providing natural surveillance and a sense of safety and attractiveness."</p>

Helm, Sarah	I agree that the development of the town centre is much needed and would be beneficial to local residents and potential investors. However, I feel the following needs to be considered.	Noted
Helm, Sarah	If the bus station were to be moved, it needs to be in easy access for users.	The council is working with TfL and other partners to develop a comprehensive plan for the public realm in Morden including improved facilities for pedestrians and cyclists. This will include ideas for the space outside Morden Station. This might include relocating bus services elsewhere in the town centre. The Council would work with London Buses to minimise any impacts on bus users
Helm, Sarah	Ideally the taxi rank would also eventually be moved to a more prominent and permanent single location.	The council is working with TfL and other partners to develop a comprehensive plan for the public realm in Morden town centre. This might include ideas for the space outside Morden Station, relocating bus services elsewhere in the town centre, re-designating the way traffic uses the road system and junction typologies. As part of this work, the relocation of the taxi rank will also be considered.
Helm, Sarah	During the regeneration, it is important that the station remains open and safe for passenger use. Journeys should not be affected.	The Station would remain open through any regeneration although as with as any major construction project some temporary inconvenience should be expected.
van der Walt, G.T.	creating a green space on the site.	The Key diagram in the final planning brief shows an extension to Kendor Gardens to the south of Kenley Road as 'Proposed Open Space/Landscaping'.

van der Walt, G.T.	Pedestrianising the current bus terminus	<p>The council is working with TfL and other partners to develop a comprehensive plan for the public realm in Morden town centre which includes improved facilities for pedestrians and cyclists. To ensure the delivery of a high quality public realm, the final planning brief provides guidance on numerous aspects that affects the public realm e.g. street infrastructure, shop fronts and security. The Key diagram in the final planning brief indicates that the area at the station entrance and the part of London Road which is adjacent to the site are areas that will benefit from public realm improvements as part of a separate project. This might include relocating some bus services elsewhere in the town centre.</p>
van der Walt, G.T.	Moving the bus terminus to the road area behind the Civic Centre - also moving the bus stops directly in front of the Station	<p>The council is working with TfL and other partners to develop a comprehensive plan for the public realm in Morden including improved facilities for pedestrians and cyclists. This will include ideas for the space outside Morden Station. This might include relocating bus services elsewhere in the town centre. The Council would work with London Buses to minimise any impacts on bus users</p>
van der Walt, G.T.	<p>Parking has to be retained so that customers can get to the local shops. Utilizing the existing parking areas to develop housing (flats) with underground (where feasible) parking facilities, plus allowing for generalized public parking in the design</p>	<p>Planning policy supports low or car free development on sites, such as in Morden that are well served by public transport. Short term parking is still intended to serve shoppers and other visitors. Underground car parking can be prohibitively expensive and may therefore prove inappropriate at this location. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.</p>

<p>Tipler, Dudley & Hilary</p>	<p>Our overarching conclusion is that there has been an attempt to re-vitalise the Morden area with greater pedestrian areas and upgraded shopping outlets but the cost of doing so is beyond Merton Council's allocated funds. Consequently the solution is to award contracts to property developers of sufficient magnitude that they are able to fund Merton Councils share of the project. This is evidenced by what appears to be proposed between six and ten storey blocks of flats in a very small and already congested area.</p> <p>During the 1960's concrete tower blocks were built for what was then known as council housing. Mainly due to the design on these properties tenants were unhappy, a gang culture developed and the level of crime in the area increased. This was prevalent all over London. Whilst we assume that a fair proportion of this new housing will be assisted we assume that Merton Council appears to be now repeating the mistakes of the 1960's.</p>	<p>The final planning brief now has a 2 dimensional Key diagram and states: "Morden is identified as a town centre that may be appropriate to accommodate higher density development. The Civic Centre should however remain the pinnacle building in terms of height, and new development should assist in creating a transition to surrounding low rise development, creating a cluster of taller buildings and improving the town centre skyline. New development must respect the sensitivity of the transition between the town centre and the surrounding neighbourhoods in terms of height, massing and scale. The heights of all new buildings will need to be justified (in the Design and Access Statement) as part of a townscape analysis, with particular regard to their context, relationship to other buildings and impacts."</p>
<p>Tipler, Dudley & Hilary</p>	<p>Morden is basically a relatively short road with a station in the middle. It is not the area for a major housing development. We suggest that the area should be revitalised as has been suggested for many years but not with a massive increase in housing since there is not the space.</p> <p>We are totally opposed to this scheme as in its present format and have not met a single person that is in agreement with the plans.</p>	<p>Merton's adopted (2011) Core Planning Strategy states that a large proportion of the 1450-1800 new homes in Morden will be provided as part of the town centre regeneration. Revitalisation of Morden will depend on more people using the shops and services in the town centre, and new homes will help to support revitalisation of the centre. The plans set out potential sites where new homes can be provided</p>

<p>Tipler, Dudley & Hilary</p>	<p>The Northern Line has the highest number of trains during peak periods (ninety one) and Waterloo Station is the busiest station on the underground network with eighty two million passengers per year. According to Transport for London there are about twenty five thousand passengers using Morden Station per day. Many of these people park their cars in the neighbouring area as do many of the staff of Crown House causing serious congestion and making the local area very busy during the rush hours.</p> <p>With a significant increase in the local population it appears logical that those that the local congestion will get worse. If you add to that those riding bicycles on the walkways it is likely that it will become chaotic.</p>	<p>Planning policy supports low or car free/permit free development on sites, such as in Morden that are well served by public transport. Where generally supported by the residents, the council can implement parking controls to help mitigate potential adverse impacts. The planning brief points out that any proposals to redevelop the site would need to be supported by a Full Transport Assessment, which needs to consider all the relevant transport related impacts.</p>
<p>Croissant, Mr & Mrs</p>	<p>The plans make reference to further construction of tall buildings. We feel strongly that Crown House has a very detrimental effect at street level with the high winds that swirl around its base. Any further construction of tall buildings at or around this location needs to take account of any further deterioration to the environment in this respect.</p>	<p>The final planning brief now has a 2 dimensional Key diagram and states: "<i>Morden is identified as a town centre that may be appropriate to accommodate higher density development. The Civic Centre should however remain the pinnacle building in terms of height, and new development should assist in creating a transition to surrounding low rise development, creating a cluster of taller buildings and improving the town centre skyline. New development must respect the sensitivity of the transition between the town centre and the surrounding neighbourhoods in terms of height, massing and scale. The heights of all new buildings will need to be justified (in the Design and Access Statement) as part of a townscape analysis, with particular regard to their context, relationship to other buildings and impacts.</i>"</p>

Croissant, Mr & Mrs	<p>We hope that these plans do not include any notion to re-locate the bus stops and make a 'all-routes' stop as has been done at Wimbledon Town Hall. That example has had a disastrous effect on public behaviour as the concept of queuing is gradually going out of fashion. This results in the elderly and those with mobility problems not being able to cope with the 'scrum' that results from three buses being at the stop at the same time. In fact, the current location of the stops in Morden is the one thing the town centre has got right and does not need changing.</p>	<p>The council is working with TfL and other partners to develop a comprehensive plan for the public realm in Morden including improved facilities for pedestrians and cyclists. This will include ideas for the space outside Morden Station. This might include relocating bus services elsewhere in the town centre. Many of the existing stops already serve multiple services. The Council will continue to work with London Buses to minimise any impacts on bus users</p>
Croissant, Mr & Mrs	<p>Any plan should involve the re-location of the taxi rank. Its current location means that you have to cross the main road using two crossings and walking into Aberconway Road to hire a cab. Preferably, the taxis needs to be found space at the front of the station or very nearby. This would give direct access to the taxis which is especially important for those with mobility issues and others who feel vulnerable at night.</p>	<p>The council is working with TfL and other partners to develop a comprehensive plan for the public realm in Morden town centre. This might include ideas for the space outside Morden Station, relocating bus services elsewhere in the town centre, re-designating the way traffic uses the road system and junction typologies. As part of this work, the relocation of the taxi rank will also be considered.</p>

<p>Roe, Christine</p>	<p>I would accept the idea of some higher buildings - if they are well built, but do not want to feel 'caged in' in the high street, so there needs to be a good balance and currently I prefer the minimalist option.</p>	<p>The final planning brief now has a 2 dimensional Key diagram and states: "Morden is identified as a town centre that may be appropriate to accommodate higher density development. The Civic Centre should however remain the pinnacle building in terms of height, and new development should assist in creating a transition to surrounding low rise development, creating a cluster of taller buildings and improving the town centre skyline. New development must respect the sensitivity of the transition between the town centre and the surrounding neighbourhoods in terms of height, massing and scale. The heights of all new buildings will need to be justified (in the Design and Access Statement) as part of a townscape analysis, with particular regard to their context, relationship to other buildings and impacts."</p>
<p>Roe, Christine</p>	<p>It is very important to have greenery and have more trees and some more external seating areas.</p>	<p>The council is working with TfL and other partners to develop a comprehensive plan for the public realm in Morden town centre. To ensure the delivery of a high quality public realm, the final planning brief provides guidance on numerous aspects that affects the public realm e.g. street infrastructure, shop fronts and security. The final planning brief also states: "Proposals for this major development site should also incorporate appropriate green infrastructure such as green roofs, living walls and street planting which contribute to urban greening and result in the enhancement of local biodiversity."</p>
<p>Roe, Christine</p>	<p>Morden hall park is a lovely open area, but seems quite divorced from Morden Town Centre - could the National Trust be persuaded to replace some of the fencing with railings instead, so people can see into the park - at least around the entrance opposite Morden Hall GP surgery?</p>	<p>Noted. Although of interest and relevance to the forthcoming (wider) Morden town centre masterplan work, these matters are not of direct relevance to the planning brief site.</p>

Roe, Christine	Sirs, I am pleased that serious planning is now going into improving Morden Town Centre.	Noted
Roe, Christine	I am in favour of more residential properties being built in the Centre, but a key issue to consider is the impact on parking in local areas around the centre. Currently, Poplar Road South and Cranleigh Road do not have residents parking and I feel strongly this would be required - particularly with the current expansion of Poplar Primary School. I appreciate that the idea would be that people would use public transport rather than cars, but many will have cars too and will want to park them somewhere.	Planning policy supports low or car free/permit free development on sites, such as in Morden that are well served by public transport. Where generally supported by the residents, the council can implement parking controls to help mitigate potential adverse impacts. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.
Haugh, Jacqueline	Morden Library should be a destination for mothers with young babies / pre school age children. There are very limited activities run here for older children. There should be a baby singing group "Rhyme Time" here one or two days a week, with a coffee morning in the café above. This should be scheduled between the gaps left between local play groups and children's centre timetables.	Noted, these matters are however not of direct relevance to the planning brief site.
Haugh, Jacqueline	An adventure play ground like Acacia Centre, even if there was an entrance fee would be an advantage in a local playground, or a skate board track, or BMX track.	In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. Once the development brief is adopted by the council, we will work with TfL on implementing the designation. Community uses are permitted by means of the site allocations, are sought through adopted planning policy and the final planning brief refers to the benefits of a mix of uses, including community uses, in town centres.

<p>Haugh, Jacqueline</p>	<p><i>The town centre needs to be pedestrianized and needs to attract facilities beyond low income, fast food, second hand, pawn and disability aid shops. With house prices rising locally there is an influx of more affluent people. This provides a market that could attract some more established independent restaurants such as Franco Manco (Brixton market), Bertie and Boo Play Café (Balham) and perhaps eventually some higher end shops. Aiming to get a balance of local independent and start up businesses such as Tariro, maybe a carpenter's shop, a bike service or local crafts or foodies (think Brixton Village where rents were low for several years to get business off the ground) or the area by Honor Oak Park train Station could transform the feel of the high street.</i></p> <p>Supporting well established locals to spruce themselves up would help. Bella Donna – great food, cosy interior hidden behind a horrible shop front and bus stop!</p> <p>A cinema with a bar for a quick drink or coffee to balance the many old style pubs locally and a gym would help the area have some life at night, that is not alcohol fuelled.</p>	<p>In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. The council has very limited influence on the occupants of commercial units. Once the development brief is adopted by the council, we will work with TfL on implementing the designation. As highlighted in the brief, it is envisaged for smaller sized shops, which due to their size and rents often attracts independent retailers, to be located on the high street to ensure that this development has an active frontage. The final brief also advises that: <i>"Bigger shops should not take up unduly large amounts of frontage to the detriment of vitality. This is particularly relevant for food stores which should, as far as possible, be located to the rear of a larger number of smaller units, with their entrance at one or two key locations. A larger number of smaller shops create a greater range of activity, people and visual richness – all of which increases vitality."</i> Maintaining and attracting businesses such as more independent retailers or businesses is a task that will commence in the later stages of the development.</p>
--------------------------	--	---

<p>Haugh, Jacqueline</p>	<p>Morden Hall Park attracts visitors who leave the tube visit Morden Hall Park and go home again. This is because there is a café where people can meet after visiting the rose garden, play area, book shop, arts and crafts shops and various activities centred at the park.</p> <p>If some of the buildings in Morden Park and Ravensbury Park were rented out at an affordable rate to people wanting to run cafes the parks would be used more by local residents because there would be a central hub, toilets and being busier the parks would feel less isolated and safer. There is no shortage of beautiful parks in Morden, but nowhere for parents/ carers to meet with children and limited activities to attract young professionals to live in the area. Examples such as Teddies soft play and café at Dundonald Rec, the bandstand café in Clapham Common or the café at Brockwell Lido should be an inspiration.</p> <p>As well as cafes derelict buildings could be used as therapy rooms running yoga, and fitness classes and activities for children. Local mums tell me they want these activities locally rather than needing to travel to Wimbledon. As a yoga teacher myself I would start a class if I could hire a venue in a well lit park.</p> <p>Business who run "Fitness in the park" such as in Lambeth parks could be attracted more young people to the area.</p> <p>Dean City Farm needs resourcing or it will go down the pan. Its already looking dreary. It provides a destination for a walk or cycle between Colliers Wood and Morden. If it does not survive, Morden will be more cut off.</p> <p>The town centre needs to be pedestrianized and needs to attract facilities beyond low income, fast food, second hand, pawn and disability aid shops.</p>	<p>Noted, these matters are however not of direct relevance to the planning brief site.</p>
<p>Haugh, Jacqueline</p>	<p>Many of the main roads form part of the Strategic Road Network (Red Routes). However, the council is working with TfL and other partners to develop a comprehensive plan to civilise the public realm in Morden including improved facilities for pedestrians and cyclists.</p>	<p>Many of the main roads form part of the Strategic Road Network (Red Routes). However, the council is working with TfL and other partners to develop a comprehensive plan to civilise the public realm in Morden including improved facilities for pedestrians and cyclists.</p>

Convey, Claire	So delighted to see that there are now plans going ahead to improve Morden town centre. Re-generation of the town has been talked about in this area for years and we always seem to lose out to surrounding area's lets hope that this time real and positive changes happen.	Noted
Convey, Claire	The horrible office block that surrounds Morden Tube station really needs a face lift. If it is viable to turn this into affordable housing units for younger people then please consider this.	The final planning brief also states: "Proposals in proximity of the locally listed station building need to ensure that the special features of this building is conserved and enhanced..."
Convey, Claire	<i>The horrible office block that surrounds Morden Tube station really needs a face lift. If it is viable to turn this into affordable housing units for younger people then please consider this.</i>	The council and Transport for London actively considered future uses for the office block, given the very low demand for its use as an office. Unfortunately the way it is constructed means that it would not be suitable to be converted into a permanent homes.
Convey, Claire	I would urge the planners to spend some time in Sainsbury's supermarket on Saturdays and Sundays if you want to see how many younger people and families from all over the world are living and working in this area. However there is little else here to encourage them to shop on the high street. Get some retailers to look at the need for express shopping areas and national convenience stores around the station and proposed footfall routes. We also need a bigger supermarket - people want to shop locally not at a giant superstore along the road!	Once the development brief which provides information on the uses, scale, size and function of development to occur on this site is adopted by the council, the council and TFL will work together with implementing the designation. As highlighted in the brief, it is envisaged for smaller sized shops, which due to their size and rents often attracts independent retailers to be located on the high street to ensure that this development has an active frontage. It is also envisaged for larger sized stores to be located to the rear of the development, with access from the main high street. Maintaing and attracting businesses such as more independent retailers or businesses is a task that will commence in the later stages of the development.

Convey, Claire	I think moving the bus station to encourage foot fall in the high street is a good idea, this needs to be clearly sign-posted and thought out however to get maximum footfall down the main shopping area's and to respect the privacy of residents near the town centre.	The Council has aspirations to improve the public realm of the whole town centre and will explore opportunities for improved permeability and legibility. The planning brief clearly sets out the requirements for a high quality public realm to be delivered on this site.
Convey, Claire	I think whoever does the final re-design of the station area really needs to remember the Garden Suburb and Art Deco roots of this area and celebrate this. There are some really nice Art Deco style buildings around this area - shops and areas above these and Morden Court Parade which have been left to fall into disrepair - very sad!	The final planning brief states: " <i>Building design, form, appearance and use of materials needs to relate to and build upon the prevailing positive characteristics of Morden. A key theme here is the art deco influence.</i> "
Convey, Claire	Also I think the stripping out of Art Deco lamps etc. from Morden station a few years ago was very sad, please encourage London transport think about this if they are looking at there involvement in this project.	The council is working with TfL and other partners to develop a comprehensive plan for the public realm in Morden town centre which includes improved street infrastructure such as street lamps. To ensure the delivery of a high quality public realm, the final planning brief provides guidance on numerous aspects that affects the public realm e.g. street infrastructure, shop fronts and security. The Key diagram in the final planning brief indicates that the area at the station entrance and the part of London Road which is adjacent to the site are areas that will benefit from public realm improvements as part of a separate project.

Convey, Claire	<p>We have lovely green area's around here, you only have to see how many families there are in the local parks at the weekend to realize how many people appreciate these but then do not come into the town centre - incorporate this green and family friendly feel into the centre - a bit more urban gardening please. The station area could accommodate some trees and more flower beds and more imaginative use of the area outside Crown House and the waste ground; which I believe belongs to London Transport, near the walkway between Iceland and the main road. If this is a cost too far for the council then invite local schools, colleges and community projects to become involved with this.</p>	<p>The Key diagram in the final planning brief shows an extension to Kendor Gardens to the south of Kenley Road as 'Proposed Open Space/Landscaping'. The final planning brief also states: "<i>Proposals for this major development site should also incorporate appropriate green infrastructure such as green roofs, living walls and street planting which contribute to urban greening and result in the enhancement of local biodiversity.</i>"</p>
Convey, Claire	<p>Finally please celebrate that this is a family friendly area with the potential for a proper high street, that is convenient for London. It is the start of peoples journey into London, not just the end of the Northern Line!</p>	<p>The final planning brief is in accordance with Merton's adopted (2011) Core Planning Strategy which has similar aims on Policy CS 3.</p>
Chinneck, Andrew	<p>The key is ease of movement. The current situation is congested with a messy confluence of travellers accessing or egressing the underground, passengers embarking or disembarking from busses and people/shoppers using the walkways/pavements to traverse the site for other purposes.</p>	<p>Many of the main roads form part of the Strategic Road Network (Red Routes). However, the council is working with TfL and other partners to develop a comprehensive plan to civilise the public realm in Morden including improved facilities for pedestrians and cyclists.</p>
Chinneck, Andrew	<p>The vision appears to be an upgrade and refurbishment of existing facilities. It does not appear to have a clear vision of what the purpose of the site is. It is not a retail destination (and is unlikely to be in the foreseeable future) , and the main purpose of using the site is transport.</p>	<p>The vision for this site is in accordance with Merton's adopted (2011) Core Planning Strategy i.e. a mixed-use scheme with higher density housing, modern commercial space and excellent access to public transport.</p>
Chinneck, Andrew	<p>Dwell time is a problem as increasing retail will conflict with ease of movement given the site's architecture and layout/space unless radical solutions are found.</p>	<p>Many of the main roads form part of the Strategic Road Network (Red Routes). However, the council is working with TfL and other partners to develop a comprehensive plan to civilise the public realm in Morden town centre including improved facilities for pedestrians and cyclists. The planning brief advises that the public realm must be well designed to maximise space for pedestrians and facilitate easy movement for those with physical impairments.</p>

Chinneck, Andrew	<p>The key capability of the site is its location vis a vis access to London. However this is not unique and competitive advantage must be a consideration for attracting investment in something like a hotel. Given the distribution of wealth in the borough and the relative divergence between some parts and the other, the strategy maybe needs to be aimed at low cost rather than high quality. Whatever it needs to be clear.</p>	<p>In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. The council has very limited influence on the occupants of commercial units. Once the development brief is adopted by the council, we will work with TfL on implementing the designation.</p>
Greenwood, Caitlin & Gareth	<p>We are excited at the prospects of having Morden Town Centre redeveloped and improving the prospects for businesses and creating green space. The plans to change the face of Morden, making it more vibrant and welcoming, will improve the general economy and liveliness of Morden and Merton Park residents.</p>	<p>Noted</p>
Greenwood, Caitlin & Gareth	<p>We are surprised to learn about the plans to build blocks of flats on Kenley Park car park and surrounding areas. We thought that Merton Council would have chosen to build housing in keeping with the Merton Park area and John Innes's vision for our garden suburb.</p> <p>The plans for the car park depict a large block of flats that will directly impact on our family home. The block of flats will overshadow our back garden and increase the noise in our area. It will block out light in our back garden, reduce our privacy and the value of our home as well as adversely affect our view.</p> <p>...</p> <p>The plans to build a block of flats in the Kenley Road car park will change our neighbourhood. A block of flats of the bulk, style and scale planned is completely undesirable and would adversely affect the landscape of our neighbourhood indefinitely.</p> <p>We are requesting that Kenley Road car park remains as it is and the quiet, green, family neighbourhood of Merton Park is respected.</p>	<p>The final planning brief states: "New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses". The Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses.</p>

<p>Greenwood, Caitlin & Gareth</p>	<p>The development is based on people living in flats and not in family homes. It does not allow for the people living in the flats to have a quality family life. The flats do not have gardens or space for their children in play. It would be more suitable for affordable family homes to be built which would blend in with the area and provide a higher standard of living for the residents.</p>	<p>The 1930's "metroland" streets surrounding Morden are largely of houses and there are a limited number of apartments in the Morden area. With excellent access to tube, bus, rail and tram, shops and parks, sites within Morden town centre are considered a good location for apartments, to improve the housing mix of the area and give additional choice, especially for first time buyers and people who might be interested in "downsizing". The final planning brief refers to the Mayor's Housing SPG which sets out the housing design standards.</p>
<p>Greenwood, Caitlin & Gareth</p>	<p>Kenley Road car park is currently being used daily by on average 90 motorists. By developing the car park in to flats precious parking space in the area will also be lost. There are many people who commute in and out of the area every day and it will be increasingly more difficult for them to find parking. It will also be difficult for people in the surrounding area to find parking when they come in to Morden to shop. It will be especially difficult for more elderly residents who are more likely to need to drive.</p>	<p>Planning policy supports low or car free/permit free development on sites, such as in Morden that are well served by public transport. Some short term parking for shoppers will be provided. Council can also implement additional parking controls to mitigate against any displacement. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.</p>

Beasant, Ben	One thing that seems to be universally effective in improving an area and making it a better place to live is a large public square without traffic, where people can meet, walk and relax. I would like to see this happen in what I consider to be one of the ugliest parts of London.	The council is working with TfL and other partners to develop a comprehensive plan for the public realm in Morden town centre which includes improved facilities for pedestrians and cyclists. To ensure the delivery of a high quality public realm, the final planning brief provides guidance on numerous aspects that affects the public realm e.g. street infrastructure, shop fronts and security. The Key diagram in the final planning brief indicates that the area at the station entrance and the part of London Road which is adjacent to the site are areas that will benefit from public realm improvements as part of a separate project. The bus interchange area at the front of the station and the open space area south of Kendor Gardens, as shown on the Key diagram in the final planning brief, could potentially become public squares.
Deakin, Simon	My only comment is very substantial – the only way to effect real change in Morden town centre is to divert through traffic. It may well be that this is fairly easily done by routing A24 traffic down Aberconway Road and then left into Morden Hall Road. There may be an issue with southbound traffic turning right into Aberconway Road, but the roads are all two lane, and there is little constriction on space at this junction. This could then free up space to remodel the bus station and stops on London Road – the improvement would be massive.	The council is working with TfL and other partners to develop a comprehensive plan for the public realm in Morden including improved facilities for pedestrians and cyclists. This will include ideas for the space outside Morden Station. This might include relocating bus services elsewhere in the town centre or redesignation the way traffic uses the road system.
Zielinski, Krystyna	I am completely opposed to the proposal allowing houses to be built in the Station Car Park on Kenley Road. As a resident of Daybrook Road, whose property backs onto the Car Park, I find the size of the development too big, too high and too close to my existing property. The development would significantly devalue my own property, and would reduce privacy and light to my garden to an extreme extent.	The final planning brief states: "New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses". The Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses.

Zielinski,
Krystyna

Furthermore, as was evident on the 28/10/13, following the storm, many commuters chose to come to Morden to take the tube as their trains had been cancelled. As a result, the Car Park in Kenley Road was "packed solid" and on that day I found myself offering my own driveway to friends who could not park, and I had to advise three drivers whilst walking around Morden that day where to park in the absence of adequate parking spaces. I would alert Merton Council that there is still inadequate parking space near the town centre/station and they should in no way reduce this, and reject any proposals that diminish the number of existing car spaces.

Planning policy supports low or car free development in places, such as Morden that are well served by public transport. Some short term parking for shoppers will be provided. Also, where generally supported by residents, the Council can implement additional parking controls to mitigate any displacement. Morden is already dominated by road traffic and providing more commuter parking would exacerbate these problems. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.

Zielinski,
Krystyna

Lastly, an influx of hundreds of families in the area would put extortionate pressure on the local schools and GP clinics, which are already struggling to cope with the current demand.

The final planning brief refers to the policy requirement that any proposals on this large site will be expected to:

- incorporate an appropriately sited and sized area for the provision of a new school or
- demonstrate why the site cannot accommodate a new school and that the child yield from the proposal could be met in local schools.

The council has delivered more than 600 additional primary school places since 2007 and has recently conducted two comprehensive studies towards identifying sites for new primary and secondary school places. Merton's Sites and Policies Plan allocates several sites for education purposes which will help to meet future needs.

The final planning brief points out that: "The impacts of this major development site on local health and wellbeing should be considered through the use of a Health Impact Assessment."

The developer is likely to have to pay the Community Infrastructure Levy (CIL). CIL funding could contribute towards improvements to education and/or local health facilities.

<p>Zaidi, Ali</p>	<p>I am shocked at the draft plans for construction of 3 storey flats in the existing Morden Station Car park.</p> <p>Having reviewed the design options I am somewhat dismayed that none of these options seem to consider the impact on local residents (Daybrook, Kenley, Windermere, Dorset Road).</p> <ul style="list-style-type: none"> - The building of three storey flats will impact our skyline – I will no doubt lose privacy and my right to light. - It will certainly have a negative impact on the adjacent property values– which is a cause for concern. - The look and feel of the block will not fit in at all with the local character – if it was period style housing of the same appearance that would be possible (and if our garden would back onto a neighbour’s garden that would be fine). But a large block of flats towering over my garden is not acceptable. <p>...</p> <p>The properties in the Merton Park have a strong sense of character and community and I feel the proposed plan will only introduce overcrowdedness into the immediate area and impact what is otherwise an area of unique beauty in Merton.</p> <p>I am surprised sites in Lower Morden towards Abbotsbury or London road are not included in any proposals – if they are this should preclude development in the Kenley Road car park.</p> <p>I like many local residents strongly oppose any plans to build on this carp ark in Kenley Road and would note this site already has a 3 storey block of flats and new housing developed on the old Dairy site.</p>	<p>The final planning brief states: "New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses". The Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses.</p>
-------------------	---	---

Zaidi, Ali	I can see this car park from my rear study clearly – I see on average this car park to be quite full most weekdays by 10 AM – so where will these cars park instead? Your presentation suggesting 42 parking events across 3 days is not indicative to me.	The Morden Town Centre Car Park surveys referenced in the report were undertaken in Mid 2012 and were correct at the time of the survey. Since this time the Station CP has been taken over by NCP and reduced in size. As a result many more commuters are using Kenley Road Car Park. Planning policy supports low or car free development on sites, such as Morden that are well served by public transport. Some short term parking for shoppers will be provided. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.
Zaidi, Ali	How do you intend to have infrastructure that supports the residents of this block – car parking spaces? Sewage? School places?	It would be feasible to provide housing on the Kenley Road Car Park but the final planning brief points out that the developer would have to demonstrate as part of any planning application that the proposed quantum of development and design would have no undue impacts on parking and infrastructure.
Green, Chris	<p>Firstly, as a resident of Daybrook Road, may I say I broadly welcome the proposal as it is clear that Morden Town Centre does need a lift with some kind of planning led regeneration.</p> <p>I think the vast majority of Merton Park residents will agree that improvements need to be made and adding vibrancy and commercial life to the town centre would be good for all concerned.</p>	Noted

Green, Chris	<p>However the scale of the redevelopment is really where the most thought needs to be given.</p> <p>The Kenley Road Car Park</p> <p>This is clearly under used (although more recently more heavily used) and residential redevelopment would seem to be a sensible use of the land and meet housing needs. I am sure you would have this in mind, but the attractive elevation is that overlooking Kendor Gardens and this should be the principal elevation for living spaces and balconies to make the accommodation as attractive as possible and to reduce over looking of resident gardens on Daybrook Road to a minimum.</p> <p>The height of the development of G + 2 floors is fine but would strongly suggest the top floor is incorporated into the roof space with dormer style features overlooking the park and velux type windows on the rear. The roof should be sloping red tile to reflect the adjacent houses in Daybrook Road and Sandbourne Ave. Use of obscured windows should be incorporated so inconvenience and overlooking issues are kept to a minimum.</p> <p>The illustrative block as drawn is an unhelpful shape as it suggests developing to the rear boundary of the gardens and no access for residents parking. Provision of some on site car parking should be considered as well as a car club arrangement. Proposals for landscaping and tree screening should be put forward.</p>	<p>The final planning brief states: "New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses". and the new 2D Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses.</p>
Green, Chris	<p>The Kenley Road Car Park</p> <p>The illustrative block as drawn is an unhelpful shape as it suggests developing to the rear boundary of the gardens and no access for residents parking. Provision of some on site car parking should be considered as well as a car club arrangement. Proposals for landscaping and tree screening should be put forward.</p>	<p>Any future proposals for the sites will need to respect policy guidance on parking provision. The council supports the expansion of car clubs in the borough and where appropriate within new development sites</p>
Green, Chris	<p>Extending Kendor Gardens</p> <p>This is an excellent proposal which will meet with high approval amongst local residents I would imagine.</p>	<p>Noted with thanks</p>

Green, Chris	The Commercial proposals fronting London Road Again these are broadly acceptable and certainly a degree of taller buildings here are appropriate.	Agreed
Green, Chris	I notice that in the draft Morden planning brief dated 30th September 2013 there appears to be no new supermarket identified which is contrary to the Morden Station Community Forum document. Surely a major driver of the commercial viability of this scheme is an anchor supermarket paying for a new store and multi storey car park alterations? Has a demand for this been established with Sainsbury's or one of its competitors?	<p>In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. The council has very limited influence on the occupants of commercial units. Once the development brief is adopted by the council, we will work with TfL on implementing the designation. Although it is likely that a large convenience food store (supermarket) might want to be on this site, to ensure an appropriate level of flexibility, the Key diagram in the final planning brief does not indicate an area specifically for a supermarket, it does indicate an area for commercial and leisure use along London Road. In accordance with planning policies, the final planning brief encourages mixed uses in town centre locations where homes could be above commercial units.</p> <p>To date, the council has not had detailed discussions with Sainsbury's regarding the redevelopment of the site (refer to the consultation responses on the council's website for their response). The developer of the site is likely to enter into detailed discussions with all interested parties.</p>

<p>Green, Chris</p>	<p>If 46-64 London Road is in private ownership how would a developer assemble a viable site in a viable timescale at a viable cost without Council assistance? Would the Council be willing to support a Compulsory Purchase Scheme to enable the redevelopment to proceed? Maximum Option I can only see this proceeding with the benefit and full support of LBM with a Compulsory Purchase Order. An anchor supermarket would be crucial to the redevelopment and they would need to relocate to 46-64 London Road. Intermediate Option 2 This again would require a CPO to deal with the multiple ownership on London Road. The question then would be is there enough commercial value in the site to regenerate the car park and commercial areas and flats without the new supermarket involvement? Intermediate Option 1 This proposal makes Sainsbury's pivotal to the scheme. Are they willing to redevelop their site with their loss of revenues for the benefit of a new store, underground link to the car park and flats above? Conclusions Are LBM willing to sponsor a compulsory purchase order? Have Sainsbury's indicated a willingness to engage with the proposal?</p>	<p>The Council does have an enabling role which does include the use of CPO powers however the council is not currently considering compulsory purchase procedures. The final planning brief does however state that "The council will assist developers, when deemed appropriate, in working with landowners to find suitable solutions to develop parts of the site that are in multiple ownerships." To date, the council has not had detailed discussions with Sainsbury's or the freeholder regarding the redevelopment of the site (refer to the consultation responses on the council's website for both parties' responses). The developer of the site is likely to enter into detailed discussions with all parties with an interest in the land within the site boundary.</p>
---------------------	--	--

Green, Chris	<p>Maximum Option</p> <p>The residential development along the new access road on the NE boundary overlooking Kenley Road seems too intensive and creates a narrow tunnel through the development which is undesirable. I would suggest this too be open space so that new flats adjacent to the car park look out over Kenley Road and beyond.</p> <p>Intermediate Option 1</p> <p>The 'green' block looks too intensive and congests the site creating a tunnel effect along the road. Consider building single/two storey sheltered or disability homes here the same height as the houses in Kenley Road.</p>	<p>The final planning brief now states: "Morden is identified as a town centre that may be appropriate to accommodate higher density development. The Civic Centre should however remain the pinnacle building in terms of height, and new development should assist in creating a transition to surrounding low rise development, creating a cluster of taller buildings and improving the town centre skyline. New development must respect the sensitivity of the transition between the town centre and the surrounding neighbourhoods in terms of height, massing and scale. The heights of all new buildings will need to be justified (in the Design and Access Statement) as part of a townscape analysis, with particular regard to their context, relationship to other buildings and impacts."</p>
Green, Chris	<p>Intermediate Option 1</p> <p>Developing residential units right alongside a multi storey car park provides a design and development challenge but not insurmountable.</p>	<p>Agreed. As part of the preparatory work for this planning brief, the feasibility and viability of such development and the design issues were explored.</p>
Green, Chris	<p>Minimum Option</p> <p>This is the easiest to implement as it requires no supermarket involvement nor acquisition of private commercial properties on London Road. It does not give immediate regeneration of the commercial frontage (which is desirable) but it does solve the issue of ugly backland at the rear of the station.</p>	<p>Noted. The final planning brief will however only have a two dimensional Key diagram.</p>
Green, Chris	<p>Conclusions</p> <p>My preference as a local resident would be to see the Minimum Option implemented but with the proviso that there would be an intention to get to Intermediate Option 2 or the Maximum Option (both with scaling down of the 'green blocks) as Phase II if resources and conditions allowed.</p>	<p>Noted. The final planning brief will however only have a two dimensional Key diagram.</p>

<p>Hawkins, S</p>	<p>I have serious concerns regarding the height, bulk and positioning of the proposed developments, in particular in Kenley Road Car Park. The buildings will block out the late afternoon and evening sunlight causing the properties to become colder. This will require more heating and additional cost to the affected Daybrook Road residents. There will be a loss of the privacy that the residents and their families have hitherto enjoyed as a result of not being overlooked and a loss in value to the owners properties.</p> <p>Owners of Daybrook Road properties would expect redress from LBM for their loss in value.</p> <p>The people in the proposed flats would suffer noise and vibration from the tube line. They would not stay long and would be selling at reduced rates. Eventually the flats would fall into disrepair leading to a sink estate. Should the development go ahead we would require a 9 inch brick wall to be built in the same place and same height as the featherboard partition at present between the two properties.</p> <p>My comments regarding the height and bulk of the proposed development are the same as the ones bordering Kenley Road and Windermere Avenue.</p>	<p>The final planning brief states: <i>"New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses"</i>. The Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses.</p>
-------------------	--	--

<p>Beedle, E</p>	<p>The development of Kenley Road car park as shown in the proposals is much too high and too close to existing houses. It will badly overlook houses in Daybrook Road and spoil the area. Family houses which are the same size as existing homes would be the best option for the site.</p> <p>This comment is the same for developments bordering Windermere Avenue and Kenley Road.</p> <p>I feel the overall development is too high. High buildings will cause difficulty getting about in high winds as happens in the area around the Civic Centre. Being elderly, on occasions I have had problems walking near the Civic Centre and do not wish this to happen in the centre of Morden as well.</p> <p>Commercial development should be along London Road and no higher than at present. Morden is a community and a friendly village, it is a lovely place. A large development would spoil it for people and cause them to move further out of the area. It is really a country area and so high buildings would be out of place.</p>	<p>The final planning brief states: "New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses". The Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses.</p> <p>The final planning brief also states: "Morden is identified as a town centre that may be appropriate to accommodate higher density development. The Civic Centre should however remain the pinnacle building in terms of height, and new development should assist in creating a transition to surrounding low rise development, creating a cluster of taller buildings and improving the town centre skyline. New development must respect the sensitivity of the transition between the town centre and the surrounding neighbourhoods in terms of height, massing and scale. The heights of all new buildings will need to be justified (in the Design and Access Statement) as part of a townscape analysis, with particular regard to their context, relationship to other buildings and impacts."</p>
------------------	---	--

Beedle, E	Along London Road I would like to see supermarkets and department stores. It is hard to see small independent shops surviving as people don't shop that way anymore.	In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. The council has very limited influence on the occupants of commercial units. Once the development brief is adopted by the council, we will work with TfL on implementing the designation. Attracting national retail brands and other commercial businesses is a task for a later stage of the of the redevelopment of this site.
Beedle, E	There is not enough provision for car parking. Although Morden has good public transport links most of it is by bus. People who are older or wanting to do a big shopping trip will want to drive in to Morden. Therefore it would be best to retain the Kenley Road Car park site as a car park.	Planning policy supports low or car free development in places, such as Morden that are well served by public transport. Some short term parking for shoppers will be provided. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.
Simpson, Lee	First off, I am in general sympathy with the idea that a redevelopment of the Morden town centre. It's patently necessary and is probably well overdue. It suffers badly when compared with nearby town centres, failing as it does to provide local residents with a location they would wish to visit and enjoy.	Noted

Simpson, Lee	<p>I still think, however, that there is not a desperate need for a large scale upgrade. Some addition of better outlets and a modest range of new amenities and services would suffice - for instance, a bigger GP practise would be a boon. The proximity to other larger town centres (Wimbledon, Kingston, Sutton, Croydon) shouldn't be lost when deciding how big Morden needs to be. I am curious to hear your thoughts on what the commercial demand from the area is and what the necessary capacity should be to satisfy this.</p> <p>Many of us wish to Balance a drive for re-development with more intangible local needs such as family space, clean environment, natural tracts, and community services. I'm sure you can appreciate that as residents we are concerned that good quality living may be lost to a still vague idea of what we should "transform" Morden town centre into.</p> <p>For me, I think we need just a relative upgrade to the current, meagre provision of high street outlets. Something that can bring a bit more vibrancy to the place and a little less "let's get out of here". Again, quality and vibrancy trumps any unnecessary size. But re-development, yes, I agree it's needed.</p> <p>Morden town centre lies at the end of a tube line. It's not a major node on a network - it's more a terminus, a station that abuts quiet residential suburban spaces such as Merton Park, Morden Park and Cannon Hill. These areas have over the years attracted families looking for a good quality of life close to decent transport links and with reasonable amenities. Space and privacy for growing families make for happy, healthy people and a strong sense of community; regeneration needs to put this at the centre of its focus not just a chance to maximise the use of space for new buildings.</p>	<p>In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, offices, retail, hotel and a wide range of other commercial uses. Merton's adopted (2011) Core Planning Strategy states that a large proportion of the 1450-1800 new homes in Morden will be provided as part of the town centre regeneration. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. The final brief points out that: "A mix of uses is critical for a vibrant town centre, as a good mix of uses attracts a variety of people for a long period during the day and the different uses will support each other commercially. Community and residential use in town centres maintains activity, providing natural surveillance and a sense of safety and attractiveness."</p>
--------------	--	---

Simpson, Lee	<p>This quality of life in Merton Park revolves around these factors (space, privacy, community) and helps breed a fantastic neighbourly rapport. These are the area's strong assets and any potential developments in close proximity to existing residential areas should respect these qualities and look to preserve the family nature of Merton Park. As such, I firmly believe that:</p> <ol style="list-style-type: none"> 1. No buildings should be bigger than the existing homes (in order to preserve privacy), 2. The original garden suburb ethos of Merton Park, or the vision of which John Innes had in mind should be respected (in order to preserve a reasonable sense of space) and 3. Construction in the nearby car park should mirror the family-centric attitude of the local occupancy. This is particularly pertinent in the zone overlooking Daybrook road. New homes should be built with families in mind. <p>I strongly recommend that the height of any buildings close to residential areas (e.g. In Kenley road car park where it overlooks homes in Daybrook Road) be kept to a minimum; one-storied or maybe two-storied buildings as max. This is in order to preserve the look and layout of the surrounding residential areas. Anything more is frankly an unliveable solution for me and my young family. I feel very strongly about this; Merton Park is a green, residential, suburban tract of unique character and attraction to young families. All efforts must be pursued, exhaustively if necessary, to preserve this fundamental character. All in, I feel work should be concentrated towards the town centre side of the development.</p>	<p>The final planning brief states: "New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses". The Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses.</p>
--------------	--	---

Simpson, Lee

Aside this, I expect there will be a need for more amenities should we see the addition of more residential stock. The area is already in need of more primary schooling or a larger GP practise. Such amenities are most likely to be further stretched with the addition of new homes. I'd be keen to hear whatever happened to plans for a new primary on the Kenley Road car park site - the size of the area appears equivalent to the existing Merton Park primary.

The final planning brief refers to the policy requirement that any proposals on this large site will be expected to:

- incorporate an appropriately sited and sized area for the provision of a new school or
- demonstrate why the site cannot accommodate a new school and that the child yield from the proposal could be met in local schools.

The council has delivered more than 600 additional primary school places since 2007 and has recently conducted two comprehensive studies towards identifying sites for new primary and secondary school places. Merton's Sites and Policies Plan allocates several sites for education purposes which will help to meet future needs.

The final planning brief points out that: "The impacts of this major development site on local health and wellbeing should be considered through the use of a Health Impact Assessment."

The developer is likely to have to pay the Community Infrastructure Levy (CIL). CIL funding could contribute towards improvements to education and/or local health facilities.

<p>Simpson, Lee</p>	<p>On the point of low usage, the car park looks to have become more popular since the capacity in the one nearer the tube station was reduced. Then there are also the occasions of peak usage such as during a recent episode of stormy weather which forced many off the overground network and onto the underground system.</p> <p>Overall, I believe that any new car parking should be appropriate to needs - existing and newly created - but with minimal impact on current parking in nearby streets. This is already a fast growing problem on streets such as Daybrook Road. Could underground car parking be considered where possible in the town centre?</p>	<p>The Morden Town Centre Car Park surveys referenced in the report were undertaken in Mid 2012 and were correct at the time of the survey. Since this time the Station CP has been taken over by NCP and reduced in size. As a result many more commuters are using Kenley Road Car Park. Planning policy supports low or car free development on sites, such as Morden that are well served by public transport. Short term parking is still intended to serve shoppers but underground car parking can be prohibitively expensive and may therefore prove inappropriate at this location. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.</p>
<p>Newby, Sarah</p>	<p>I have seen the prospective plans for the town centre. I live behind Sainsbury's and I do not like the look of the tall buildings which are on the plans. It looks so industrial!! This will not only obstruct our daylight in our back garden but it would be unsightly and the level of noise created whilst building takes place would, I imagine, be unbearable. This would certainly devalue our house. We are already suffering with the noise of Sainsbury's deliveries in the early mornings which I am sure is against regulations...? </p> <p>Is there any way the plans can differ? I'm sure you've had my neighbours already complain about this? Still not my preference, but the Minimum Option I would be able to approve to if anything.</p>	<p>The final planning brief states: <i>"New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses"</i>. The Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses.</p>
<p>Stride-Darnley, Jane</p>	<p>Key information e.g. 4 proposed options for the new development is not included in the 54 page consultation document provided. This poor communication reduces the public's understanding of the proposed new development and their engagement in the consultation process.</p>	<p>For the avoidance of confusion, the final draft of the planning brief only has a 2 dimensional key diagram</p>

<p>Stride- Darnley, Jane</p>	<p>Size and density Para 5.22, 5.56 and 5.44. The size and density should be in keeping with surrounding residential roads e.g. Daybrook Road, Kenley Road and Windermere Road. It would be in keeping for all the proposed new development is a maximum of two stories high. Building profiles should not exceed 2 stories in the Kendor Gardens car park/backing onto Daybrook Road. Higher density development e.g. commercial should be limited to London Rd Morden.</p>	<p>The final planning brief states: "New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses". The Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses.</p>
<p>Stride- Darnley, Jane</p>	<p>Traffic Morden Town Centre Para 5.43 What are the plans for traffic flow in and around Morden Town Centre? What will be the impact of abolishing the gyratory system on the Morden/ Merton park areas?</p>	<p>The council is working with TfL and other partners to develop a comprehensive plan for the public realm in Morden including improved facilities for pedestrians and cyclists. This will include ideas for the space outside Morden Station. This might include relocating bus services elsewhere in the town centre or redesignation the way traffic uses the road system. Ideas will be worked up over the next 18 months. The planning brief points out that any proposals to redevelop the site would need to be supported by a Full Transport Assessment, which needs to consider all the relevant transport related impacts.</p>
<p>Stride- Darnley, Jane</p>	<p>The new development should reflect the residential community needs and interests and that of the surrounding area. There are large pockets of low income as well as wealth in the Morden area. Is such a proposed large density and size development viable, will property developers willingly commit large capital amounts in the expectation of a return? For example the large pub/conference/hospitality building in Morden Hall Park has remained unused for many years.</p>	<p>As part of the preparatory work for this planning brief, design and viability work was carried out. The final planning brief highlights development opportunities and constraints, provides detailed design guidance and highlights the most relevant aspects of adopted and emerging planning policies; thereby reducing planning uncertainty for potential investors.</p>

<p>Stride-Darnley, Jane</p>	<p>Enjoyable, safe and secure environment. Morden has been identified as experiencing a 'change of character' after 8pm e.g. getting rough at night. This reduction in amenity does not attract business nor those wishing to have an enjoyable night out. Use of shutters on shop windows. Para 5.52 5.53 Business owners will want to use shutters to protect their business in the evenings and overnight. Oxford Street uses shutters so why not Morden Town Centre? This issue could impact on the number of retailers willing to locate in Morden.</p>	<p>The council is working with TfL and other partners to develop a comprehensive plan for the public realm in Morden town centre. To ensure the delivery of a high quality public realm, the final planning brief provides guidance on numerous aspects that affects the public realm e.g. street infrastructure, shop fronts and security. The Key diagram in the final planning brief indicates that the area at the station entrance and the part of London Road which is adjacent to the site are areas that will benefit from public realm improvements as part of a separate project. The final planning brief does not preclude the use of shop front shutter; it provides the following guidance for shop owners that wish to install them: "<i>For the retail areas, no solid external security shutters will be permitted. Internal shutters should be avoided; however any internal shutters must provide clear views into shops.</i>"</p>
<p>Stride-Darnley, Jane</p>	<p>Ease of movement a new 'proper street'. Para 5.14 The proposed building of a new 'proper street' would have to be very carefully planned as it could become a 'rat run' route through the proposed new residential housing and business area into London Road. Currently, for example, many vehicles of all sizes use the slip road during rush hour and throughout the day between Kenley Road and London Road Morden as a 'short cut'.</p>	<p>As new street would be considered in context to the wider public realm aspirations, including any changes to the wider road layout. The planning brief points out that any proposals to redevelop the site would need to be supported by a Full Transport Assessment, which needs to consider all the relevant transport related impacts.</p>
<p>Stride-Darnley, Jane</p>	<p>Kendor Gardens extended into Kenley Road Car Park. Para 5.25 It is unclear what this proposal really involves. Consideration would have to be given concerning security for the proposed new housing development in Kenley Road Car Park as Kendor Park is not secured at night. How would the proposal affect Kenley road and its traffic?</p>	<p>The final planning brief refers to the guidance in 'Safer Places', 'Designing out Crime' and 'Secured by Design' and advises that development should reduce the opportunities for criminal behaviour and contribute to a sense of security without being overbearing or intimidating.</p>

<p>Stride-Darnley, Jane</p>	<p>Kendor Gardens extended into Kenley Road Car Park. Para 5.25 It is unclear what this proposal really involves. <i>Consideration would have to be given concerning security for the proposed new housing development in Kenley Road Car Park as Kendor Park is not secured at night. How would the proposal affect Kenley road and its traffic?</i></p>	<p>These type of issues would need to be considered as part of broader ideas for the town centre including the public realm. The planning brief points out that any proposals to redevelop the site would need to be supported by a Full Transport Assessment, which needs to consider all the relevant transport related impacts.</p>
<p>Stride-Darnley, Jane</p>	<p>A proposed new multi-storey car park para 5.56. Having an eight storey high multi-story car park would be out of keeping in the local environment. There would be a need for a car park to be built. Could it be built underground for Morden town centre users?</p>	<p>The scale, design and type of any parking would be dependant on many different factors. The outcome will be dependant on the mix of the uses that eventually come forward at part of a future planning application. Underground car parking can be prohibitively expensive and may therefore prove inappropriate at this location. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.</p>

Environment Agency

The Morden Station area is located in Flood Zone 1 on the Flood Map, meaning it has a low risk of flooding from rivers (less than 0.1% or a 1 in 1,000 annual chance). Morden town centre is heavily developed, however, and regeneration at this strategic scale offers opportunities to incorporate sustainable drainage techniques on an increased scale compared to individual application sites.

The Planning Brief includes an Appendix B, which lists relevant London Plan policies and makes reference to the need for Sustainable Drainage Systems (Suds) to reduce flood risk and the inclusion of Green Roofs. It also mentions the risk of surface water flooding shown on existing mapping products.

However, the main document could itself make explicit reference to sustainable drainage in Section 5. Consideration of how SUDS measures may be incorporated into regeneration at strategic/masterplan scales would be beneficial to ensure that individual developments are able to meet with the requirements for reductions in runoff set out in the London Plan (Policy 5.13) and provides a benefit to Morden town centre and surrounding areas by reducing flood risk.

The final draft of the planning brief is approximately 40 pages long and in the interest of brevity some matters could only be referred to in the list of key policy requirements. The planning brief also points out that Appendix B is not an exhaustive list of all the relevant planning policies. All the relevant matters will be considered at pre-application and planning application stage.

<p>Environment Agency</p>	<p>Areas Susceptible to Surface Water Flooding</p> <p>Environment Agency maps currently show that the Kenley Road Car Park site, the rail tracks and areas adjacent to the southern corner of the of the Morden Station site are susceptible to surface water flooding. Proposals will need to incorporate suitable mitigation measures to address this matter in these areas. Developments should have regard to the following criteria:</p> <ul style="list-style-type: none"> - Determination of potential overland flow paths and proposals for appropriate solutions to minimise the impact of development on surface water flooding. Road and building configuration should be considered to preserve existing flow paths and improve flood routing, whilst ensuring that flows are not diverted towards other properties elsewhere; - In the areas outlined in the Surface Water Management Plan as areas with increased risk of surface water flooding, a FRA should mitigate off site surface water flooding by aiming to achieve greenfield run off rates or better. SUDS techniques should be applied with regard to the London Plan Sustainable Drainage Hierarchy. - Incorporation of soft landscaping and permeable surfaces into all new residential and non-residential developments. Retention of soft landscaping and permeable surfaces in front gardens and other means of reducing, or at least not increasing, the amount of hard standing associated with existing homes is encouraged. New driveways or parking areas associated with non-residential developments and those located in front gardens should be made of permeable material. - Application of a site wide sequential approach to development by locating buildings within the areas of lowest flood risk on a site in accordance with the areas set out within the Surface Water Management Plan as areas with increased risk of surface water flooding. 	<p>The final planning brief does point out that the "Environment Agency maps currently show that the Kenley Road Car Park site, the rail tracks and areas adjacent to the southern corner of the of the Morden Station site are susceptible to surface water flooding. Proposals will need to incorporate suitable mitigation measures to address this matter in these areas."</p> <p>The brief also refers to all the relevant planning policies in Merton's Development Plan and states that: "Development should utilise sustainable urban drainage systems (SUDS) unless there are practical reasons for not doing so, and should aim to achieve greenfield run-off rates and ensure that surface water run-off is managed as close to its source as possible."</p> <p>For the sake of brevity, the other details referred to have not been included but could be pointed out during pre-application discussions.</p>
---------------------------	---	---

<p>Environment Agency</p>	<p>Public Realm We would recommend new developments to incorporate green roofs. ... The council should require development proposals to include landscaping and other ecological features that contribute towards protecting, managing and enhancing local biodiversity. Information on these measures must be submitted with an application. Applicants proposing major Developments should appoint a suitably qualified ecologist to prepare appraisal of the proposals and, if appropriate a biodiversity action plan for the site.</p>	<p>The Key diagram in the final planning brief shows an extension to Kendor Gardens to the south of Kenley Road as 'Proposed Open Space/Landscaping'. The final planning brief also states: "<i>Proposals for this major development site should also incorporate appropriate green infrastructure such as green roofs, living walls and street planting which contribute to urban greening and result in the enhancement of local biodiversity.</i>"</p>
<p>Environment Agency</p>	<p>Sustainability and Biodiversity Paragraphs 5.29-5.30- Sustainability and Biodiversity only addresses the issues of energy efficiency and waste and there is no mention of biodiversity although it appears on the sub-headline</p>	<p>Thank you for pointing this out. A new paragraph has been inserted which addresses the need to enhance local biodiversity.</p>
<p>Environment Agency</p>	<p>Waste Management We would support recycling of waste generated by construction and demolition of development in Morden. In accordance with Section 34 of the Environmental Protection Act and the Duty of Care in respect of waste, any waste generated on site is to be stored in a safe and secure manner in order to prevent its escape or its handling by unauthorised persons. Details should be made available of where waste is going to be taken as soon as an agreement is made with disposal sites, especially exempt sites ...</p>	<p>In Appendix B it is pointed out that: "The generation and off-site transport of construction waste should be minimised through maximising reuse or recycling." These matters are often secured by means of appropriately worded planning conditions.</p>

Environment Agency

We would recommend inclusion of the following in chapter 6.0 as informative:

-Planning and permitting decisions are separate but complementary. Planning permission determines if land may be used for a particular development and focuses on land use issues, whereas permitting is about the control of processes and emissions to the environment. Early consideration of permitting issues reduces risk of material changes being needed during planning application process. Parallel tracking provides opportunity to resolve issues and aids faster decision making.

-We advise developers and planning authorities at the pre-planning application stage to allow early consideration of all the fundamental issues relating to whether a particular development will be acceptable in principle. We encourage developers to contact us as early as possible in the process. We are also consulted when applicants request scoping opinions for Environmental Impact Assessments.

-The Environment Agency regulates many potentially polluting activities under the Environmental Permitting Regulations for England and Wales. We must also be consulted by Local Planning Authorities before they grant planning permission on a range of types of development. We are consulted for advice on the environmental considerations for those types of development in our External Consultation Checklists. Our Planning Liaison Teams, advised by our technical experts, respond to these consultations. Planning Authorities must take our response into account when they determine a planning application. For more detail on External Consultation Checklists please visit: <http://www.environment-agency.gov.uk/research/planning/33368.aspx>

- We've developed guidelines to help Local Planning Authorities, the Planning Inspectorate and developers with planning and permitting issues. The guidelines should help to reduce costs and burdens on developers, operators, planning decision-makers and us by increasing certainty over planning and permitting decisions.

Although relevant, in the interest of brevity, this information could be conveyed at pre-application stage.

Rees, Juliet	<p>I have great concerns with the plans to potentially build high car parks or houses / flats on the Kenley road, car parks. Are we at risk of losing the quiet but rather lovely Kendor gardens? Will the buildings overlook our back gardens intruding on our privacy?</p> <p>...</p> <p>Will the buildings stand out from our very characteristic area in Merton park? I'm all for improving Morden town centre as it is horrendous but do we need to spill over into the surrounding areas?</p>	<p>The final planning brief states: "New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses". The Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses.</p>
Rees, Juliet	<p>Will traffic increase down our road as people start to use the car parks more frequently? We already have to put up people using our road as a shortcut at rush hours not observing the speed restrictions.</p>	<p>Planning policy supports low or car/permit free development in places, such as Morden that are well served by public transport. The planning brief points out that any proposals to redevelop the site would need to be supported by a Full Transport Assessment, which needs to consider all the relevant transport related impacts.</p>
Bamber, Janet E.	<p>There is a general agreement among local residents that the area around Morden station and the town centre itself is in urgent need of regeneration. Having lived in the area for over 30 years I think that Morden has become less attractive, apart from a few highlights such as the library, Sainsbury's and one or two of the coffee shops.</p>	<p>Noted</p>
Bamber, Janet E.	<p>Paragraph 4.3. – improvements to the public realm at the entrance to Morden underground</p> <p>The need to maintain existing capacity outside the station for bus stops and stands is mentioned but no mention is made of moving some bus stops, particularly for the 93 and 164 buses, further away from the station entrance to ease congestion on the pavement. At some times of the day, after coming out of the tube station it is almost impossible to walk along the pavement to the right or left of the station as the numbers of people waiting for the 93 or 164 bus completely block the pavement. This is extremely intimidating for older pedestrians and particularly difficult for those with mobility problems. What about extending the canopy of the station further out so that people exiting the station can walk right or left freely, whilst those queuing for busses stand further away from the station forecourt?</p>	<p>The council is working with TfL and other partners to develop a comprehensive plan for the public realm in Morden town centre which includes improved facilities for pedestrians and cyclists. To ensure the delivery of a high quality public realm, the final planning brief provides guidance on numerous aspects that affects the public realm e.g. street infrastructure, shop fronts and security. The Key diagram in the final planning brief indicates that the area at the station entrance and the part of London Road which is adjacent to the site are areas that will benefit from public realm improvements as part of a separate project. This might include relocating some bus services elsewhere in the town centre.</p>

<p>Bamber, Janet E.</p>	<p>Paragraph 4.9 – car parking & 5.56 & 5.57 The point is made in 4.9. that any proposal on existing car parks would have to demonstrate that it would not have a detrimental impact on long stay commuter parking or short stay visitor parking. A multi storey car park is cited as the only possible car park option. However, not everyone wants to park in a multi-storey car park, where spaces are generally quite narrow; some of the multi-storey car parks in nearby Sutton have incredibly narrow bays and are difficult to negotiate. Also, at busy times there may be a queue of cars waiting to enter the multi-storey that extends back to the entrance of the new 'street'; this will add to congestion in London Road and worsen air quality, as few drivers turn off their engines whilst queuing. Given the ageing population, many drivers who currently use Peel House car park mainly on the ground floor may opt to do their shopping at the shopping centre at Colliers Wood, formerly the Sava Centre, where they can park at ground floor level and, more importantly, at no cost! Morden shops could suffer as a result of people preferring to shop in Colliers Wood. I think Kenley Road car park should be retained and am not in favour of any residential development there. Whilst the point is made that this car park is underutilised, usage has increased since the amount of car parking spaces behind the station has been cut.</p>	<p>The Morden Town Centre Car Park surveys referenced in the report were undertaken in Mid 2012 and were correct at the time of the survey. Since this time the Station CP has been taken over by NCP and reduced in size. As a result many more commuters are using Kenley Road Car Park. Planning policy supports low or car /permit free development on sites, such as Morden that are well served by public transport. Some short term parking for shoppers will be provided. Any developer will need to demonstrate how their proposals impact on the public highway and set out proposals to mitigate impacts.</p>
<p>Bamber, Janet E.</p>	<p>Paragraph 5.25 – extension of Kendor Gardens into the site I am in favour of extending Kendor Gardens into the area immediately behind the station; perhaps this will encourage a greater footfall into the current Kendor Gardens and thereby improve security. Possibly TfL would then agree to install some playground equipment and a proper cycle track through the existing gardens? Despite the ban on cycling in Kendor Gardens this is completely ignored by cyclists and walkers are occasionally put at risk by inconsiderate cyclists using the paths.</p>	<p>Noted</p>

Bamber,
Janet E.

Paragraph 5.39 – the Council’s policy on tall buildings I think with regard to tall buildings the Civic Centre should be the exception rather than the rule in Morden; the idea of smaller tall buildings being clustered around the Civic centre is most unattractive – I do not want Morden to become a mini-Croydon. For this reason I would not be in favour of a tall building on London Road either to the east or west of Morden station.

Paragraph 5.46 refers to the likelihood of new residential development being flats rather than houses and ‘of a greater scale than surrounding houses’. I think that the height of any buildings adjacent to the station should be no greater than 4 storeys, with shops on the ground floor and a maximum of three storeys of flats. I am definitely not in favour of 5 or 6 storey blocks of flats to the east of the station or in place of Sainsbury’s.

If there has to be residential development to the north of the station the height should be restricted to 3 storeys, ground floor plus 2 storeys. Whilst mention is made in 5.44 of the ‘generous long gardens’ of houses surrounding the site there will definitely be a loss of amenity for those residents of Windermere Avenue and those on Kenley Road that back on to the site. If the new housing is higher than two storeys the residents of Windermere and Kenley will feel ‘overlooked’ and experience a loss of privacy; I would not want to be a resident of those two roads.

The final planning brief states: “New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses”. The Key diagram also has symbols indicating where new development has to ‘respect and relate’ to the existing houses.

The final planning brief also states: “Morden is identified as a town centre that may be appropriate to accommodate higher density development. The Civic Centre should however remain the pinnacle building in terms of height, and new development should assist in creating a transition to surrounding low rise development, creating a cluster of taller buildings and improving the town centre skyline. New development must respect the sensitivity of the transition between the town centre and the surrounding neighbourhoods in terms of height, massing and scale. The heights of all new buildings will need to be justified (in the Design and Access Statement) as part of a townscape analysis, with particular regard to their context, relationship to other buildings and impacts.”

<p>Bamber, Janet E.</p>	<p>Finally, whilst the retention of small, independent shops is important, Morden's attractiveness would be enhanced by the presence of a larger department store and possibly a cinema, both of which were present in the town centre in the past.</p>	<p>In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. The council has very limited influence on the occupants of commercial units. Once the development brief is adopted by the council, we will work with TfL on implementing the designation. Attracting national retail brands and other commercial businesses is a task for a later stage of the of the redevelopment of this site.</p>
<p>Hill, Lorraine</p>	<p>1. Car Park in a poor state The one and only card park in the centre of town is like some forgotten underground bunker from WWII. It's run down, dark and dirty. When I visited Nice in France over 15 years ago, their car parks were freshly painted, and had some kind of rubber levelling compound on the floor that was cleaned every night. It was fantastic.</p>	<p>The council would seek to ensure that any future parking facilities meet the national 'Secured by Design' car park standards.</p>
<p>Hill, Lorraine</p>	<p>2. No areas to sit down and relax I find a lot of shopping malls are the same. Huge complexes of shops but you have to walk and walk and there is nowhere to stop to take a call, check your diary or eat a quick sandwich, without paying to go into a bar or restaurant. Italy is marvellous because they design piazzas for people. Not cars or shops. 3. Generally grubby The pavements and other public areas are generally grubby, and I want to get home ASAP!</p>	<p>The council is working with TfL and other partners to develop a comprehensive plan for the public realm in Morden town centre which includes improved facilities for pedestrians and cyclists. To ensure the delivery of a high quality public realm, the final planning brief provides guidance on numerous aspects that affects the public realm e.g. street infrastructure, shop fronts and security. The Key diagram in the final planning brief indicates that the area at the station entrance and the part of London Road which is adjacent to the site are areas that will benefit from public realm improvements as part of a separate project.</p>

<p>Hill, Lorraine</p>	<p>4. Poor choice of shops This seems a catch 22 - people don't go to Morden as there are few shops, more shops won't come to Morden because of few customers. I think if you address my points 1,2,3 above then 4 will happen naturally.</p>	<p>In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. The council has very limited influence on the occupants of commercial units. Once the development brief is adopted by the council, we will work with TfL on implementing the designation. Attracting national retail brands and other commercial businesses is a task for a later stage of the of the redevelopment of this site.</p>
<p>Hill, Lorraine</p>	<p>5. Developers only want profit Yes we need some redevelopment too, but developers only want profit and are not interested in what residents want. Please consider this when choosing a developer and their plans!</p>	<p>The purpose of this planning brief is to set out a more detailed vision and to provide design guidance for this site, in order to aid its delivery in accordance with the council's adopted planning policies. The Council will ensure the most effective method of delivering development on the site is used to meet our regeneration objectives.</p>
<p>The Metropolitan Police</p>	<p>In reading the draft documentation it is clear that there is, correctly an emphasis on appearance and the aesthetics and the potential influence on criminality-in points 5.4 reference the shop fronts in reference to shuttering or grilles- but as such it is essential that there are other security measures in place. I would recommend the implementation of a Data Protection Act compliant CCTV system which will not only covers the entirety of the development encompassing the alleyways, demarcation area/s/ (where privacy is not infringed)-linked into a monitoring station and, for example, these devices could also be linked into a vocal capacity which would further enhance the regulation of the area.</p>	<p>The final planning brief refers to the guidance in 'Safer Places', 'Designing out Crime' and 'Secured by Design' and advises that development should reduce the opportunities for criminal behaviour and contribute to a sense of security without being overbearing or intimidating. These detailed matters could be addressed at the pre-application stage.</p>

<p>The Metropolitan Police</p>	<p>1.1 Access Control/ Security Mechanisms:</p> <ul style="list-style-type: none"> • I would ensure that the developments all have the requisite security grades for the access control points into the buildings, I would invite you to review the Secured by Design web site. • If magnetic locks are being considered ensure that they are calibrated to a higher than the usual 1500 lb-these devices are frequently targeted by criminals targeting the armature plates- consideration for 2,000 LBS. • Alarms such as break glass detectors or other similar devices in the absence of external or internal shutters <p>...</p> <p>1.2 Laminated glass- Summarily, I would recommend laminated glass for ground floor and accessible locations taking into account building and accessibility. If there were additional concerns you could always explore stronger gradients such as Hammer-glass or Tiger Glass.</p>	<p>The final planning brief refers to the guidance in 'Safer Places', 'Designing out Crime' and 'Secured by Design' and advises that development should reduce the opportunities for criminal behaviour and contribute to a sense of security without being overbearing or intimidating. These detailed matters could be addressed at the pre-application stage or as planning conditions.</p>
<p>The Metropolitan Police</p>	<p>Note-Lighting: The area/s/ should all be well lit BS- 5489-2013 refers. Lighting can deter criminals and reduce the fear of crime.</p>	<p>The final planning brief refers to the guidance in 'Safer Places', 'Designing out Crime' and 'Secured by Design' and advises that development should reduce the opportunities for criminal behaviour and contribute to a sense of security without being overbearing or intimidating. These detailed matters could be addressed at the pre-application stage.</p>
<p>The Metropolitan Police</p>	<p>1.3 Demarcation area/s/ and fencing/ walls have the requisite security standards and are well lit. I would also recommend, taking into account regulations and the privacy of adjoining residences- CCTV covering these area/s/.</p>	<p>The final planning brief refers to the guidance in 'Safer Places', 'Designing out Crime' and 'Secured by Design' and advises that development should reduce the opportunities for criminal behaviour and contribute to a sense of security without being overbearing or intimidating. These detailed matters could be addressed at the pre-application stage.</p>

The Metropolitan Police	1.4 Car Park- In point 5.57 of the document there is a proposal for a multi storey car park. I would invite you to review the Safer Car Parks document which covers an expansive range of anti theft anti theft strategies, lighting, vehicle circulations, access control and design recommendations to safeguard these arteries.	The final planning brief refers to the guidance in 'Safer Places', 'Designing out Crime' and 'Secured by Design' and advises that development should reduce the opportunities for criminal behaviour and contribute to a sense of security without being overbearing or intimidating.
The Metropolitan Police	<p>2.2 Alleyways</p> <p>These area/s/ can often be targeted by criminals and anti social behaviour as such it is essential that where possible there is both regulation and surveillance. I would also recommend the following points:</p> <ul style="list-style-type: none"> • Ensure that the alley is straight as possible • It is wide • Well lit • Devoid of potential hiding places • From a surveillance perspective, it is overlooked and I would recommend Data Protection Compliant CCTV 	The final planning brief refers to the guidance in 'Safer Places', 'Designing out Crime' and 'Secured by Design' and advises that development should reduce the opportunities for criminal behaviour and contribute to a sense of security without being overbearing or intimidating. The final planning brief states that: " <i>Streets and spaces must feel safe and welcoming, inclusive and public.</i> "
The Metropolitan Police	In reference to points 5.51 and 5.52: I would dually endorse the strategy and ethos documented in points 5.51 for the Modern station development but I would strongly recommend that in the absence of such overt physical installations-that there is Data Protection Compliant CCTV preferably linked into Merton Council Civic Centre-CCTV is an effective surveillance aide but it needs to be linked into a fast time reactive strategy.	The final planning brief refers to the guidance in 'Safer Places', 'Designing out Crime' and 'Secured by Design' and advises that development should reduce the opportunities for criminal behaviour and contribute to a sense of security without being overbearing or intimidating. These detailed matters could be addressed at the pre-application stage.
The Metropolitan Police	Formal Surveillance: As documented, I would recommend that there is Data Protection Compliant CCTV covering the entirety of the sites with emphasis not only on the main facades of the building but on the demarcation area/s/, alleys and car parks- noting that in section 'Right to light' there are lighting restrictions on the apartments above the parade of shops on 46-64 London Road.	The final planning brief refers to the guidance in 'Safer Places', 'Designing out Crime' and 'Secured by Design' and advises that development should reduce the opportunities for criminal behaviour and contribute to a sense of security without being overbearing or intimidating.

<p>Nowak, Jolanta</p>	<p>While I Understand that there is no money I do not understand how money is supposed to be found by allowing other corporate bodies (e.g. London Transport) to build on corporate bodies sites. They will sell land to developer with assured planning permission and the developer will develop and take all the profits.</p> <p>The only financial gain for us-residents will be a fee for planning permission which will go to Council coffers. These sums are negligent.</p>	<p>The purpose of this planning brief is to set out a more detailed vision and to provide design guidance for this site, in order to aid its delivery in accordance with the council's adopted planning policies. The Council will ensure the most effective method of delivering development on the site is used to meet our regeneration objectives.</p>
<p>Nowak, Jolanta</p>	<p>The density of proposed building is not acceptable, neither is the height, especially in relation to all surrounding buildings. Max height should be no more than 2 story.</p>	<p>The final planning brief states: <i>"New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses"</i>. The Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses.</p>
<p>Nowak, Jolanta</p>	<p>As it was pointed out in previous finding Tube station and buses network and terminus dictate need for more car parking spaces, as people drive here to buses and Tube and together with growing number of Council workers , are desperately looking for parking spaces in Merton Park streets. Recent accidents in Merton Park illustrate this problem.</p>	<p>Planning policy supports low or car free development in places, such as Morden that are well served by public transport. Some short term parking for shoppers will be provided. Also, where generally supported by residents, the Council can implement additional parking controls to mitigate any displacement. Morden is already dominated by road traffic and providing more commuter parking would exacerbate these problems.</p>

<p>Nowak, Jolanta</p>	<p>In my opinion the developer should come from car park building business with some kind of local amenities provider building on top e.g. cinema, gym, community centre to attract more already resident population to use the tube area for other reason than transport.</p>	<p>In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. Merton's adopted (2011) Core Planning Strategy states that a large proportion of the 1450-1800 new homes in Morden will be provided as part of the town centre regeneration. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. The council has very limited influence on the occupants of commercial units. Once the development brief is adopted by the council, we will work with TfL on implementing the designation. Attracting commercial businesses is a task for a later stage of the of the redevelopment of this site.</p>
<p>Nowak, Jolanta</p>	<p>Extension of Kendor gds is a good idea, building more residential units to attract more population to this already overpopulated area is not.</p>	<p>Noted with thanks</p>
<p>Nowak, Jolanta</p>	<p>Extension of Kendor gds is a good idea, building more residential units to attract more population to this already overpopulated area is not.</p>	<p>There is a need for new homes across England, and government is prioritising the construction of new homes to meet need. Merton's adopted (2011) Core Planning Strategy states that a large proportion of the 1450-1800 new homes in Morden will be provided as part of the town centre regeneration. The 1930's suburban streets around Morden are predominantly houses; there is a limited supply of apartments in the area, limiting the choice of homes. This site can provide apartments close to shops, parks and transport.</p>

Slade, Mr & Mrs	<p>Since 1974 we have seen a steady decline, both in the quality of shops and the variety. Something as simple as a book or greetings card now necessitates a trip into Wimbledon. Yes, the supermarkets are in many ways responsible for the decline of the independent shops, but please, look at the quality of our existing three supermarkets! I have no problem with the independent Asian greengrocers (one of them has been there for years) and much of their produce is very good, but we do not all eat Halal meat, nor require root ginger, chillies, okra, etc. on a daily basis. How do Asian greengrocers, in particular, survive in Morden when English traders have long given up the battle?</p>	<p>In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. The council has very limited influence on the occupants of commercial units. Once the development brief is adopted by the council, we will work with TfL on implementing the designation. Attracting national retail brands and other commercial businesses is a task for a later stage of the of the redevelopment of this site.</p>
Slade, Mr & Mrs	Visually, Morden has become an eyesore, ...	Agreed
Slade, Mr & Mrs	<p>..., and the majority are compelled to journey further afield, often to make the simplest purchases. Where are the restaurants? Apart from Superfish (which is excellent) there is nothing of any appeal. Sadly, we feel that Morden has become little more than a connecting point to get from A to B. We doubt there are many who actually see our town centre any more, other than the traffic or the bus they are about to catch. Surely there are thousands of reasons for creating an attractive town centre where not only residents will want to shop but where those passing through may want to spend some time and money</p>	<p>In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. The final brief points out that: "A mix of uses is critical for a vibrant town centre, as a good mix of uses attracts a variety of people for a long period during the day and the different uses will support each other commercially. Community and residential use in town centres maintains activity, providing natural surveillance and a sense of safety and attractiveness."</p>

Fenton, Gill	<p>1. You are living in cloud cuckoo land if you think that because lack of 100% occupation at the Kendor Garden car park and the one at the back of Sainsbury's this indicates that there is over supply of parking in the area (re 3.16). Those of us in local streets with no CPZ suffer inconvenient commuter/school parking daily - because it is free - unlike the 2 car parks which are charged. This will worsen if the large development proposed is without sufficient car parking facilities. Given the multi-car ownership in most accommodation places these days the cars will spread onto the local streets without CPZ designation during the working day if insufficient provision is made in the residential/commercial development.</p>	<p>Planning policy supports low or car free development in places, such as Morden that are well served by public transport. Some short term parking for shoppers will be provided. Also, where generally supported by residents, the Council can implement additional parking controls to mitigate any displacement. Morden is already dominated by road traffic and providing more commuter parking would exacerbate these problems.</p> <p>The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.</p>
Fenton, Gill	<p>2. There is little mention of cycling in the brief (and even less re motorcycle parking capacity):</p> <ul style="list-style-type: none"> • Morden is woefully short of cycling facilities and parking is currently insufficient/not at the correct trip generator locations. • There should be secure parking both for the station and in the town centre and also for socialising in the area available beyond 6pm. • There should be a safer route between Kenley Road and London Road by the station precluding having to use the roundabout at the intersection of Kenley Road/London Road. • The new accommodation and business facilities should also have extensive cycle storage facilities to encourage non car use and perhaps a hub for shared car usage for those times when we all need to collect something that cannot be delivered. • Perhaps a secure cycle/motorbike parking area included in the commuter parking section would also be useful to encourage people to not use other means to get to the station/town centre. <p>[See Nottingham City Council's city centre facilities as an example for how to do several of the above.]</p>	<p>The council is working with TfL and other partners to develop a comprehensive plan for the public realm in Morden including improved facilities for pedestrians and cyclists. This will include ideas for the space outside Morden Station. This might include relocating bus services elsewhere in the town centre or re-designation the way traffic uses the road system. The council is actively promoting improved facilities for cycling. Development will also be required to make adequate provision for cycle parking in accordance with London Plan standards. The planning brief requires new car parks and cycle storage to meet 'Secured by Design' standards.</p> <p>'Appendix B - Key Policy Requirements' has been amended to include a requirement to provide an appropriate level of motorcycle parking.</p>

Fenton, Gill	3. The flats proposed for the side of Kendor Gardens are too obtrusive and should be not so high so as to blend in with the area better. Little point in having a garden if the sun is removed by an over high block of flats!	The final planning brief states: "New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses". The Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses.
Fenton, Gill	4. The height and finish of the proposed development above and around the station should be of high quality so as to not overpower the centre of Morden, bearing in mind that the other side of the road facing the station will not be developed in the same way (at least not at present). Please do encourage the developers to expand the Art Deco themes. Anything (almost) to get rid of the appalling office building over Morden station would be welcome.	The final planning brief states: "Building design, form, appearance and use of materials needs to relate to and build upon the prevailing positive characteristics of Morden. A key theme here is the art deco influence." The final planning brief also states: "Proposals in proximity of the locally listed station building need to ensure that the special features of this building is conserved and enhanced..."
Fenton, Gill	5. The proposed (but certain) expansion of the local Poplar primary/junior school - upon which I have already submitted the same comments - will lead to increased car traffic causing congestion and parking problems in the area again over-spilling onto local streets with no CPZ restrictions. Given the requirement for additional school places now even without the proposed Morden development it begs the question of where the school age children will be accommodated if family accommodation is built. Perhaps the new school should be sited on the Kenley Road car park site instead of accommodation?	Planning policy supports low or car/permit free development in places, such as Morden that are well served by public transport. Also, where generally supported by residents, the Council can implement additional parking controls to mitigate any displacement. Any developer will be required to mitigate potential transport impacts. The planning brief highlights the policy requirement that any proposals on this large site will be expected to: <ul style="list-style-type: none"> • incorporate an appropriately sited and sized area for the provision of a new school or • demonstrate why the site cannot accommodate a new school and that the child yield from the proposal could be met in local schools.

Fenton, Gill	<p>6. The retail development/occupation should be carefully handled to keep independent shops - we do not want an identi-kit high street as per every other in the UK.</p>	<p>In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. The council has very limited influence on the occupants of commercial units. Once the development brief is adopted by the council, we will work with TfL on implementing the designation. As highlighted in the brief, it is envisaged for smaller sized shops, which due to their size and rents often attracts independent retailers, to be located on the high street to ensure that this development has an active frontage. The final brief also advises that: <i>“Bigger shops should not take up unduly large amounts of frontage to the detriment of vitality. This is particularly relevant for food stores which should, as far as possible, be located to the rear of a larger number of smaller units, with their entrance at one or two key locations. A larger number of smaller shops create a greater range of activity, people and visual richness – all of which increases vitality.”</i> Maintaining and attracting businesses such as more independent retailers or businesses is a task that will commence in the later stages of the development.</p>
--------------	--	---

Fenton, Gill	<p>7. I would welcome a cinema facility in the town. Also a decent pub.</p> <p>8. Meeting place and leisure provision should be made for both the elderly and the young.</p>	<p>In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. The final brief points out that: <i>"A mix of uses is critical for a vibrant town centre, as a good mix of uses attracts a variety of people for a long period during the day and the different uses will support each other commercially. Community and residential use in town centres maintains activity, providing natural surveillance and a sense of safety and attractiveness."</i></p>
Fenton, Gill	<p>9. There is a screaming need for proper public toilets in the town centre, especially in the evening, since it is a transport hub. This has not been addressed. Please do not do as per the Fulham Broadway station redevelopment and put them in a basement facility with limited opening hours and poor lift access - they need to be at street level for many categories of users, and at least available until after the tube has finished for the evening.</p>	<p>In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. Once the development brief is adopted by the council, we will work with TfL on implementing the designation. Community uses are permitted by means of the site allocations, are sought through adopted planning policy and the final planning brief refers to the benefits of a mix of uses, including community uses, in town centres. Aside from the development on the Morden Station site, the council currently provides public toilets at Civic Centre and two other locations in Morden as part of our community toilet program.</p>

Fenton, Gill	10. I can think of no good community reason as to why we should need to waste the limited redevelopment space on a hotel facility in town.	In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. The council has very limited influence on the occupants of commercial units. Once the development brief is adopted by the council, we will work with TfL on implementing the designation. As part of the preparatory work for this planning brief, the feasibility and viability of a hotel were explored and it was deemed to be feasible and viable.
Fenton, Gill	11. Please do improve the bus stand facilities - it is often difficult to walk along the pavement by the station when the peak pedestrian traffic for buses going to/from the station is in full flow.	The council is working with TfL and other partners to develop a comprehensive plan for the public realm in Morden. This will include ideas for the space outside Morden Station. This might include relocating some bus services elsewhere in the town centre.
Doyle, Fiona	This is a really exciting proposal. The biggest concern I have is whether building new retail outlets would damage another part of the town or vicinity. It's very common particularly in the challenging trading environment of the past few years to see large empty buildings falling into disrepair and becoming an eyesore. Consideration needs to be given to the wider impact of creating new units to evaluate and minimise this risk.	Merton completed a borough-wide retail study in 2011 which analysed impact of new retail development in the borough, including the development of a hypothetical significant new retail development in Morden on existing retailers. This study indicated that due to an expected rise in population and increase in household expenditure, that this could be accommodated.

<p>Armstrong, Claire</p>	<p>I have been reading much of your proposal and it pleases me that there is a Modern Morden (moreMorden) in development, as I have been disappointed that some of the town centre is of a poor showing. Some properties need a good re-render and paint job, although some additional basic maintenance would help the whole areas appeal.</p> <p>...</p> <p>Generally I am pleased that improvements are in operation and assume that the listed Tube Station will be properly and carefully preserved. I see many tube stations have re-designed many of the 60's designs and Morden ought to be following this trend as it would be a lot more attractive.</p> <p>...</p> <p>Especially improving the A24 1960's (I think) properties with a full render and paint to make that road look a lot more maintained would be really good as it looks somewhat shabby! Perhaps a small grant to help the stores and residential properties to smarten up their property appearance ?</p>	<p>The final planning brief also states: "<i>Proposals in proximity of the locally listed station building need to ensure that the special features of this building is conserved and enhanced...</i>"</p> <p>The final planning brief states: "<i>New architecture must be of a high quality to be sustainable and attractive, and clearly be 21st century buildings that have been informed by the best existing buildings, the original art deco character of the area and the essence of lost buildings of good quality.</i>"</p>
------------------------------	---	---

<p>Armstrong, Claire</p>	<p>Some of the roads are of good quality and are attractive with the odd bench or two but more could be provided to help provide the friendly and inviting appearance.</p> <p>...</p> <p>A concrete labyrinth in the pavement just out the front of the tube station would be a great simple feature and simple and quick to apply and extremely long lasting with next to no maintenance. In fact one could also be placed near the Council bench too!</p> <p>...</p> <p>Perhaps even extending roof lines to allow for full weather protection on the pavements below ? Tree protection will help too but not in winter.</p> <p>...</p> <p>I don't like the feel that the 'town centre is a bus park, as it dominates the whole central section. This makes even noisier than it could be, and cluttered plus excludes people !</p> <p>...</p> <p>The Junction is a wonderful opportunity to collate the town and to encourage a modern sculpture /water feature, with wonderful and unique night lighting that would help to put Modern Morden on the map! The</p> <p>(too) few benches are really nice but seem very limited both in appearance and facility. Some central feature would help to focus the attention to it and help to provide a 'central piece' to the town.</p> <p>Perhaps a modern time piece in water and coloured at night?</p> <p>A roundabout would make much more sense of the current traffic lights and underground walk way for pedestrians to traverse the many routes that they need to take would make sense as well as perhaps looking to join the proposed buildings with the Council Building. This helping to provide a fully covered and easy access from the car park above the tube would be perfect and in bad weather make the facilities still most accessible !</p> <p>I can propose many, many wonderful and creative concepts for a Central Feature for Modern Morden.</p> <p>...</p> <p>The Council Property could be properly and creatively lit at night and thus make a little more of it central position in the town and provide a proud statement of it's standing in the local community. These lights could be from LEDS etc. and ensure a cheap but functional most pleasing feature perhaps even solar too ! Done properly it could appear to change as you circumvent the property too to add to the</p>
<p>The council is working with TfL and other partners to develop a comprehensive plan for the public realm in Morden town centre which includes improved facilities for pedestrians and cyclists. To ensure the delivery of a high quality public realm, the final planning brief provides guidance on numerous aspects that affects the public realm e.g. street infrastructure, shop fronts and security. The Key diagram in the final planning brief indicates that the area at the station entrance and the part of London Road which is adjacent to the site are areas that will benefit from public realm improvements as part of a separate project. This might include relocating some bus services elsewhere in the town centre.</p>	

Armstrong, Claire	However, the proposal for residential increase is understandable, but more business premises are required too.	In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site.
Armstrong, Claire	<p>Although pleased that parking is high on your agenda I think it needs a much greater determination to ensure that cars do continue to play a crucial part as it is a 'through town' and that brings custom that must not be ignored nor prevented from that vital economic trade.</p> <p>Adding parking to the high street always brings extra custom to local stores, as well as allow drop-offs to the Tube and other Stations, currently an almost impossible task unless it's early Sunday morning!</p> <p>The parking along the High Street is almost impossible to achieve, so one ends up parking in Lidl/Iceland just to be able to shop in the town! That is bad, and needs much easier and FREE parking facilities.</p> <p>I was appalled at the charges of the car park by Sainsbury's and just avoid parking there altogether!</p> <p>...</p> <p>There could be much more made of the shop facilities around the central section but parking is difficult and nearby parking too far. I agree that this is very hard with such a heavy weight of traffic passing through, but it can be aided by better parking and a huge tidy-up.</p> <p>More cycling parking areas would be good too! Even a manned 'cycle parking' or those new very secure one's would be excellent, especially if they were 'under shelter' too!</p>	<p>The council recognises the need for short stay parking to support local business. However, this needs to be balanced against the needs of other road users including pedestrians, bus passengers. This is supported by market research which suggest a higher retail spend in town centres by non-car users.</p> <p>The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.</p>
Armstrong, Claire		The council is keen to improve cycle access and facilities both within any future development and as part of the wider public realm. The planning brief refers to the policy requirement to provide for secure cycle parking in accordance with London Plan standards.

<p>Armstrong, Claire</p>	<p>I appreciate TfL will have a major say in the public transport aspect, but it is essential to reduce some of the space currently given over to the bus parking area. I have thought about this and although it would need more knowledge for me to make it more viable, I wonder if the surrounding roads cannot provide additional facilities for 'those' routes, e.g. London Road just North of the Station, AND the cut through parking road (?no name) for a few of the routes going North, bring a few bus stops to the Crown Road triangle too and especially the south side of that triangle and the A24 heading south too for those appropriate routes? This way the bus areas are better defined for the appropriate routes and the people spread around and helping to increase the store spend.</p>	<p>The council is working with TfL and other partners to develop a comprehensive plan for the public realm in Morden including improved facilities for pedestrians and cyclists. This will include ideas for the space outside Morden Station. This might include relocating bus services elsewhere in the town centre or redesignation the way traffic uses the road system.</p>
<p>Armstrong, Claire</p>	<p>If the parking area for the Council was also a multi storey, then the lower section/s could be used also for general public bus / cycle facilities and even be 'brought indoors' to a degree?</p>	<p>As part of the preparatory work for this planning brief, the feasibility and viability of an on-site bus interchange was explored but it was rejected due to a variety of reasons.</p>
<p>Armstrong, Claire</p>	<p>Foot traffic is forced (pretty much) to just use the two main crossings and that is not really very ideal and encourages 'chancing it' by many. Although you hint at barrier & road furnishing removal (which is good), it's unclear what you are actually thinking. So, a much more open, far less segregated approach is needed here, which will then of course make it much more inviting, and a place to visit than only pass through. Whilst it is 'trying' to be welcoming because some aspect work like the lovely corner cafe and the wide pavements the tube road side is far less accommodating. ... With a central feature and access for the public with zebra crossings / part time lighting I think this would help to improve matters including the inviting appeal.</p>	<p>The council is independently developing its ideas to civilise the public realm in particular improving permeability for pedestrians. This work will include ideas for the area outside the Station.</p>

Armstrong, Claire	<p>The major route through to Aberconway Road would be greatly helped with a mini roundabout, along with an under or over-pass for pedestrians as it is a hive of activity that too frequently stops traffic. The zebra crossing works well, and I would hate to see a traffic light there (would make flow much worse) but it has no mention. Although you hint at the through traffic it seems to be fairly disregarded, but I feel it must be considered as it is a hub and needs to be a smooth operation but with better pedestrian (etc.) interaction. A roundabout at the B286 (Aberconway Rd) and the A297 (Morden Hall Road) also as a roundabout would help the flow of traffic improve too. Even removing the lights at there and at the Morden Hall Roundabout (or whatever it is known as) with the A239 etc. ought to be strongly considered! Clear yellow boxes added to instruct traffic to leave gaps would help also.</p> <p>Hence my idea for a main roundabout and allow traffic to better flow as well as provide a central focal facility in doing so.</p>	<p>The council is working with TfL and other partners to develop a comprehensive plan for the public realm in Morden including improved facilities for pedestrians and cyclists. This might include ideas for the space outside Morden Station, relocating bus services elsewhere in the town centre or redesignation the way traffic uses the road system and junction typologies.</p>
Armstrong, Claire	<p>A mini shopping centre above the tube area would help to bring in trade as well as still provide 'wings' of residential areas, perhaps parking then above and below ground?</p>	<p>As part of the preparatory work for this planning brief, the feasibility and viability of development above the station was explored but it was not viable.</p>
Armstrong, Claire	<p>Making the top floors of the Council Building a restaurant would yield a very great return as the views must be wonderful, and yet only a few very privileged people can actually enjoy it - why ? It's a massively missed opportunity for the town and seems selfish that the Council keeps it to itself?</p>	<p>Noted. Although of interest and relevance to the forthcoming (wider) Morden town centre masterplan work, these matters are not of direct relevance to the planning brief site.</p>
Armstrong, Claire	<p>The shut Metropolitan Police Station does nothing for the Community spirit and feels like the police are 'shut' so that needs to be moved or opened up!</p>	<p>The council has very limited influence on the Metropolitan Police and the way it manages its estate, which is not part of this development site.</p>
Smith, Peter	<p>At its very conception the plan is flawed in that its interpretation of the areas around Morden centre in the document titled "moreMorden - Make more of Morden... - Draft vision booklet" describe St. Helier as "Garden Suburb" and Merton Park as "1930's suburbia".</p> <p>Any plan without a near accurate understanding of the basics is destined to be flawed at its conclusion.</p>	<p>Local planning policies (DM D1 & D2) requires development in town centres to respect local character and to relate positively and appropriately to the features of the urban layout and landscape features of the surrounding area.</p>

<p>Smith, Peter</p>	<p>Improvement of the town centre is indeed necessary and overdue, but the bindweed of high rise into the Kenley Road area, while providing the opportunity for a decent sized project for a developer, is not an improvement of Morden town centre and certainly not an improvement of the Garden Suburb. Its there a view, for instance, that building on car-parks will improve car-parking for the centre? Your letter identifies LBM's "belief" that development of the Morden Station site as "the catalyst for wider change in Morden town centre, improving . . . the high street". How will development of the land north of the station contribute in any way to "improving the look and feel of the high street"? indeed, what do LBM perceive to be the high street? Surely the conclusion of your work so far should produce something more than "belief".</p> <p>Morden centre's contemporary situation is the result of decades of inattention. Those decades cannot be undone "at a stroke". But while the reports look at all the stuff that is wrong, there is a lot that is right – but that needs, and has needed for years, careful management. The absence over the years of any attention has left a vacuum that has resulted in Morden slipping into the doldrums. So, rather than conceiving an ill-planned property development that, in making the area a huge building site (without any evidence that the infrastructure can support such development), attempts to, at a stroke, reverse those decades of inattention, the plan should be more careful and subtle.</p> <p>Arguably, the root of Morden centre's problem is the ridiculous traffic solutions adopted in the past. It is good to see that some attention is being given to this. I urge you to really scratch your heads over this and over the vexed situation that Morden gets thousands of footfalls via the TfL termini, but the great majority of that footfall passes through – hence any development must make it attractive to "stop and stare". Why not think outside of the box and rather than trying to move traffic through the town centre and rather than watching commuters travel through the TfL termini - think about how to make it more attractive to come to the town centre. How? I hear you exasperatedly exclaim – but if the how? cannot be worked out, all that your construction works will do is create a few hundred more commuters travelling through the town centre – and we'll be back where we started – standing and staring at gridlocked traffic crawling through the town centre and commuters flocking through the TfL termini and Morden centre declining. So this scheme needs - not huge sledgehammers - but some really clever, careful and subtle</p>	<p>The final planning brief states: "New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses". The Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses.</p> <p>The vision for Morden Town Centre was supported by 80% of respondents to the 2008 'moreMorden' consultation. The Morden station site was the most popular redevelopment site proposed in the 2008 moreMorden consultation. After further public consultation, the vision for Morden, based on improving the public realm and redeveloping key sites in the town centre, was incorporated in Merton's adopted (2011) Core Planning Strategy which states: "To regenerate Morden through intensified development in and around the town centre, creating a distinctive and vibrant centre by making more of what Morden has to offer. A planned approach will increase development capacity and make more efficient use of land by incorporating higher density housing and commercial opportunities; exploiting Morden's excellent public transport links, while conserving and enhancing the character and distinctiveness of the adjacent suburban neighbourhoods." and states that a large proportion of the 1450-1800 new homes in Morden will be provided as part of the town centre regeneration .</p> <p>The council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses.</p> <p>The purpose of this planning brief is to set out a more detailed vision and to provide design guidance for this site, in order to aid its delivery in accordance with the council's adopted planning policies.</p> <p>The council intends to start work on a masterplan</p>
---------------------	--	--

Zaidi, Iram	<p>I am dismayed and shocked at your draft proposals to develop the Morden Station Long Stay Car Park in Kenley Road which seem to show total disregard for the current residents of the adjoining roads i.e. Kenley Windermere Erridge Daybrook to name but a few</p> <p>I have several concerns about your proposals and wish to register my strong opposition</p> <p>I have a right to light in my property at 34 and whilst I would be quite happy if there were houses built of 2 storeys with similar character to the existing period properties, with their gardens adjoining ours, 3 storey blocks of modern flats with no gardens would block my light and no doubt my privacy also. The property price would also be adversely affected</p>	<p>The final planning brief states: "New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses". The Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses.</p>
Zaidi, Iram	<p>I am also concerned where the additional new residents would park their cars.</p> <p>and what of the people who use the long stay car park? they would be fighting for less spaces</p> <p>We already have problems when the function hall above the old "Woolworths" site has an event. You should come and see when the people attending these events park on both sides of an already narrow Daybrook Road at the Kenley Road end; this sometimes happens and may prevent any emergency vehicles from entering.</p> <p>Once your proposals go through this would only add to parking chaos and affect access for emergency vehicles to the surrounding roads.</p> <p>When Morden town centre is developed and the tram line is extended there will be further need for long term parking and your "42" parking events seems ill-founded and perhaps measured on the quietest few days of the car park's history.</p>	<p>The Morden Town Centre Car Park surveys referenced in the report were undertaken in Mid 2012 and were correct at the time of the survey.</p> <p>Since this time the Station CP has been taken over by NCP and reduced in size. As a result many more commuters are using Kenley Road Car Park.</p> <p>Planning policy supports low or car /permit free development on sites, such as Morden that are well served by public transport. Some short term parking for shoppers will be provided. Also, where generally supported by residents, the Council can implement additional parking controls to mitigate any displacement. Morden is already dominated by road traffic and providing more commuter parking would exacerbate these problems. Any developer will need to demonstrate how their proposals impact on the public highway and set out proposals to mitigate impacts.</p>
Merriman, David	<p>Subject to later observations, in principle I agree with the overall objective of the brief.</p>	<p>Noted</p>

Merriman, David	I would also wish to see such development as the key to facilitating wider enhancements elsewhere in the town, but especially realignment/redesign of the road system to enable further public realm improvements.	The council is working with TfL and other partners to develop a comprehensive plan for the public realm in Morden including improved facilities for pedestrians and cyclists. This will include ideas for the space outside Morden Station wider road system.
Merriman, David	I am especially keen to see that within the present proposal, the opportunity is not lost to eliminate the current conflict of pedestrian/commuter/shopper movement in London Road which makes it a very "user-unfriendly" place to be especially at peak hours.	Many of the main roads form part of the Strategic Road Network (Red Routes). However, the council is working with TfL and other partners to develop a comprehensive plan to civilise the public realm in Morden town centre including improved facilities for pedestrians and cyclists. The planning brief advises that the public realm must be well designed to maximise space for pedestrians and facilitate easy movement for those with physical impairments.
Merriman, David	The allocation of the proposed "mixed use" status seems right.	Noted with thanks.

Merriman,
David

In very broad outline terms, a scheme along the lines of Intermediate Scheme B would seem appropriate, however I believe that great care is needed as regards the density and massing of the residential elements that back on to Kenley Road. I know the schemes are simply indicative, but I consider that the brief should include mandatory provision to ensure that there is a mix of building heights – certainly no more than 3 storey where these about the backs of houses/gardens in neighbouring roads.

Morden is not Central London. 6 storeys on the London Road frontage is too high. Morden needs to retain its suburban “local feel” and identity and I believe 4 storeys on London Road should be the maximum.

I am particularly concerned regarding the proposed redevelopment of Kenley Road car park site. The indicative scale/massing of residential units here is entirely at odds with the low rise scale of established neighbouring housing. Although it is accepted that the immediate need is for 1-2 bedroomed units, these can readily be accommodated within the main site. The Kenley Road site within Merton Park is ideally located for the development of conventional low rise family houses. Indeed it might well be that the site value for housing would be significantly greater than for flats. I believe this area should be designated as a site for houses not flats.

The final planning brief states: “New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses”. The Key diagram also has symbols indicating where new development has to ‘respect and relate’ to the existing houses.

The final planning brief also states: “Morden is identified as a town centre that may be appropriate to accommodate higher density development. The Civic Centre should however remain the pinnacle building in terms of height, and new development should assist in creating a transition to surrounding low rise development, creating a cluster of taller buildings and improving the town centre skyline. New development must respect the sensitivity of the transition between the town centre and the surrounding neighbourhoods in terms of height, massing and scale. The heights of all new buildings will need to be justified (in the Design and Access Statement) as part of a townscape analysis, with particular regard to their context, relationship to other buildings and impacts.”

Merriman, David	There is a great need for community meeting space within Morden town centre. I would like to see not only D1 use as one of the “mixed uses” but more particularly provision for Public Community Meeting Space – flexible space suitable for 50>250 people for meetings, small concerts, public meetings called by LBM, local voluntary groups, etc.	In accordance with national planning policies, the council’s emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. Once the development brief is adopted by the council, we will work with TfL on implementing the designation. Community uses are permitted by means of the site allocations, are sought through adopted planning policy and the final planning brief refers to the benefits of a mix of uses, including community uses, in town centres.
Merriman, David	I am pleased to see the possibility of extending Kendor Gardens into the scheme – a good idea – but only if it is maintained effectively, unlike the current Kendor Gardens!	Noted
Merriman, David	I believe that care needs to be taken in the design of the “new road” to avoid the risk of generating new “rat runs” to and from Kenley Road/London Road. The present “no exit” to Kenley Road at least prevents some of this movement.	Agree - The council will work with developers and other partners to reduce the attractiveness of the internal layout as a cut through. The planning brief points out that any proposals to redevelop the site would need to be supported by a Full Transport Assessment, which needs to consider all the relevant transport related impacts.

Spokes, Lucy	<p>I live a 10 minute walk from Morden town centre and use the Underground station every day. In the 12 years I have lived in Morden, there have been no improvements to the area. Morden could be a thriving social hub that could have a range of independent shops and services to serve the whole community. Not only is the Main Street a mass of bus stops and queuing people, we have a restricted range of retail outlets: shops that sell plastic buckets, pubs, pawnbrokers and 5 butchers/grocers in one street, none of which look very inviting. There are small positive signs of decent retail outlets - the Tariro coffee shop, Khanage curry house, an independent bakery by York Close (too far from the town centre). It's nice to have a couple of stalwarts such as Boots and Superdrug, but Boots can't even be bothered to open on a Sunday. The Morden newsagents in the underground station is a good example of how we can improve a retail outlet while still keeping to the traditional look of the area. The Gregg's Bakery is popular but far too small - if this had a seating area, Gregg's would probably have double their customers and would be a popular social meeting area.</p> <p>Morden has so much potential. I would love to walk to the town centre to do my shopping instead of driving to the local Tesco. We don't necessarily need a market - just a decent butchers which is dedicated to selling meat and related produce (like in Rosehill), a varied delicatessen, a grocers that looks exciting and sells fresh produce, even a fishmongers would be popular. We have too many shops selling, quite frankly, rubbish at the moment. We don't have to let Morden turn into a town of Chain stores like Sutton - look at Tooting, it's a thriving multicultural area that serves the whole community and we could have this in Morden if the effort was put in. This could be just the opportunity to turn Morden around. Please don't let it slip through our fingers!</p>	<p>In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. The council has very limited influence on the occupants of commercial units. Once the development brief is adopted by the council, we will work with TfL on implementing the designation. As highlighted in the brief, it is envisaged for smaller sized shops, which due to their size and rents often attracts independent retailers, to be located on the high street to ensure that this development has an active frontage. The final brief also advises that: <i>"Bigger shops should not take up unduly large amounts of frontage to the detriment of vitality. This is particularly relevant for food stores which should, as far as possible, be located to the rear of a larger number of smaller units, with their entrance at one or two key locations. A larger number of smaller shops create a greater range of activity, people and visual richness – all of which increases vitality."</i> Maintaining and attracting businesses such as more independent retailers or businesses is a task that will commence in the later stages of the development.</p>
Hussey, Linda	I am O.K. with your plans, if a hotel appears what about parking in Morden?	The main attraction of Morden is its accessibility by public transport. This would support low levels of parking for a future hotel.

Hussey, Linda	I think you should apply for Lottery funding for a project called "Men in Sheds", which is a mans project for retired men to make e.g.: plant planters and the customer only has to pay for the products used, this keeping men busy, as all men don't attend clubs as women do. This is company set up with Lottery funding and we have a lot of experience/skills in our community mainly for men on their own.	Noted, these matters are however not of direct relevance to the planning brief site.
Hussey, Linda	Morden used to have a lot of pubs which had Dart teams, which are slowly declining over the years. Please find a use for the old Beef Eater in Morden Hall Park which is currently standing empty, with lovely grounds surely this could have a use for something. I am not sure if the National Trust own this or the grounds.	Noted. Although of interest and relevance to the forthcoming (wider) Morden town centre masterplan work, these matters are not of direct relevance to the planning brief site.
Stutt, Chris	I am concerned about the height of the blocks allowed that are close to existing housing. These blocks should not be any higher than the existing housing. ... Please do not turn Morden into Croydon. Some sensitive development of the town centre only, not the easy undeveloped land round the tracks. Please do not blight the existing residential area.	The final planning brief states: "New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses". The Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses.
Stutt, Chris	I am concerned that housing is being built on ground that was left undeveloped for a good reason. The ground shakes near the Tube line. Who will give mortgages for properties built on this ground? I suspect that no one will give a mortgage for a flat in a huge block on shaky ground - hence developers will not be able to sell the dwellings.	Any development above or near the Northern line will need to be informed by structural engineers. Although more costly, these legitimate concerns are surmountable.

Stutt, Chris	<p>These new dwellings will bring many more people in to the area and there is no provision for more schools and doctors etc. These services will be required by the new inhabitants and the section 106/CIL money will NOT provide enough for them.</p>	<p>The final planning brief refers to the policy requirement that any proposals on this large site will be expected to:</p> <ul style="list-style-type: none"> • incorporate an appropriately sited and sized area for the provision of a new school or • demonstrate why the site cannot accommodate a new school and that the child yield from the proposal could be met in local schools. <p>The council has delivered more than 600 additional primary school places since 2007 and has recently conducted two comprehensive studies towards identifying sites for new primary and secondary school places. Merton's Sites and Policies Plan allocates several sites for education purposes which will help to meet future needs.</p> <p>The final planning brief points out that: "The impacts of this major development site on local health and wellbeing should be considered through the use of a Health Impact Assessment."</p> <p>The developer is likely to have to pay the Community Infrastructure Levy (CIL). CIL funding could contribute towards improvements to education and/or local health facilities.</p>
--------------	--	---

<p>ING, Saroeun</p>	<p>I am the Landlord for 1,5 and 7 Windermere avenue Merton Park SW19 3EP. I am writing to object the big development proposed that may over look the resident of Windermere Avenue. I would preferred to see better access to Morden than developments of flats, as Merton Park is in need of family home rather than flat and those in flat will soon need to have a home.</p> <p>I fear the development would reduce the light to the gardens of Windermere avenue and increases in shopper will lead to increase in noise pollution.</p>	<p>The final planning brief states: "New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses". The Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses.</p> <p>The final planning brief also states: "Morden is identified as a town centre that may be appropriate to accommodate higher density development. The Civic Centre should however remain the pinnacle building in terms of height, and new development should assist in creating a transition to surrounding low rise development, creating a cluster of taller buildings and improving the town centre skyline. New development must respect the sensitivity of the transition between the town centre and the surrounding neighbourhoods in terms of height, massing and scale. The heights of all new buildings will need to be justified (in the Design and Access Statement) as part of a townscape analysis, with particular regard to their context, relationship to other buildings and impacts."</p>
<p>Siddiqui, Mr & Mrs</p>	<p>Our view on the above proposal for the Kenley Road Car Park Redevelopment is that we are very much against to go ahead with this proposal as it will destroy the peaceful and beautiful view and surroundings of our area. I hope our view will be favourably considered by the authorities concerned.</p>	<p>The final planning brief states: "New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses". The Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses.</p>

Whitfield, Robert	<p>However, it is intended to introduce a suggestion, widely accepted by the vast majority, including locally elected representatives, including Cabinet Members, to improve and enhance the public realm environment for the enjoyment of all. Although it is widely recognised the above-mentioned representatives could substantiate this suggestion, the necessity for this contribution is due to past and current inactivity while 'in office' -the infliction of spitting/vomiting in public places-public realm.</p>	<p>The council would work with developers, its Safer Merton Team and the Metropolitan Police to reduce the opportunity for public misbehaviour through design and management.</p>
Powell, Darren	<p>We bought our purpose built property, from new, in 2008 and I am extremely concerned about the redevelopment plans. The boundary for the new development is shown beginning at our fence line, and this is the entrance to our front door. I cannot believe how planning was granted just a few years back if the plan was eventually to build a multi story property less than 4 meters from my front door and bedroom window.</p> <p>The proposal to build in such close proximity is going to have such a negative impact on the quality of life for 125, 125A, 125B and 125C. I therefore, urgently request for these plans to be revised in order to give us quality access to our properties and new building to be at a fair distance from our boundaries.</p>	<p>The final planning brief states: "New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses". The Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses.</p> <p>The final planning brief also states: "Morden is identified as a town centre that may be appropriate to accommodate higher density development. The Civic Centre should however remain the pinnacle building in terms of height, and new development should assist in creating a transition to surrounding low rise development, creating a cluster of taller buildings and improving the town centre skyline. New development must respect the sensitivity of the transition between the town centre and the surrounding neighbourhoods in terms of height, massing and scale. The heights of all new buildings will need to be justified (in the Design and Access Statement) as part of a townscape analysis, with particular regard to their context, relationship to other buildings and impacts."</p>

<p>GLA</p>	<p>The GLA welcomes the production of the draft planning brief for Morden Station, in accordance with London Plan Policy 2.15 Town Centres. The station sits at the heart of Morden town centre, which is identified as a District Centre in Annex 2 of the Plan. Based on an officer-level assessment, the Draft Morden Station Planning Brief provides a coherent set of guidance that will help enhance vitality and viability of the town centre and reflects the broad strategic aims of the London Plan. The draft document does not raise any strategic planning issues, other than those set out below regarding transport. However, the document should make clear reference to the Revised Early Minor Alterations (REMA) to the London Plan which were published in October 2013.</p>	<p>Noted. At pre-application stage officers will refer the developer to the content of the REMA document, if at that time it has not been replaced by a fully revised London Plan.</p>
<p>GLA</p>	<p>Merton Council has been working in close collaboration with Transport for London (TfL) Property team regarding TfL's landholdings in the area in its capacity as a landowner only. The detailed comments below are made by the TfL Borough Planning team and represent the views of TfL in its role as transport operator and in respect of land use planning/ transport issues in accordance with guidance found in the London Plan.</p> <p>As discussed in the Draft Morden Station Planning Brief ("Brief"), TfL currently stand a substantial number of buses in front of Morden Station. Section 4.3 states that the existing capacity needs to be maintained and ideally standing spaces should be increased. This is welcomed, however any proposals to alter this area will require equivalent provision of bus facilities and should be discussed with TfL to ensure London Buses requirements are met.</p>	<p>The council will work with the various TfL surface/transport teams to develop concepts for the wider public realm including opportunities for the space outside Morden Station. The council also recognises the importance of retaining the current bus stop/stand capacity and desire for improved taxi and picking up/set down arrangements. Ideas for the public realm will be worked up over the next 18 months.</p>

GLA	<p>TfL acknowledges that the images provided in pages 34 and 35 are for illustrative purposes only, however is it unclear whether the bus area in front of the station is retained in its current form. Therefore, clarification is sought regarding current and future provision to confirm the bus arrangements are not compromised.</p>	<p>The planning brief document has been amended to exclude the 3D models that were in the consultation draft and now only has a Key Diagram which clearly shows that the bus area in front of the station is within the site boundary, but it is now labelled as an area for 'Public Realm Enhancements (separate project)'. The council will work with the various TfL surface/transport teams to develop concepts for the wider public realm, including opportunities for the space outside Morden Station. The council also recognises the importance of retaining the current bus stop/stand capacity and desire for improved taxi and picking up/set down arrangements. Ideas for the public realm will be worked up over the next 18 months.</p>
GLA	<p>The Brief should make reference to the provision of a taxi or private hire area, this is currently an on-going problem at Morden Station. As part of the redevelopment within Morden, TfL requests a taxi rank is provided and this should be located in an appropriate position with a clear sight line for passengers exiting the station. Specific details of the rank and facilities should be discussed with TfL.</p>	<p>The council is working with TfL and other partners to develop a comprehensive plan for the public realm in Morden town centre. This might include ideas for the space outside Morden Station, relocating bus services elsewhere in the town centre, re-designating the way traffic uses the road system and junction typologies. As part of this work, the relocation of the taxi rank will also be considered.</p>
GLA	<p>The site is located on the A24, London Road, which makes up part of the Transport for London Road Network. This section of the road network is currently experiencing congestion issues and this should be acknowledged in the brief. TfL would also expect any developments on this road to follow TfL Streetscape Guidance and therefore suggests 5.47 - 5.48 refer to this guidance document.</p>	<p>A reference to Streetscape Guidance has been included.</p>
GLA	<p>Given the site is in a highly accessible location, with an excellent Public Transport Accessibility Level (PTAL) ranging from 5-6a across the site, low level car parking or car free development should be encouraged.</p>	<p>Agree</p>

GLA	<p>Section 5.15 — 5.16 discusses pedestrian and cycle links as well as legibility throughout the site and area. TfL recommends this includes a direct link to the Legible London scheme to be introduced as part of the planned improvements in the area. The development should also promote and encourage cycling facilities and cycle safety in accordance with the Mayors Cycling Vision.</p>	<p>Appendix B - Key Policy Requirements' has been amended to include a reference to Legible London. Policy support for active travel including cycling in included within the councils emerging Sites and Policies document. In developing its public realm proposals the council will have regard for the Mayor's Cycle Vision and Roads Task Force Vision for London's streets and roads.</p>
GLA	<p>TfL would expect all planning applications to be accompanied by a Transport Assessment in accordance with TfL Best Practice Guidance and applicants a strongly encouraged to use TfL's pre application advice service. For some developments a Construction Logistics Plan, Delivery and Servicing Plan and Travel Plan would also be required. Considering the existing congestion on the surrounding network, TfL requests all servicing facilities for the development is within the site boundary and therefore do not impact on the highway.</p>	<p>This approach is contained within the council's draft Sites and Policies Plan.</p>
TfL	<p>The following comments represent the views of officers in Transport for London's Commercial Development Property Team (TfL Property), in its capacity as a significant landowner only and does not form part of the TfL corporate response. This Representation should not be taken to represent an indication of any subsequent Mayoral decision in relation to the emerging policy document.</p> <p>TfL supports the regeneration of Morden and welcomes the publication of the Morden Station Planning Brief (Brief). The delivery of lasting regeneration will require a viable and deliverable scheme to be brought forward on the site. Therefore, whilst we welcome the illustration of indicative proposals, it is worth noting that these are indicative and are likely to change subject to a viable scheme coming forward.</p>	<p>For the avoidance of confusion, the final draft of the planning brief only has a 2 dimensional key diagram</p>
TfL	<p>We note the contents of paragraph 4.2 iv. of the Brief and the requirement to maintain the LUL staff car park. We believe that this is an operational decision that could require some flexibility in the future, and should not be Council policy.</p>	<p>The councils transport and parking infrastructure policies will guide the council's overall approach in partnership with TfL to achieve the right balance of parking provision across the site. The wording in the paragraph has been amended accordingly.</p>

Merton Conservative Group	<p>Everyone agrees that Morden looks tired and needs to be re-generated. It is the Town Centre with the greatest potential for change in the short term as land ownership is in few hands – including the Council's. In fact it is important that the Council leverages its freehold interest to influence a high quality outcome in the area.</p> <p>Although this consultation is only about a small part of the whole project, we think that it is important to consider the opportunities afforded by the wider area and do nothing that would limit them at this stage. We hope that this consultation represents a determination to re-engage with both local businesses and local residents but consider that there should be an on-going role for a 'Morden Town Centre Committee' as a matter of course.</p>	<p>The Morden station site is a catalyst for regeneration in Morden. Following the adoption of this brief the Council will embark on refreshing the more Morden vision and undertaking additional development viability assessment to redefine the regeneration potential of the rest of Morden town centre. The Council is committed to preparing a master plan for Morden once the station development is underway.</p>
Merton Conservative Group	<p>We think that decisions about the road layout in general and the gyratory system in particular need to be resolved at this stage. We are of the opinion that the gyratory system should be removed as a part of the regeneration.</p>	<p>The council will be working up its ideas for the highway network over the next 18 months taking into account the Mayor's cycle vision, road task force response and Vision. This will include options for the gyratory.</p>
Merton Conservative Group	<p>We also believe that the 'green way' between Morden Hall Park and Morden Park is to play a significant part in establishing the place as special.</p>	<p>The council is working with TfL and other partners to develop a comprehensive plan for the public realm in Morden town centre. To ensure the delivery of a high quality public realm, the final planning brief provides guidance on numerous aspects that affects the public realm e.g. street infrastructure, shop fronts and security. The final planning brief also states: "<i>Proposals for this major development site should also incorporate appropriate green infrastructure such as green roofs, living walls and street planting which contribute to urban greening and result in the enhancement of local biodiversity.</i>"</p> <p>The link between the parks will be considered as part of the forthcoming (wider) Morden town centre masterplan work.</p>

Merton Conservative Group	We also think that some pedestrianisation will complement changes to the thoroughfares and help both the retail and 'café community' to thrive in an harmonious community.	The councils emerging proposals will seek to achieve a better balance in the way road space is used. The planning brief advises that the public realm must be well designed to maximise space for pedestrians and facilitate easy movement for those with physical impairments.
Merton Conservative Group	The re-siting or even the mere moving of the bus terminal must also be resolved at this time.	Resolving the issues with the bus interchange at the front of the station will be key to unlocking the town centre's potential. The council will work with the various TfL surface/transport teams to develop concepts for the wider public realm, including opportunities for the space outside Morden Station. The council also recognises the importance of retaining the current bus stop/stand capacity and desire for improved taxi and picking up/set down arrangements. Ideas for the public realm will be worked up over the next 18 months.
Merton Conservative Group	The 'big picture' is vital. We must not micro design any small part of the area without an awareness of the desired outcome for the wider area. This may also be the moment to consider the future of the Civic Centre building and its own impact on our tall buildings policy. This might be a prime redevelopment site?	The council intends to start work on a masterplan plan for the whole town centre in 2014.
Merton Conservative Group	We believe that it is essential that all development accords with an overarching ethos of 'high quality'. We assume that everyone wants the buildings that are over the station removed. However, we recognise that it will be necessary to replace them with 'enabling development'. This has to relate well to the cherished art-deco building that will host it. We would not automatically oppose a building that is slightly taller than the one that currently exists as long as it respects the 'brief' for the wider area.	The final planning brief also states: "Proposals in proximity of the locally listed station building need to ensure that the special features of this building is conserved and enhanced..." The final planning brief states: "New architecture must be of a high quality to be sustainable and attractive, and clearly be 21st century buildings that have been informed by the best existing buildings, the original art deco character of the area and the essence of lost buildings of good quality."
Merton Conservative Group	The area has an exceptional PTAL and can support more intensive development.	Agreed

Merton Conservative Group	Apartments of high quality can play a part and should enable family homes with gardens to be provided as part of the 'good mix' required by the community.	The 1930's "metroland" streets surrounding Morden are largely of houses and there are a limited number of apartments in the Morden area. With excellent access to tube, bus, rail and tram, shops and parks, sites within Morden town centre are considered a good location for apartments, to improve the housing mix of the area.
Merton Conservative Group	The regeneration will require its own infrastructure (schools, GP surgeries etc.) and this needs to be considered at this stage.	<p>The final planning brief refers to the policy requirement that any proposals on this large site will be expected to:</p> <ul style="list-style-type: none"> • incorporate an appropriately sited and sized area for the provision of a new school or • demonstrate why the site cannot accommodate a new school and that the child yield from the proposal could be met in local schools. <p>The council has delivered more than 600 additional primary school places since 2007 and has recently conducted two comprehensive studies towards identifying sites for new primary and secondary school places. Merton's Sites and Policies Plan allocates several sites for education purposes which will help to meet future needs.</p> <p>The final planning brief points out that: "The impacts of this major development site on local health and wellbeing should be considered through the use of a Health Impact Assessment."</p> <p>The developer is likely to have to pay the Community Infrastructure Levy (CIL). CIL funding could contribute towards improvements to education and/or local health facilities.</p>

Merton Conservative Group	We will propose and support high quality development that is sensitive to the 'big ideas' for the area that must be established at this time. We believe that quality of life issues need to be at the heart of regeneration. In this respect it would be really good to encourage the National Trust to in some way better integrate the park into the big picture of Morden. An impressive new entrance at 'the roundabout' might be the start of the green link that surely they would support.	Noted. Although of interest and relevance to the forthcoming (wider) Morden town centre masterplan work, these matters are not of direct relevance to the planning brief site.
Natural England	Having checked the screening document that has been provided it is clear that there are potential impacts from the developments which are planned for the Morden area however Natural England would agree that further assessment under the Conservation of Habitats and Species Regulations 2010 (As amended) in this instance would not be required.	Noted
Kaunang, Jovita	I am not a driver and regularly travel on buses from Morden town centre. I would like to see an increase where possible of the amount of bus stops, because there is so much congestion with so many buses concentrated in one small area. For example, the 93 bus stops outside Morden underground, which is great, but then there isn't another stop until nearly Dorset Road. If there could be a new 93 stop somewhere between these two stops, perhaps near the old library in Morden Road, then perhaps this would take the pressure off the stop outside the underground? North Cheam, on the Sainsbury's side has two 93 stops close together.	Resolving bus issues will be key to unlocking the town centre's potential. The council is currently exploring with London Buses a potential new stop o/s Morden Medical Centre.
Kaunang, Jovita	People are also naturally going to use the currently vehicle-only one-way access at Sainsbury's in Morden - this always feels dangerous so a new designated footpath/bike route alongside would be helpful. Also to encourage cycling, there could be more bike stands, perhaps on Crown Lane because the current ones are often full. Also the pavement on Crown Lane is big enough to introduce a separate two-way cycle path.	The new Key Diagram shows a pedestrian/cycle/vehicle road in a similar location to the existing road through the site. The suggested cycle path and storage can be considered in conjunction with wider public realm and cycling proposals for the area currently being developed. Policy support for active travel including cycling is included within the council's emerging Sites and Policies document.

<p>Kaunang, Jovita</p>	<p>Lastly, there are no bookshops in Morden so to invite Waterstone's, for example, into the Morden station complex.</p>	<p>In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. The council has very limited influence on the occupants of commercial units. Once the development brief is adopted by the council, we will work with TfL on implementing the designation. Attracting national retail brands and other commercial businesses is a task for a later stage of the of the redevelopment of this site.</p>
<p>Taylor, Ryan</p>	<p>You need to make provision for a more convenient taxi drop off near the station. Currently taxi's can not go into the bus station and try to pull in to the loading bays further down the road. These are often full and the taxi's double park in the road. This is awkward and unsafe, especially when you have young children and lots of suitcases.</p>	<p>The council is working with TfL and other partners to develop a comprehensive plan for the public realm in Morden town centre. This might include ideas for the space outside Morden Station, relocating bus services elsewhere in the town centre, re-designating the way traffic uses the road system and junction typologies. As part of this work, the relocation of the taxi rank will also be considered.</p>

Taylor, Ryan	<p>The bus station is wasted public space and results in very annoying pedestrian crowding along the pavement outside the station. I have to walk along the pavement twice a day with a buggy to take my son to the child-minders and it is a severe impediment to free flow movement. Removing the bus station would enable you to space the bus stands out more and widen the space - there is no problem on the other side of the road. You could also use the bus station as a more useful public space. It may be helpful if you could lobby Transport for London to run bus routes through Morden to create cross town connectivity rather than most terminating in the centre of town. Here are some suggested alternative terminating points:</p> <ul style="list-style-type: none"> - Colliers Wood via Jubilee Way / Windsor Av (currently no public transport to this industrial estate) - Maybe the 413 could do this. - St Helier Hospital (if it stays open) - Maybe the 163 could do this and the route down St Helier Av is currently very congested and needs more capacity. - Raynes Park / New Maldon via Martin Way - maybe the 201 or 157 could do this (currently cross Morden connectivity is not good to St Helier Hospital or Mitcham) - Garth Road via Hillcross Avenue - either the 201 or 157 not used above. This would also give extra capacity down Hillcross Av to Morden, the buses on which are full in the am peak and people can not get on. 	<p>The council is independently developing its ideas to civilise the public realm in particular improving permeability for pedestrians. This work will include ideas for the area outside the Station. The council continues to lobby TfL to extend terminating routes from Morden.</p>
Taylor, Ryan	<p>Incorporate lots of Cycle parking into the design at the station. We are on the verge of a cycling revolution and it would not take much to get people cycling to the station.</p>	<p>This can be considered in conjunction with wider public realm and cycling proposals for the area currently being developed. Policy support for active travel including cycling is included within the council's emerging Sites and Policies document.</p>

Taylor, Ryan	<p>Ensure no cut to long term or short term parking. Ensure near new supermarket and accessible to the tube. Keep council controlled so that you can run it in the public interest (town centre vibrancy, decongestion etc.) rather than revenue maximisation. This is essential not to cut spaces or increase prices heavily. Some people will always want to drive and some people already park as far away as Arundel Avenue (off Hillcross Av) to walk to the tube to avoid the car park fees and this action will continue to push costs onto the local residents if more people do this as the eventual reaction will to make it into a controlled parking zone.</p>	<p>Planning policy supports low or car/permit free development in places, such as Morden that are well served by public transport. Although short term parking is still intended to serve shoppers/visitors. Also, where generally supported by residents, the Council can implement additional parking controls to mitigate any displacement. Morden is already dominated by road traffic and providing more commuter parking would exacerbate these problems.</p>
Licensed Taxi Drivers Association	<p>I would like to comment regarding the provision for taxis at Morden station. At present there is a taxi rank in Aberconway Road for 6 taxis and another in London Road for 4 taxis which operates from 19.00 to 07.00. Both of these ranks are poorly sited. The rank in Abercrombie Road can hardly be seen by people leaving the station and they have to cross a busy main road in order to get to it. The rank in London Road was recently appointed to improve accessibility at night, unfortunately, this also has a poor sight line from the station, particularly as the taxis face away from the station and their For Hire lights cannot be seen. We therefore request that the planning brief should seek to provide improved facilities for taxis.</p>	<p>The council is working with TfL and other partners to develop a comprehensive plan for the public realm in Morden town centre. This might include ideas for the space outside Morden Station, relocating bus services elsewhere in the town centre, re-designating the way traffic uses the road system and junction typologies. As part of this work, the relocation of the taxi rank will also be considered.</p>

Whichelow,
Clive

While I believe the town centre itself would benefit from improved shopping facilities I don't think that it is appropriate to erect high-rise buildings within the areas which are purely residential and consisting of small houses - e.g. Daybrook Road and Windermere Avenue. Apart from the negative and unwelcome impact on the residents of those roads the construction of larger buildings would adversely affect the existing ambience and character of the area as a whole.

The final planning brief states: "New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses". The Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses.

The final planning brief also states: "Morden is identified as a town centre that may be appropriate to accommodate higher density development. The Civic Centre should however remain the pinnacle building in terms of height, and new development should assist in creating a transition to surrounding low rise development, creating a cluster of taller buildings and improving the town centre skyline. New development must respect the sensitivity of the transition between the town centre and the surrounding neighbourhoods in terms of height, massing and scale. The heights of all new buildings will need to be justified (in the Design and Access Statement) as part of a townscape analysis, with particular regard to their context, relationship to other buildings and impacts."

<p>Whichelow, Clive</p>	<p>Although this next point may not be in the scope of the planning brief I believe thought must be given to the impact on local infrastructure of large numbers of new dwellings. There is already a shortage of school places and health services are overstretched without adding to these problems.</p>	<p>The final planning brief refers to the policy requirement that any proposals on this large site will be expected to:</p> <ul style="list-style-type: none"> • incorporate an appropriately sited and sized area for the provision of a new school or • demonstrate why the site cannot accommodate a new school and that the child yield from the proposal could be met in local schools. <p>The council has delivered more than 600 additional primary school places since 2007 and has recently conducted two comprehensive studies towards identifying sites for new primary and secondary school places. Merton's Sites and Policies Plan allocates several sites for education purposes which will help to meet future needs.</p> <p>The final planning brief points out that: "The impacts of this major development site on local health and wellbeing should be considered through the use of a Health Impact Assessment."</p> <p>The developer is likely to have to pay the Community Infrastructure Levy (CIL). CIL funding could contribute towards improvements to education and/or local health facilities.</p>
<p>Whichelow, Clive</p>	<p>Finally, I do not believe the local community has been properly informed about these proposals. I found it extremely difficult to obtain a copy of the planning brief and even more difficult to obtain a copy of the more revealing planning brief subtitled 'Morden Community Forum'. Any proposals as far-reaching and potentially radical as these need to be widely available.</p> <p>We are delighted there are plans to regenerate Morden and make it greener.</p>	<p>Copies of all documents have been available on the council's website and hard copies were available to view in Morden library.</p>
<p>Rayner, Fred & Megan</p>	<p>Noted</p>	<p>Noted</p>

<p>Rayner, Fred & Megan</p>	<p>At the moment access to Morden from Merton Park is via a dangerous service road behind Sainsbury's and Piss Alley alongside the station. This puts a lot of people off walking into the town.</p>	<p>Noted. The council is also independently developing its ideas to civilise the public realm in particular improving permeability for pedestrians. The planning brief advises that the public realm must be well designed to maximise space for pedestrians and facilitate easy movement for those with physical impairments. The planning brief also points to the principles contained in guidance documents such as 'Safer Places', 'Designing out Crime' and 'Secured by Design' and advises that development should reduce the opportunities for criminal behaviour and contribute to a sense of security without being overbearing or intimidating.</p>
<p>Rayner, Fred & Megan</p>	<p>We are also aware that there are no public toilets when the library is closed. Having a public toilet would alleviate the problem of the alley and would also benefit the many people with continence issues. These problems of access and toilets should be addressed no matter what happens with the development plans.</p>	<p>In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. Once the development brief is adopted by the council, we will work with TfL on implementing the designation. Community uses are permitted by means of the site allocations, are sought through adopted planning policy and the final planning brief refers to the benefits of a mix of uses, including community uses, in town centres. Aside from the development on the Morden Station site, the council currently provides public toilets at Civic Centre and two other locations in Morden as part of our community toilet program.</p>

Rayner, Fred & Megan

The scale of the proposed development is too massive. If access to Morden was improved the town could evolve in a less intrusive way.

...

The proposed development in Kenley Road Car Park is out of all proportion and intimidating. It is too big for a 1930's garden suburb area and is actually in Merton Park rather than Morden. This means we have paid Merton Park prices for the houses and are paying Merton Park Council Tax. The proposed three storey height of the buildings would block light and warmth and invade the privacy of residents in Daybrook Road. The environment in the immediate area would be spoilt and would devalue our houses. Several people we have spoken to have said they would be prepared to sue the Council if the value of their home was reduced.

The proposed development goes against the following stated aims of the Morden Station Planning Brief - " conserving and enhancing the character and distinctiveness of the adjacent suburban neighbourhoods" and "Proportion and building detail must relate to human scale". We disagree with the statement "these plans respect the residential character and amenity".

We were so concerned about the proposals that we informed and petitioned residents in Daybrook Road, Kenley Road and Sandbourne Avenue about the proposal. 100% felt that three storeys proposal would be too high although it was recognised that there might be a need for extra housing.

A lot of residents were horrified at the thought of having another Naish House (in Harland Close) behind them.

Any development on the Kenley Road site should be the same size as surrounding houses making use of the park side site. If the site was to be developed our preference would be for family homes with gardens in keeping with the surrounding area. There is a great shortage of family homes and this would help increase supply.

...

Windermere Avenue and Kenley Road

Although this does not directly affect us we are very aware that residents in these roads would be facing exactly the same problems as in Daybrook Road. Again the proposed developments are massive compared to the adjacent houses. It would also change the whole feel of the town from a friendly, homely garden suburb into a characterless claustrophobic inner city.

The final planning brief states: "New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses". The Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses.

The final planning brief also states: "Morden is identified as a town centre that may be appropriate to accommodate higher density development. The Civic Centre should however remain the pinnacle building in terms of height, and new development should assist in creating a transition to surrounding low rise development, creating a cluster of taller buildings and improving the town centre skyline. New development must respect the sensitivity of the transition between the town centre and the surrounding neighbourhoods in terms of height, massing and scale. The heights of all new buildings will need to be justified (in the Design and Access Statement) as part of a townscape analysis, with particular regard to their context, relationship to other buildings and impacts."

Rayner, Fred & Megan	As an alternative it could revert back to allotments or be an extension to the park with maybe a children's playground.	The allocated uses for the Kenley Road Car Park site in the council's emerging Sites & Policies Plan is residential or education. As a supplementary planning document, the planning brief cannot contain new planning policies.
Rayner, Fred & Megan	<p>Housing</p> <p>We fully realise there is a need for additional housing. There should be a programme to utilise empty properties in the area and use spaces above shops so that not so many high density properties need to be built.</p>	The council has a programme to assist with getting abandoned residential properties back into use and offices above shops are now able to become flats without planning permission. However these changes only help to provide a limited number of new homes against a backdrop of considerable housing need in London and the South East.

<p>Rayner, Fred & Megan</p>	<p>Having high density housing will bring problems to local services such as schools, doctors and parking.</p> <p>...</p> <p>Local schools and GPs are already under strain so new sites would have to be found for additional surgeries and schools.</p>	<p>The final planning brief refers to the policy requirement that any proposals on this large site will be expected to:</p> <ul style="list-style-type: none"> • incorporate an appropriately sited and sized area for the provision of a new school or • demonstrate why the site cannot accommodate a new school and that the child yield from the proposal could be met in local schools. <p>The council has delivered more than 600 additional primary school places since 2007 and has recently conducted two comprehensive studies towards identifying sites for new primary and secondary school places. Merton's Sites and Policies Plan allocates several sites for education purposes which will help to meet future needs.</p> <p>The final planning brief points out that: "The impacts of this major development site on local health and wellbeing should be considered through the use of a Health Impact Assessment."</p> <p>The developer is likely to have to pay the Community Infrastructure Levy (CIL). CIL funding could contribute towards improvements to education and/or local health facilities.</p> <p>The final planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.</p>
---------------------------------	---	--

<p>Rayner, Fred & Megan</p>	<p>If there are additional residents without parking facilities the effect would be an increase to on-road parking. This goes against the Morden Station Planning Brief which states there should be "No adverse impact on road safety and on-street parking"</p>	<p>The councils transport and parking infrastructure policies will guide the council's overall approach in partnership with TfL to achieve the right balance of parking provision across the site. This policy supports also low or car/permit free development in places, such as Morden that are well served by public transport. Much of the surrounding area is already subject to parking controls, however should problems arise then the Council can implement additional parking controls as necessary to protect existing residents.</p>
<p>Rayner, Fred & Megan</p>	<p>At the moment the bus station in front of the tube is chaotic and makes a visit to Morden unpleasantly stressful. This is one of the major problems of Morden but there is no mention of resolving this in the proposal.</p>	<p>The council is working with TfL and other partners to develop a comprehensive plan for the public realm in Morden including improved facilities for pedestrians This will include ideas for the space immediately outside Morden Underground station.</p>
<p>Rayner, Fred & Megan</p>	<p>The dual carriageway running through Morden makes it a drive through town rather than a destination to enjoy. It also splits the town in half. A single carriageway would unite the town and allow more room for the bus station. Also more space would become available to improve the street scene and create a pedestrian plaza.</p>	<p>The council is working with TfL and other partners to develop a comprehensive plan for the public realm in Morden including improved facilities for pedestrians and cyclists. This will include ideas for the space outside Morden Station wider road system.</p>

<p>Rayner, Fred & Megan</p>	<p>More should be made of the link between the station and Morden Hall Park. The tree planting in Aberconway Road should be extended into Morden centre.</p> <p>...</p> <p>The proposed high rise buildings will cause wind tunnel effects. The civic centre does this already, making the shopping environment around it unpleasant. The development should be as pedestrian friendly as possible, otherwise it will not succeed.</p>	<p>The council is working with TfL and other partners to develop a comprehensive plan for the public realm in Morden town centre. To ensure the delivery of a high quality public realm, the final planning brief provides guidance on numerous aspects that affects the public realm e.g. street infrastructure, shop fronts and security. The Key diagram in the final planning brief indicates that the area at the station entrance and the part of London Road which is adjacent to the site are areas that will benefit from public realm improvements as part of a separate project. The final planning brief also states: "<i>Proposals for this major development site should also incorporate appropriate green infrastructure such as green roofs, living walls and street planting which contribute to urban greening and result in the enhancement of local biodiversity.</i>"</p> <p>Links with the nearby parks will be considered as part of the forthcoming (wider) Morden town centre masterplan work.</p>
<p>Rayner, Fred & Megan</p>	<p>Would it be possible to have roof gardens and as much green space as possible within the town centre development. This will expand the "countryside-in-town" feel which Morden Hall Park brings to the area. The green decking over the tube line is an excellent idea as is the proposal for the above ground park on the top of Peel House car park.</p>	<p>The Key diagram in the final planning brief shows an extension to Kendor Gardens to the south of Kenley Road as 'Proposed Open Space/Landscaping'. The final planning brief also states: "<i>Proposals for this major development site should also incorporate appropriate green infrastructure such as green roofs, living walls and street planting which contribute to urban greening and result in the enhancement of local biodiversity.</i>"</p>

Petition	We, the undersigned, object to Merton Council's development proposals to Kenley Road car park on the grounds that the buildings are too high and will therefore blight our environment and will undermine the value of our homes. 92 signatures	The final planning brief states: "New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses". The Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses.
Child, Hubert	The impetus behind the development has until recently been twofold: <ul style="list-style-type: none"> • The need to regenerate Station House which has become very run down and I'm sure everyone still supports that. • The past need to regenerate a high street with many empty shops. The high street is now fully let with businesses that appear to be making a living and performing a useful function for local residents in Morden. Question: Could the development be done in such a way that businesses only move out of their current premises when alternative accommodation has been created? If not what compensation would be forthcoming, and where in the immediate locality could their customers go for their shopping or other requirements? The interests of the local community would not be served by being told to go to Wimbleton or Colliers Wood. Similarly local interests would not be served if the Car Park beside Sainsbury's in Morden was built on before alternative parking was provided close by.	An important aspect of any planning application involving the comprehensive redevelopment of a major town centre site, will be the phasing of the development on different parts of the site. These matters will be considered as part of the pre-application process and the final planning brief states that: "The council will assist developers, when deemed appropriate, in working with landowners to find suitable solutions to develop parts of the site that are in multiple ownerships."
Child, Hubert	Similarly local interests would not be served if the Car Park beside Sainsbury's in Morden was built on before alternative parking was provided close by.	The planning brief clarifies that construction must be phased to retain an element of short stay parking for local shoppers. The planning brief also refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.

<p>Child, Hubert</p>	<p>Beyond the impetus for regeneration in Morden Town Centre itself, Paul mentioned two needs</p> <ul style="list-style-type: none"> • For a development that is large enough to attract a developer. This has caused the area proposed for development to stray into the streets of Merton Park with buildings that appear likely to be out of keeping and out of scale to the surrounding streets and houses. That is not acceptable. <p>Comment:</p> <p>We hear a lot about projects needing to be large enough to attract a developer. This principle should be resisted as it can encourage additions or extra features that would not otherwise be contemplated or perhaps not even needed . If planning authorities resist, then developers will know that they must accept less ambitious projects or lose out to other developers who decide they can accept manage smaller projects.</p>	<p>The final planning brief states: "New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses". The Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses.</p> <p>The final planning brief also states: "Morden is identified as a town centre that may be appropriate to accommodate higher density development. The Civic Centre should however remain the pinnacle building in terms of height, and new development should assist in creating a transition to surrounding low rise development, creating a cluster of taller buildings and improving the town centre skyline. New development must respect the sensitivity of the transition between the town centre and the surrounding neighbourhoods in terms of height, massing and scale. The heights of all new buildings will need to be justified (in the Design and Access Statement) as part of a townscape analysis, with particular regard to their context, relationship to other buildings and impacts."</p>
<p>Child, Hubert</p>	<p>This will add to the number of children living in Merton and we heard on yesterday's BBC News that our Borough is one of those with the worst shortage of school places in London. The Borough should urgently consider finding sites for schools before it builds homes that could attract more families to Merton.</p>	<p>The council has delivered more than 600 additional primary school places since 2007 and has recently conducted two comprehensive studies towards identifying sites for new primary and secondary school places. Merton's Sites and Policies Plan allocates several sites for education purposes which will help to meet future needs.</p>

Child, Hubert	This will add to the number of children living in Merton and we heard on yesterday's BBC News that our Borough is one of those with the worst shortage of school places in London. The Borough should urgently consider finding sites for schools before it builds homes that could attract more families to Merton.	<p>The final planning brief refers to the policy requirement that any proposals on this large site will be expected to:</p> <ul style="list-style-type: none"> • incorporate an appropriately sited and sized area for the provision of a new school or • demonstrate why the site cannot accommodate a new school and that the child yield from the proposal could be met in local schools. <p>The council has delivered more than 600 additional primary school places since 2007 and has recently conducted two comprehensive studies towards identifying sites for new primary and secondary school places. Merton's Sites and Policies Plan allocates several sites for education purposes which will help to meet future needs.</p> <p>The developer is likely to have to pay the Community Infrastructure Levy (CIL). CIL funding could contribute towards improvements to education facilities.</p>
Child, D	Yes - I agree Station House is a blot on the landscape and should be redeveloped to enhance the setting of the Art Deco features of Listed Morden Station, but I do not agree Morden Station should find itself swamped by a tower block sprouting out above it. Any development over the station should be no higher than Station House, to give emphasis to the attractive features of the station below.	<p>The final planning brief states: <i>"Building design, form, appearance and use of materials needs to relate to and build upon the prevailing positive characteristics of Morden. A key theme here is the art deco influence."</i></p> <p>The final planning brief also states: <i>"Proposals in proximity of the locally listed station building need to ensure that the special features of this building is conserved and enhanced..."</i></p>

Child, D	<p>I do not agree with the proposals for more housing in the area in blocks of flats stretching right into Merton Park. That is a pleasant low density family housing area and should stay that way.</p>	<p>The final planning brief states: "New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses". The Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses.</p>
Child, D	<p>I see it as irresponsible of the Council to suggest more housing when there is already a serious shortage of school places, both Primary and very soon, Secondary. The London Schools Atlas, published this week, forecasts an increase of 61% in the population of school age children in nearby Colliers Wood. The idea that the new flats will not attract families is a fallacy, because other policies require 40% of them to be affordable housing. Affordable housing is normally only allocated to people with housing need because they have children.</p>	<p>The council has delivered more than 600 additional primary school places since 2007 and has recently conducted two comprehensive studies towards identifying sites for new primary and secondary school places. Merton's Sites and Policies Plan allocates several sites for education purposes which will help to meet future needs.</p>
Child, D	<p>I do not agree to flats being built over the Northern Line. I am not convinced that new building techniques (platforms on rubber buffers) will last as long as sustainable housing should, and you only have to take a walk in Kendor Gardens to feel just how much vibration the Northern Line trains cause. I think homes built over the tracks would provide unsatisfactory living conditions for the future occupiers.</p>	<p>Any development above or near the Northern line will need be informed by structural engineers. Although more costly, these legitimate concerns are surmountable. There are many modern examples of new homes near or above rail lines in London.</p>

Child, D

I do not agree to a large scale re-development of the buildings between the station and Sainsbury's. At the moment these buildings could do with some capital investment, but they provide shops, offices, medical and other useful services which are easily accessible and affordable to the local community. The fact there are so few vacancies speaks for itself.

The vision for Morden Town Centre was supported by 80% of respondents to the 2008 'moreMorden' consultation. The Morden station site was the most popular redevelopment site proposed in the 2008 moreMorden consultation. After further public consultation, the vision for Morden, based on improving the public realm and redeveloping key sites in the town centre, was incorporated in Merton's adopted (2011) Core Planning Strategy which states: *"To regenerate Morden through intensified development in and around the town centre, creating a distinctive and vibrant centre by making more of what Morden has to offer. A planned approach will increase development capacity and make more efficient use of land by incorporating higher density housing and commercial opportunities; exploiting Morden's excellent public transport links, while conserving and enhancing the character and distinctiveness of the adjacent suburban neighbourhoods."* and states that a large proportion of the 1450-1800 new homes in Morden will be provided as part of the town centre regeneration . The council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a more detailed vision and to provide design guidance for this site, in order to aid its delivery in accordance with the council's adopted planning policies.

Child, D	<p>I do not agree Sainsbury's needs a larger store. There is one already nearby at nearby Colliers Wood. In fact Sainsbury's in Morden have very recently changed their layout to adapt to the fact fewer people are making a big weekly shop in Supermarkets. They have taken out their larger self service checkouts and more of their products are being offered in small sizes.</p>	<p>In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. The council has very limited influence on the occupants of commercial units. Once the development brief is adopted by the council, we will work with TfL on implementing the designation. Although it is likely that a large convenience food store (supermarket) might want to be on this site, to ensure an appropriate level of flexibility, the Key diagram in the final planning brief does not indicate an area specifically for a supermarket, it does indicate an area for commercial and leisure use along London Road.</p> <p>To date, the council has not had detailed discussions with Sainsbury's regarding the redevelopment of the site (refer to the consultation responses on the council's website for their response). The developer of the site is likely to enter into detailed discussions with all interested parties.</p>
Child, D	<p>Only when the Council is again able to finance the maintenance of their public parks, should plans be suggested to extend Kendor Gardens. The volunteer Friends are stretched to the limit already.</p>	<p>The final planning brief refers to the council's emerging Sites and Policies Plan Policy DM O1 which states: "<i>Where new publically accessible open space is proposed as part of major developments, for which it is proposed that the council will take responsibility, the council will require developers to make contributions towards maintenance for the first 5 years.</i>"</p>

Child, D	I am sorry to have to prick the bubble, but this Brief is based on ideas that do not stand up to scrutiny, and needs to be brought down to earth. The Council needs to concentrate its efforts on what really needs to be done and how that can be achieved without throwing away all the advantages Morden already enjoys compared to larger centres such as Wimbledon and Sutton.	Noted
Child, D	If Merton is to continue to bask in its glory as a Best Achieving Council, it should grasp the localism opportunity offered by Briefing Paper SNO3741, and instead of constantly searching for more sites for housing, it should redirect its resources to an urgent search for sites for new schools, to meet the demand from the housing already here.	The council has conducted two comprehensive studies in 2013 to identify sites for new primary and secondary schools; guided by a task group of councillors. The council continues to deliver primary school places and is working towards the delivery of more secondary school places to meet projected demand.
The John Innes Society	We do agree that Station House and the bus interchange are currently very unattractive and need improvement with a well designed mixed use redevelopment scheme which respects the Art Deco style of the Northern Line station.	The final planning brief states: <i>"Building design, form, appearance and use of materials needs to relate to and build upon the prevailing positive characteristics of Morden. A key theme here is the art deco influence."</i> The final planning brief also states: <i>"Proposals in proximity of the locally listed station building need to ensure that the special features of this building is conserved and enhanced..."</i>

The John Innes Society

Taking other factors into consideration, we think this development should be limited to the Station Area and possibly some of the adjoining London Road frontage (as the title you have given to the Planning Brief indicates was the original intention) because in our view more interests of acknowledged importance will be damaged by encroaching into the adjoining residential area, than can be compensated for by improvements to Morden Town Centre's High Street image.

We appreciate the area covered by the Brief has been enlarged to attract developer interest, but this is a consultation on whether that is acceptable, and we don't think it is.

1) Recent planning decisions within the southern part of our Area of Benefit have upheld the Council's assessment that the character of the area is high quality family friendly two storey housing with good sized gardens and spaces between the dwellings which should be preserved. In-fills have been turned down both on initial application and appeal because they will destroy this openness.

This brief proposes that for roads such as Windermere Avenue, parts of Kenley Road and parts of Daybrook Road, such openness no longer matters. We give our full support to residents in Daybrook Road who are saying flats on the Kenley Road Car Park would not be an appropriate form of development.

This Planning Brief will appear on Local Searches, and that will have the unfortunate affect of blighting the marketability of houses near any encroachments into residential areas. The timescale you have indicated means the blight could last for many years. Experience has shown that the quality of blighted residential areas soon deteriorates. The distress caused to those affected by Planning Blight should never be ignored, however limiting that may be for development prospects. Blocks of flats at the ends of gardens, especially of the size and height of the ones proposed in all three options, will be obtrusive and cause overlooking. The higher residential density will change the character of the area, destroy its openness and far from improving the quality of the environment, will downgrade and damage it.

The final planning brief states: "New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses". The Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses.

The final planning brief also states: "Morden is identified as a town centre that may be appropriate to accommodate higher density development. The Civic Centre should however remain the pinnacle building in terms of height, and new development should assist in creating a transition to surrounding low rise development, creating a cluster of taller buildings and improving the town centre skyline. New development must respect the sensitivity of the transition between the town centre and the surrounding neighbourhoods in terms of height, massing and scale. The heights of all new buildings will need to be justified (in the Design and Access Statement) as part of a townscape analysis, with particular regard to their context, relationship to other buildings and impacts."

<p>The John Innes Society</p>	<p>More housing means more children needing more schools. It is wishful thinking to say that because the majority of the proposed flats will have only one or two bedrooms, very few will be occupied by families with children. One only has to look at The Holt and The Homefield on London Road to see how small flats which twenty years ago were not favoured by families, are now occupied, often by three generations, in very poor and overcrowded conditions. There will be more children and S106 and CIL contributions from developers are no use whatsoever unless there are sites for new schools to be built. We have not heard that Merton has been able to identify sites for any new schools and the expansion plans for existing Primary schools in the area have already reached their limits. Extra capacity in Merton's Secondary schools is becoming ever more urgent, as the first bulge year group has already reached the age of 8. Building more homes without provision of local school places will cause damage to families already living in the area as well as to the families in the new homes.</p>	<p>The final planning brief refers to the policy requirement that any proposals on this large site will be expected to:</p> <ul style="list-style-type: none"> • incorporate an appropriately sited and sized area for the provision of a new school or • demonstrate why the site cannot accommodate a new school and that the child yield from the proposal could be met in local schools. <p>The council has delivered more than 600 additional primary school places since 2007 and has recently conducted two comprehensive studies towards identifying sites for new primary and secondary school places. Merton's Sites and Policies Plan allocates several sites for education purposes which will help to meet future needs. The developer is likely to have to pay the Community Infrastructure Levy (CIL). CIL funding could contribute towards improvements to education facilities.</p>
-------------------------------	---	--

The John Innes Society

At the moment Morden is fairly unique among high streets in that nearly all the shops are occupied and are trading well. There are also a good range of other business (opticians, dentists, herbalists, beauticians, accountants, solicitors , banks, building societies, shoe menders.. etc.) all of which are well patronised and provide a more personal approach than major retail traders or branches of larger businesses. What is there may not be to everyone's taste, but from the fact they are thriving and busy, one can tell they meet the needs of their customers and have the added benefit of being within easy walking distance from many homes in our Area of Benefit. Shoppers wanting more variety (clothing, books, electronic equipment) have a wealth of choices available nearby (e.g. Wimbledon, Colliers Wood, Priory Park, Tandem Works). A recent report from The Grocer" found that people are moving away from the big weekly shop, preferring instead to shop little and often. This is healthier as it encourages the purchase of fresher fruit and vegetables. Possibly the recent upsurge of trade in Morden is due to this "little and often" change in behaviour. It is ideally suited to it. An overlarge redevelopment scheme in London Road will chase away most of these smaller traders and businesses who will be unable to afford higher rents in more modern premises, meaning local people will have to travel further and pay more for their everyday needs.

In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. The council has very limited influence on the occupants of commercial units. Once the development brief is adopted by the council, we will work with TfL on implementing the designation. As highlighted in the brief, it is envisaged for smaller sized shops, which due to their size and rents often attracts independent retailers, to be located on the high street to ensure that this development has an active frontage. The final brief also advises that: *"Bigger shops should not take up unduly large amounts of frontage to the detriment of vitality. This is particularly relevant for food stores which should, as far as possible, be located to the rear of a larger number of smaller units, with their entrance at one or two key locations. A larger number of smaller shops create a greater range of activity, people and visual richness – all of which increases vitality."* Maintaining and attracting businesses such as more independent retailers or businesses is a task that will commence in the later stages of the development.

The John Innes Society	<p>One of the reasons Morden is popular for everyday needs is that it has easily accessible reasonably priced parking. Even little and often shoppers have to carry their purchases home, and items such as milk are too heavy to take on public transport. The consultation document says surface level parking is a waste of resources. We do not share that view. Multi storey car parks and underground parking are expensive to provide, difficult and expensive to use, need lifts, and are intimidating as they often harbour loitering and crime. Lack of safe and affordable parking will damage trade in Morden, and the situation will be exacerbated by what appears to be no provision for parking for residents of new homes.</p> <p>The Brief includes a proposal for a new two-way road. The current service road between Sainsbury's and Peel House Car Park is narrow and should be one way, but is frequently used two-way as a rat run and as such, it is acknowledged to be dangerous. The space allowed for the new road is inadequate and potentially dangerous .</p>	<p>The councils transport and parking infrastructure policies will guide the council's overall approach to parking provision across the site, but is expected to retain short stay parking provision. The council would seek to ensure that any future parking facilities meet the national 'Secured by Design' car park standards.</p>
The John Innes Society		<p>Any new road and accesses would have to comply with current design standards.</p>

<p>The John Innes Society</p>	<p>Although there are good open spaces around Morden (e.g. Morden Hall Park) these are not the answer to lack of on-site amenity space for new residents. Few families have time for an adult to take children out to a park every time they want to play, even one as close as an extended Kendor Gardens. Children need safe, good sized play space incorporated within their immediate surroundings. Roof top gardens are not suitable. Inadequate amenity space damages lives. Lack of outdoor play space for everyday activity leads to obesity and diseases such as rickets when children do not get enough fresh air, sunshine and exercise.</p> <p>7). The Brief asks for views on extending Kendor Gardens southwards. More open space is always welcome, but only if it can be maintained. Merton has found itself unable to fund even basic maintenance for some years now. The John Innes Society has been at the forefront of setting up Friends Groups, including the Friends of Kendor Gardens, to help out. Were it not for the considerable voluntary effort put in by these public spirited local residents, even showpiece parks like The John Innes Park, would by now be overgrown wildernesses. Lack of maintenance of open spaces is damaging to local amenity. It fosters crime, litter and anti social behaviour. Until such time as the Council can guarantee a reasonable standard of maintenance without relying on volunteers, we cannot take proposals for new public open space seriously.</p>	<p>The Key diagram in the final planning brief shows an extension to Kendor Gardens to the south of Kenley Road as 'Proposed Open Space/Landscaping'. The final planning brief states: <i>"Proposals for this major development site should also incorporate appropriate green infrastructure such as green roofs, living walls and street planting which contribute to urban greening and result in the enhancement of local biodiversity."</i> The final planning brief also states: <i>"High quality design should also extend to the provision of amenity space. In high density developments where space is a premium, providing adequate, high quality amenity space and public realm is crucial. This is often more important than having larger areas of communal space. The council is currently developing space and amenity standards based on the London Plan and London Housing Design Guide."</i></p> <p>The final planning brief refers to the council's emerging Sites and Policies Plan Policy DM O1 which states: <i>"Where new publically accessible open space is proposed as part of major developments, for which it is proposed that the council will take responsibility, the council will require developers to make contributions towards maintenance for the first 5 years."</i></p>
-------------------------------	---	---

The John Innes Society	All in all, this Brief is well intentioned but the proposals have grown out of proportion to what can be achieved without Croydonising Morden, damaging the adjoining residential environment and spreading Planning Blight.	The final planning brief now has a 2 dimensional Key diagram and states: "Morden is identified as a town centre that may be appropriate to accommodate higher density development. The Civic Centre should however remain the pinnacle building in terms of height, and new development should assist in creating a transition to surrounding low rise development, creating a cluster of taller buildings and improving the town centre skyline. New development must respect the sensitivity of the transition between the town centre and the surrounding neighbourhoods in terms of height, massing and scale. The heights of all new buildings will need to be justified (in the Design and Access Statement) as part of a townscape analysis, with particular regard to their context, relationship to other buildings and impacts."
Sainsbury's	I have liaised with my Planning Consultants who act for us on both our main estate and Sainsbury's Locals , and can confirm that although we support Merton's aspirations for the redevelopment of Morden Station, there is nothing specific we wish to add at this point.	Noted
Merton Park Ward Residents' Association	For our part, MPWRA welcome the intention to revitalise Morden Town Centre and recognise both the considerable work that has gone into preparation of the draft planning brief and the opportunity now before us.	Noted

Merton Park
Ward
Residents'
Association

Character of the Area
While invigorating the Town Centre we have to be extremely mindful of the need to maintain the family atmosphere and scale of the southern end of Merton Park Ward. Buildings larger than current houses in Kenley Road, Daybrook Road or Windermere Avenue would have a deleterious impact on the whole area and would be vigorously opposed by residents.
...
Size of Development
The height and character of buildings on the Kenley Road car park need special attention. There is a strong case for any building to focus on family dwellings consistent with nearby housing.

The final planning brief states: "New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses". The Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses.
The final planning brief also states: "Morden is identified as a town centre that may be appropriate to accommodate higher density development. The Civic Centre should however remain the pinnacle building in terms of height, and new development should assist in creating a transition to surrounding low rise development, creating a cluster of taller buildings and improving the town centre skyline. New development must respect the sensitivity of the transition between the town centre and the surrounding neighbourhoods in terms of height, massing and scale. The heights of all new buildings will need to be justified (in the Design and Access Statement) as part of a townscape analysis, with particular regard to their context, relationship to other buildings and impacts."

<p>Merton Park Ward Residents' Association</p>	<p>Project Scale We understand that the scale of the entire project has to be sufficient to attract developers. However, we assume that developments at the smaller end of the scenarios described are potentially viable; otherwise they could not have been put before us. If these smaller schemes are considered unacceptable by FutureMerton even at this early stage this should be made explicit. Otherwise we would expect to see a range of proposals in the final version of the Planning Brief which included the smaller scenarios.</p>	<p>The final planning brief now has a 2 dimensional Key diagram and states: "Morden is identified as a town centre that may be appropriate to accommodate higher density development. The Civic Centre should however remain the pinnacle building in terms of height, and new development should assist in creating a transition to surrounding low rise development, creating a cluster of taller buildings and improving the town centre skyline. New development must respect the sensitivity of the transition between the town centre and the surrounding neighbourhoods in terms of height, massing and scale. The heights of all new buildings will need to be justified (in the Design and Access Statement) as part of a townscape analysis, with particular regard to their context, relationship to other buildings and impacts."</p>
<p>Merton Park Ward Residents' Association</p>	<p>Housing Types We would expect affordable housing in the development to meet but not exceed statutory requirements.</p>	<p>The final planning brief refers to the adopted planning policy requirements with regards to affordable housing provision.</p>
<p>Merton Park Ward Residents' Association</p>	<p>Parking Parking cannot be left as a residual issue to be considered at a later stage. Adequate parking for visitors to the Town Centre and for residents has to be factored into the development from the outset.</p>	<p>Agreed, but the eventual mix of land uses and dwelling types are currently unknown. The planning brief therefore refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.</p>

<p>Merton Park Ward Residents' Association</p>	<p>Impact on Services Similarly, the impact on local services and schools has to be considered at the Planning Brief stage. We already face an acute shortage of school places in Merton Park and some adjacent wards. This will require not only finance but also the physical space to locate them nearby.</p>	<p>The final planning brief refers to the policy requirement that any proposals on this large site will be expected to:</p> <ul style="list-style-type: none"> incorporate an appropriately sited and sized area for the provision of a new school or demonstrate why the site cannot accommodate a new school and that the child yield from the proposal could be met in local schools. <p>The council has delivered more than 600 additional primary school places since 2007 and has recently conducted two comprehensive studies towards identifying sites for new primary and secondary school places. Merton's Sites and Policies Plan allocates several sites for education purposes which will help to meet future needs. The developer is likely to have to pay the Community Infrastructure Levy (CIL). CIL funding could contribute towards improvements to education facilities.</p>
<p>Merton Park Ward Residents' Association</p>	<p>Public Space Extending Kendor Gardens towards the town centre is broadly welcomed. The development should ensure, however, that for the development as a whole there is adequate outside play area that is appropriate and accessible for children.</p>	<p>The final planning brief states: "<i>High quality design should also extend to the provision of amenity space. In high density developments where space is a premium, providing adequate, high quality amenity space and public realm is crucial. This is often more important than having larger areas of communal space. The council is currently developing space and amenity standards based on the London Plan and London Housing Design Guide.</i>"</p>
<p>LB Merton - Traffic and Highways Services</p>	<p>In general, the preparation of a Planning Brief for this location is welcomed and it is recognised as promoting the most efficient use of sites whilst providing an opportunity to design out any negative aspects often associated with major developments.</p>	<p>Noted</p>

<p>LB Merton - Traffic and Highways Services</p>	<p>Given its location and very good to excellent public transport accessibility level (PTAL rating) a relatively dense level of development should be supported, making best use of the transport infrastructure and therefore lessening the demand upon the highway. In recent years development within the London region has been predominantly residential-led and the need for homes is understood. Town centres do however have an important role in both maintaining the character of an area and in providing the local services to support existing and future homes. ... Mixed-use development accords with policy objectives and it is important that development proposals are not dominated by the residential element but instead can be seen to enhance the viability of the town centre.</p>	<p>Noted</p>
--	---	--------------

<p>LB Merton - Traffic and Highways Services</p>	<p>Given the very good to excellent PTAL value of the site any proposals should be both car-free and permit-free and this should be secured via the section 106 process. This will not only encourage travel by more sustainable modes but will reduce the impact of the development proposals upon the highway network. This downward pressure on car-parking provided within and for the development should be combined with good levels of well designed, secure cycle parking including provision for visitors, as recommended within the early review of cycling standards within the London Plan.</p> <p>Car parking is a sensitive issue within town centres. Studies have established that the availability of convenient parking is part of the mixture of ingredients within vital and flourishing town centres. At face value this may seem to be in conflict with the broader transportation approach of putting downward pressure on parking provision however the levels of car parking to serve the proposed development may usefully be part of the strategic consideration of development and the establishment of a future more detailed planning brief resulting from this consultation. The contents of sections 4.3 and 5.55 of the consultation Planning Brief recognise this issue.</p> <p>Rather than consider parking for the town centre as part of any transport assessment it may however be more useful to separately consider the parking needs of the town centre as transport assessments can be of uncertain quality and maybe considered by some to support the development under consideration rather than consider the needs of the town centre as a whole.</p>	<p>Planning policy supports low or car/permit free development. Although operational and short stay parking is still intended to serve transport operators needs and shoppers. Also, where generally supported by residents, the Council will support additional parking controls to mitigate any displacement. A site travel plan and cycle parking will be sought in accordance to London Plan standards. The council undertook comprehensive parking and loading surveys prior to the study but the Station Car Park has however since been reduced in size.</p>
<p>LB Merton - Traffic and Highways Services</p>	<p>Mobility parking (disabled bays) should be considered outside of the car-free issue. The need to provide for lifetime homes should be considered alongside parking for those with mobility impairment, either as a future resident occupier, employee or visitor. This will require some care in the design process. To group mobility issues together, it would be useful to consider the need to ensure mobility access to Morden Station and the future development's obligations. Good access to public transport will encourage a reduction in the use of private transport and therefore reduce the pressure on the highway.</p>	<p>The council housing policy supports high quality design standards such as lifetime homes. Parking provision will take account of the needs of disabled people.</p>

<p>LB Merton - Traffic and Highways Services</p>	<p>The consultation Planning Brief makes positive statements regarding the public realm to help establish ambitions for a pedestrian environment of high quality. Good quality public realm encourages walking and this is welcomed as a way of not only making good use of the highway but also encouraging modes other than the private car. There are however ever-increasing pressures on highway budgets and especially maintenance budgets and these pressures are likely to only increase in future years. It may be considered unrealistic to not properly consider highway maintenance costs even at this early stage in the planning process.</p> <p>Materials and furniture within town centres should, of course, reflect their status and the design palette for such areas will be different to, say, residential streets however bespoke or non-standard materials on the highway cannot always be easily or economically maintained. Poorly maintained public areas are detrimental to the shared ambitions within all parts of the planning, regeneration, transportation, traffic and highway offices.</p>	<p>Most of the highway network in Morden is under the control of TfL. Therefore maintenance obligations and overall design palette will be influenced by the TfL street design guide.</p>
<p>LB Merton - Traffic and Highways Services</p>	<p>Much of the land to the north of the station currently provides a utilitarian function for the existing town centre and care must be taken to ensure activities such as parking, informal waiting and servicing are not displaced onto the busy highway network. Not only would this be detrimental for the operation of the highway but would put pressure on the viability of existing shops and businesses.</p> <p>As well as any planning requirements such as a delivery management plan it may be helpful to guide development teams towards a structured, designed servicing arrangement. This is particularly important to be considered at the early stages of design when proposing underground parking as service vehicles may require greater clearance height.</p>	<p>Any developer would be expected to provide a Transport Assessment in accordance with TfL's best practice guidance and it is there likely to include a draft travel plan and delivery/servicing plan.</p>

<p>LB Merton - Traffic and Highways Services</p>	<p>Promoting cycling to and from the town centre again is important to the highway. Providing a Bike Hub for Morden town centre is an established, stated ambition and the need to allocate space for this need should be included within the planning brief. Ideally, this should be in an open-air location, convenient for access to both the station and to the town centre and cater for a minimum of 100 cycles.</p> <p>There is also an emerging proposal to extend the cycle super highway number 7 and the layout of the proposed development should not compromise this ambition. The matter of any obligation of the proposed development towards funding contributions may be a matter for future consideration of the planning process and the project timescales.</p> <p>The consultation Planning Brief section 2.15 identifies the existing public footpath. The opportunity to widen this route to provide for a shared cycle/footway should be included with the final Planning Brief. This will improve the transport permeability of the development site and the town centre and help support a greater density of development.</p>	<p>In developing its public realm proposals the council will have regard for the Mayor's Cycle Vision and Roads Task Force Vision for London's streets and roads. The council's emerging Sites and Policies Local Plan also seeks to promote a cycle hub at Morden as well as supporting improvements to existing footpaths through the site. Cycle provision will be in accordance with London Plan standards.</p>
<p>LB Merton - Safer Merton</p>	<p>It is evident that crime and disorder issues, particularly natural surveillance through design, have been considered. It is important that the Police is consulted, particularly at the actual planning and design stages. It will be really important that the CSP and Police have sight of any planning applications that are made as a result of the project.</p>	<p>Noted</p>

LB Merton - Development Management	<p>On the basis that a planning brief provides a framework for collecting information about the site and investigating and evaluating different factors, such as nature of the site, location, ownership, constraints and opportunities the brief provides such a framework.</p> <p>Similarly; on the basis that the three main functions of briefs in the planning process are:</p> <ul style="list-style-type: none"> • to improve the quality and consistency of advice provided to developers • to improve the efficiency of the planning and development process; and • to improve the quality of the built environment; again, it would seem to fulfil these objectives. 	Noted
LB Merton - Development Management	<p>However, does LBM want it to act as more than a design brief and more as a development brief?</p> <p>If so, should it not include an overview of market demand: property market considerations, economic development parameters at this stage?</p> <p>Do we have a sound understanding of what would prove attractive – what is it in the form of retailing that a local centre like Morden needs and would could be the repercussions for Abbotsbury Road if, rather than retailing we felt that food and drink uses could cluster around the redeveloped centre?</p> <p>It seems that our objectives for this land cannot be viewed in isolation – maybe we're working on something for Abbotsbury.</p>	<p>As part of the preparatory work for this planning brief, the feasibility and viability of the redevelopment of the whole site was tested and it was concluded that it would be viable. The final planning brief clarifies that the redevelopment of this site is seen as a catalyst for the regeneration of the rest of Morden town centre. The council intends to start work on a masterplan plan for the whole town centre in 2014.</p>
LB Merton - Development Management	<p>The document covers a lot of detail on policy including the NPPF which developers/consultants should be familiar with (Section 3) and the principles of urban design (Section 5).</p> <p>My preference would be that this is condensed; for example, by referring the reader to the source documents.</p> <p>There is already an extensive appendix of policies.</p>	<p>The text in these sections have been reviewed and in places amended but it was deemed worth retention as this document might also be read by those less familiar with UK and London planning policy matters.</p>
LB Merton - Development Management	<p>At 5.38 it is the London Housing SPG 2012 not the London Housing Design Guide.</p>	<p>Thank you - text amended accordingly</p>

LB Merton - Development Management	<p>The 3D images give a good idea of how redevelopment might look. I appreciate that they are for illustrative purposes. However, I would encourage a less worked up format for a brief. Officers clearly have a good idea of the key urban design objectives that should shape development but my preference would be that this is expressed in a simpler more diagrammatic fashion identifying routes, linkages between the town centre and park beyond, frontages and possible storey heights.</p> <p>I would prefer a key diagram for the whole site along with a number of further drawings to represent each design principle.</p>	Agreed - 3D images have been replaced with a Key Diagram
LB Merton - Development Management	<p>Section 6 deals with implementation and planning application requirements.</p> <p>Under the CIL details section there is no mention of the Council's CIL charge figure – could this now be included?</p>	As CIL charges are to be reviewed every few years, a reference to the Council's CIL website is considered more appropriate.
LB Merton - Development Management	<p>There is very little about potential planning obligations.</p> <p>Notwithstanding the shift in emphasis towards CIL rather than S106 obligations, it would assist in steering the course of negotiation if officers had a clear set of site specific objectives which may warrant financial contributions, dedication of land as highway, dedication as public rights of way/cycle routes, perhaps worked up with TfL.</p>	As so much detail of any future scheme is currently unknown, it would be in appropriate to specify any planning obligations at this stage.
LB Merton - Development Management	<p>Given much of what we view these days is view our PC's would landscape rather than portrait format be better?</p>	Except for the table in Appendix B, it is considered that the most appropriate layout for the rest of the document is the portrait format.

<p>Straw, Mike</p>	<p>CBRE Global Investors act on behalf of the freehold owners of 32-44 London Road which comprises of a 3,084 sq m food store, occupied by Sainsbury's, and 1,405 sq m of offices on ground to third floor. Their client also own the long leasehold of the two storey car park of 357 spaces which is used by town centre shoppers and 51 spaces by TfL.</p> <p>I attach to this letter a plan showing the extent of their client's ownership interests (red for the freehold and blue for the long leasehold).</p> <p>The Sainsbury Store has been recently refurbished at significant cost and they have a lease until 2035. It is a highly successful store and they wish to continue to trade from the store. The office element is let to Morden Properties for a term of 999 years from September 2009. Given this background context, CBRE Global Investors' client has no plans to redevelop the site at present because it is an important source of income and meets their investment needs.</p> <p>We also note that CBRE Global Investors' client are the freeholders and long lease hold owners of the majority of the land and buildings within the Morden Station Planning Brief area. Consequently, the planning objectives as set out in the brief can only be delivered if the Local Planning Authority and CBRE Global Investors' client, as well as other owners and interested parties of the land and buildings all work together.</p> <p>CBRE Global Investors recognise that the area of land as specified in the Morden Station Planning Brief offers opportunities to provide improved and higher density development comprising of mix of commercial, retail and residential uses befitting this town centre location. However, any proposed comprehensive development would have to be commercially viable in order for them to agree to enter into any negotiations with their leaseholders to deliver these sought planning benefits.</p> <p>Notwithstanding these commercial realities, CBRE Global Investors are happy to meet with the Local Planning Authority to explain their client's position and also meet with other landowners, including TfL, to explore how we might be able to work together in the longer term to see how and we all might be able to take these objectives further through the planning process.</p>	<p>Thank you for your comments. Your clients' interests are noted and your willingness to meet for further discussions is appreciated.</p>
--------------------	---	--

Appendix 2b: Consultation responses to Merton Park Ward Residents Association’s consultation exercise

Response	Officers’ Comments/Actions
<p>Maximum option may cause over crowding which will put off residents. We already have hoards of people arriving onto the Northern line every morning - to encourage too many will cause discontent.</p>	<p>The final planning brief now has a 2 dimensional Key diagram and states: <i>“Morden is identified as a town centre that may be appropriate to accommodate higher density development. The Civic Centre should however remain the pinnacle building in terms of height, and new development should assist in creating a transition to surrounding low rise development, creating a cluster of taller buildings and improving the town centre skyline. New development must respect the sensitivity of the transition between the town centre and the surrounding neighbourhoods in terms of height, massing and scale. The heights of all new buildings will need to be justified (in the Design and Access Statement) as part of a townscape analysis, with particular regard to their context, relationship to other buildings and impacts.”</i></p>

Morden should be kept as a village community. Carshalton Beeches for example manages this and has a good range of businesses and shops. The proposed developments are too big and spoil this. It is a country area. Too many flats will lead to loss of community and are bad for families. Also flats are not pleasant places for old people.

The vision for Morden Town Centre was supported by 80% of respondents to the 2008 'moreMorden' consultation. The Morden station site was the most popular redevelopment site proposed in the 2008 moreMorden consultation. After further public consultation, the vision for Morden, based on improving the public realm and redeveloping key sites in the town centre, was incorporated in Merton's adopted (2011) Core Planning Strategy which states: *"To regenerate Morden through intensified development in and around the town centre, creating a distinctive and vibrant centre by making more of what Morden has to offer. A plan-led approach will increase development capacity and make more efficient use of land by incorporating higher density housing and commercial opportunities; exploiting Morden's excellent public transport links, while conserving and enhancing the character and distinctiveness of the adjacent suburban neighbourhoods."* and states that a large proportion of the 1450-1800 new homes in Morden will be provided as part of the town centre regeneration .

The council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses.

The purpose of this planning brief is to set out a more detailed vision and to provide design guidance for this site, in order to aid its delivery in accordance with the council's adopted planning policies.

The final planning brief refers to adopted planning policy which seeks the provision of an appropriate mix of dwelling sizes and tenures.

Morden is a small one road town. The proposed plans are totally inappropriate and far too large for this area. Transport for London confirmed that 25,000 commuters pass through Morden Station each day. Adding concrete high rise dwellings to this area could create a 1960s style ghetto. The enormous increase of people living in this small area could lead to conflict increased crime levels and endanger peoples safety.

The vision for Morden Town Centre was supported by 80% of respondents to the 2008 'moreMorden' consultation. The Morden station site was the most popular redevelopment site proposed in the 2008 moreMorden consultation. After further public consultation, the vision for Morden, based on improving the public realm and redeveloping key sites in the town centre, was incorporated in Merton's adopted (2011) Core Planning Strategy which states: *"To regenerate Morden through intensified development in and around the town centre, creating a distinctive and vibrant centre by making more of what Morden has to offer. A plan-led approach will increase development capacity and make more efficient use of land by incorporating higher density housing and commercial opportunities; exploiting Morden's excellent public transport links, while conserving and enhancing the character and distinctiveness of the adjacent suburban neighbourhoods."* and states that a large proportion of the 1450-1800 new homes in Morden will be provided as part of the town centre regeneration .

The council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses.

The purpose of this planning brief is to set out a more detailed vision and to provide design guidance for this site, in order to aid its delivery in accordance with the council's adopted planning policies.

The final planning brief refers to the guidance in 'Safer Places', 'Designing out Crime' and 'Secured by Design' and advises that development should reduce the opportunities for criminal behaviour and contribute to a sense of security without being overbearing or intimidating.

<p>Do not go for the cheap win with high density flats. This will not improve the area, but just add further congestion and social problems.</p>	<p>The vision for Morden Town Centre was supported by 80% of respondents to the 2008 'moreMorden' consultation. The Morden station site was the most popular redevelopment site proposed in the 2008 moreMorden consultation. After further public consultation, the vision for Morden, based on improving the public realm and redeveloping key sites in the town centre, was incorporated in Merton's adopted (2011) Core Planning Strategy which states: <i>"To regenerate Morden through intensified development in and around the town centre, creating a distinctive and vibrant centre by making more of what Morden has to offer. A plan-led approach will increase development capacity and make more efficient use of land by incorporating higher density housing and commercial opportunities; exploiting Morden's excellent public transport links, while conserving and enhancing the character and distinctiveness of the adjacent suburban neighbourhoods."</i> and states that a large proportion of the 1450-1800 new homes in Morden will be provided as part of the town centre regeneration .</p> <p>The council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses.</p> <p>The purpose of this planning brief is to set out a more detailed vision and to provide design guidance for this site, in order to aid its delivery in accordance with the council's adopted planning policies.</p>
<p>Regarding 'Overall Height and Size of the proposed development': AWAY FROM THE BACK OF WINDERMERE AVENUE OVERLOOK</p>	<p>The final planning brief states: <i>"New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses"</i>. The Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses.</p>
<p>Regarding 'Overall Height and Size of the proposed development': only Kenley Road car park would affect me and (minimum option) is too big.</p>	<p>The final planning brief states: <i>"New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses"</i>. The Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses.</p>

<p>Regarding 'Overall Height and Size of the proposed development': Intermediate option 2 would be preferred option</p>	<p>The final planning brief now has a 2 dimensional Key diagram and states: "Morden is identified as a town centre that may be appropriate to accommodate higher density development. The Civic Centre should however remain the pinnacle building in terms of height, and new development should assist in creating a transition to surrounding low rise development, creating a cluster of taller buildings and improving the town centre skyline. New development must respect the sensitivity of the transition between the town centre and the surrounding neighbourhoods in terms of height, massing and scale. The heights of all new buildings will need to be justified (in the Design and Access Statement) as part of a townscape analysis, with particular regard to their context, relationship to other buildings and impacts."</p>
<p>Regarding 'Overall Height and Size of the proposed development': Concern is high rise residential apartment blocks '60's errors</p>	<p>The final planning brief now has a 2 dimensional Key diagram and states: "Morden is identified as a town centre that may be appropriate to accommodate higher density development. The Civic Centre should however remain the pinnacle building in terms of height, and new development should assist in creating a transition to surrounding low rise development, creating a cluster of taller buildings and improving the town centre skyline. New development must respect the sensitivity of the transition between the town centre and the surrounding neighbourhoods in terms of height, massing and scale. The heights of all new buildings will need to be justified (in the Design and Access Statement) as part of a townscape analysis, with particular regard to their context, relationship to other buildings and impacts."</p>
<p>The minimum option is even too big. I'm not in favour of high level residential housing along the new 'street' between Sainsbury's & Peel House car park. I am also totally against the loss of Kenley Road car park. If residential accommodation has to be built in the Kenley Road car park it should be no higher than ground floor plus two storeys.</p>	<p>The final planning brief states: "New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses". The Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses.</p>

<p>Residential over looking Daybrook and Kenley Road should be lower</p> <p>I strongly recommend that the height of any buildings close to residential areas (e.g. In Kenley road car park where it overlooks homes in Daybrook Road) be kept a minimum; one-storied or maybe two-storied buildings as max. This is in order to preserve the look and layout of the surrounding residential areas. Anything more is frankly an unliveable solution for me and my young family. I feel very strongly about this; Merton Park is a green, residential, suburban tract of unique character and attraction to young families. All efforts must be pursued, exhaustively if necessary, to preserve this fundamental character. All in, I feel work should be concentrated exclusively towards the town centre side of the development.</p> <p>Far too big !</p>	<p>The final planning brief states: "New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses". The Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses.</p> <p>The final planning brief states: "New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses". The Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses.</p>
	<p>The final planning brief now has a 2 dimensional Key diagram and states: "Morden is identified as a town centre that may be appropriate to accommodate higher density development. The Civic Centre should however remain the pinnacle building in terms of height, and new development should assist in creating a transition to surrounding low rise development, creating a cluster of taller buildings and improving the town centre skyline. New development must respect the sensitivity of the transition between the town centre and the surrounding neighbourhoods in terms of height, massing and scale. The heights of all new buildings will need to be justified (in the Design and Access Statement) as part of a townscape analysis, with particular regard to their context, relationship to other buildings and impacts."</p>

<p>Regarding 'Overall Height and Size of the proposed development': increased residential development would be preferable along Kendor Gardens</p>	<p>The final planning brief states: "New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses". The Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses.</p>
<p>The proposed Kenley Road car park residential development is far too high as are the proposals bordering Windemere Avenue and Kenley Road</p>	<p>The final planning brief states: "New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses". The Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses.</p>
<p>Too big, too tall and out of context for Merton Park</p>	<p>The final planning brief states: "New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses". The Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses.</p>
<p>3 Storey construction in Kenley Road Car Park is not in keeping with surrounding housing which is all 2 storey.</p>	<p>The final planning brief states: "New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses". The Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses.</p>
<p>Residential buildings are too high. This is a housing area, not an area for flats.</p>	<p>The final planning brief states: "New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses". The Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses.</p>

<p>Regarding 'Overall Height and Size of the proposed development': There needs to be a town centre, a focus for the surrounding suburban sprawl. There are numerous fine examples around the periphery of the metropolis where modest development has been socially acceptable yet, at the same time, financially viable.</p>	<p>The final planning brief now has a 2 dimensional Key diagram and states: "Morden is identified as a town centre that may be appropriate to accommodate higher density development. The Civic Centre should however remain the pinnacle building in terms of height, and new development should assist in creating a transition to surrounding low rise development, creating a cluster of taller buildings and improving the town centre skyline. New development must respect the sensitivity of the transition between the town centre and the surrounding neighbourhoods in terms of height, massing and scale. The heights of all new buildings will need to be justified (in the Design and Access Statement) as part of a townscape analysis, with particular regard to their context, relationship to other buildings and impacts."</p>
<p>The minimum option is too large on the residential Kenley Road and Kendor car park side, destroying the residential outlook of surrounding properties on Kenley road, Daybrook road, and Windermere avenue.</p>	<p>The final planning brief states: "New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses". The Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses.</p>
<p>Regarding 'Overall Height and Size of the proposed development': Proposal is ok I live in Daybrook Road. I find that the proposed property to be built in Kenley Road car park to be totally unacceptable. It is too big. It should be no higher than properties in Sandbourne Ave and Daybrook Road. and to be a single line of houses or flats close to Kendor gardens. Ground floor and first floor plus roof and in a single line would be more acceptable. As the plan is it would be a eyesore and property values would drop by 25% this I have had from 2 estate agents. New houses must be in keeping with existing properties .</p>	<p>Noted</p> <p>The final planning brief states: "New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses". The Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses.</p>

<p>Gosh. Just dont give us 60's style concrete god awful high rise residential slums and blight on us all. Thats the fear. Nothing seen in "plans" to alleviate fear. With that overcome happy to comment on style Otherwise regen of modern centre much supported.</p>	<p>The final planning brief now has a 2 dimensional Key diagram and states: <i>"Morden is identified as a town centre that may be appropriate to accommodate higher density development. The Civic Centre should however remain the pinnacle building in terms of height, and new development should assist in creating a transition to surrounding low rise development, creating a cluster of taller buildings and improving the town centre skyline. New development must respect the sensitivity of the transition between the town centre and the surrounding neighbourhoods in terms of height, massing and scale. The heights of all new buildings will need to be justified (in the Design and Access Statement) as part of a townscape analysis, with particular regard to their context, relationship to other buildings and impacts."</i></p>
<p>I do not think that the site along by Kendor Gardens should be treated the same as Morden Town Centre. It is clearly located right in the middle of Merton Park's residential area with 2 storey houses. For those of us who look out onto Kendor Gardens, part of the appeal of Merton Park is the feeling of green open spaces between the houses. A Multi-storey block of flats will completely ruin the view from many houses and would be totally out of keeping with the immediate area.</p>	<p>The final planning brief states: <i>"New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses"</i>. The Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses.</p>
<p>Be nice to keep the development in line with buildings in the surrounding area</p>	<p>The final planning brief states: <i>"New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses"</i>. The Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses.</p>

<p>A high rise development is out of keeping with the local area, excepting the current civic centre which is hardly an example of good design. I've no objection to expanding the footprint of the new development it is the height which will change the character of the area and increase density too much.</p>	<p>The final planning brief now has a 2 dimensional Key diagram and states: "Morden is identified as a town centre that may be appropriate to accommodate higher density development. The Civic Centre should however remain the pinnacle building in terms of height, and new development should assist in creating a transition to surrounding low rise development, creating a cluster of taller buildings and improving the town centre skyline. New development must respect the sensitivity of the transition between the town centre and the surrounding neighbourhoods in terms of height, massing and scale. The heights of all new buildings will need to be justified (in the Design and Access Statement) as part of a townscape analysis, with particular regard to their context, relationship to other buildings and impacts."</p>
<p>Higher rise residential buildings in the middle of existing residential areas will destroy the feel of the residential area, and will be strongly opposed. Building such a development on Kenley road car park will particularly impact Daybrook road by damaging privacy (already noticeable when recently used by a film crew with double decker bus vehicles) and block late evening sun Red brick would blend with some existing buildings, such as the Sainsbury's building, but Art Deco or Portland Stone would be attractive. I am not in favour of Glass box contemporary.</p>	<p>The final planning brief states: "New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses". The Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses. The final planning brief also states: "Building design, form, appearance and use of materials needs to relate to and build upon the prevailing positive characteristics of Morden. A key theme here is the art deco influence." The final planning brief states: "New architecture must be of a high quality to be sustainable and attractive, and clearly be 21st century buildings that have been informed by the best existing buildings, the original art deco character of the area and the essence of lost buildings of good quality."</p>
<p>No preference, modern but complimenting current station/housing etc.</p>	<p>The final planning brief also states: "Proposals in proximity of the locally listed station building need to ensure that the special features of this building is conserved and enhanced..." The final planning brief states: "New architecture must be of a high quality to be sustainable and attractive, and clearly be 21st century buildings that have been informed by the best existing buildings, the original art deco character of the area and the essence of lost buildings of good quality."</p>

<p>Architectural styles - a commonality between them; we are a mish mash currently!</p>	<p>The final planning brief states: "New architecture must be of a high quality to be sustainable and attractive, and clearly be 21st century buildings that have been informed by the best existing buildings, the original art deco character of the area and the essence of lost buildings of good quality."</p>
<p>It is little more than a foul smelling tunnel. I think we should take more time to consider the original architect's Art Deco design for the facade of morden station. Could we not build something around it (still modern in scope) that mirrors the existing work?</p>	<p>The final planning brief also states: "Proposals in proximity of the locally listed station building need to ensure that the special features of this building is conserved and enhanced..." The final planning brief states: "New architecture must be of a high quality to be sustainable and attractive, and clearly be 21st century buildings that have been informed by the best existing buildings, the original art deco character of the area and the essence of lost buildings of good quality."</p>
<p>Glass buildings.</p>	<p>The final planning brief states: "New architecture must be of a high quality to be sustainable and attractive, and clearly be 21st century buildings that have been informed by the best existing buildings, the original art deco character of the area and the essence of lost buildings of good quality."</p>
<p>I think the architectural style should be Portland stone art deco. Glass Box will age within 15 years and then you will have to update the buildings again.</p>	<p>The final planning brief also states: "Building design, form, appearance and use of materials needs to relate to and build upon the prevailing positive characteristics of Morden. A key theme here is the art deco influence."</p>
<p>Contemporary, with Art Deco reference. Give Morden some class.</p>	<p>The final planning brief states: "New architecture must be of a high quality to be sustainable and attractive, and clearly be 21st century buildings that have been informed by the best existing buildings, the original art deco character of the area and the essence of lost buildings of good quality."</p>
<p>I'm happy for the whole development to be modern in style</p>	<p>The final planning brief states: "New architecture must be of a high quality to be sustainable and attractive, and clearly be 21st century buildings that have been informed by the best existing buildings, the original art deco character of the area and the essence of lost buildings of good quality."</p>

<p>Portland stone / sandstone - looks smart & clean If we are to be invaded by a budget hotel chain, please could it be Premier Inn rather than Travelodge or Holiday Inn?!</p> <p>something in character with the original 1930's style of the area. NO CONTEMPORARY GLASS BOX STYLE. there is enough of that already in London. it's only good for window cleaning companies.</p> <p>New buildings should compliment existing ones and not overpower them</p> <p>The style of any affordable family homes or apartments should remain in keeping with the general theme of the area. 'Preserve our Suburb!'</p> <p>I don't like glass box contemporary - I prefer something to blend in</p>	<p>The final planning brief also states: "Building design, form, appearance and use of materials needs to relate to and build upon the prevailing positive characteristics of Morden. A key theme here is the art deco influence."</p> <p>The council has very limited influence on the occupants of commercial units.</p> <p>The final planning brief also states: "Building design, form, appearance and use of materials needs to relate to and build upon the prevailing positive characteristics of Morden. A key theme here is the art deco influence."</p> <p>The final planning brief specifies that "The Council will expect the following details as part of a planning application:</p> <ul style="list-style-type: none"> • Detailed plans showing building layouts on site. • Sections through the site showing height and relationship of new buildings to existing neighbouring buildings. • Indications of material to be used on the building exterior. • 3D modelling to demonstrate scale, bulk and massing of the development. • Detailed representations of all neighbouring buildings and how proposed buildings relate to it including linear streetscape elevations." <p>The final planning brief also states: "Building design, form, appearance and use of materials needs to relate to and build upon the prevailing positive characteristics of Morden. A key theme here is the art deco influence."</p> <p>The final planning brief also states: "Building design, form, appearance and use of materials needs to relate to and build upon the prevailing positive characteristics of Morden. A key theme here is the art deco influence."</p>
---	--

<p>Trees Portland stone</p>	<p>The final planning brief also states: <i>"Building design, form, appearance and use of materials needs to relate to and build upon the prevailing positive characteristics of Morden. A key theme here is the art deco influence."</i></p> <p>The final planning brief also states: <i>"Proposals for this major development site should also incorporate appropriate green infrastructure such as green roofs, living walls and street planting which contribute to urban greening and result in the enhancement of local biodiversity."</i></p>
<p>William Holden station building is keynote, architectural styles in town centre should reference this. Residential units to north of site should not be too aggressively contemporary Must be in keeping with the surrounding area.</p>	<p>The final planning brief also states: <i>"Proposals in proximity of the locally listed station building need to ensure that the special features of this building is conserved and enhanced..."</i></p> <p>The final planning brief also states: <i>"Building design, form, appearance and use of materials needs to relate to and build upon the prevailing positive characteristics of Morden. A key theme here is the art deco influence."</i></p>
<p>The commercial part could be contemporary but the residential should be inkeeping with present.</p>	<p>The final planning brief also states: <i>"Building design, form, appearance and use of materials needs to relate to and build upon the prevailing positive characteristics of Morden. A key theme here is the art deco influence."</i></p>
<p>Portland stone cladding would look good. Red brick is too inner city.</p>	<p>The final planning brief also states: <i>"Proposals in proximity of the locally listed station building need to ensure that the special features of this building is conserved and enhanced..."</i></p> <p>The final planning brief also states: <i>"Building design, form, appearance and use of materials needs to relate to and build upon the prevailing positive characteristics of Morden. A key theme here is the art deco influence."</i></p>
<p>a mix of styles and finishes to give visual and spatial variety</p>	<p>The final planning brief states: <i>"New architecture must be of a high quality to be sustainable and attractive, and clearly be 21st century buildings that have been informed by the best existing buildings, the original art deco character of the area and the essence of lost buildings of good quality."</i></p>

<p>Please, please do not use glass! Keep the architecture in style with the housing it will back onto: 1930s brick.</p>	<p>The final planning brief also states: "Building design, form, appearance and use of materials needs to relate to and build upon the prevailing positive characteristics of Morden. A key theme here is the art deco influence."</p>
<p>The architectural design should chime with nearby well-designed buildings in Merton Park and Morden Hall. We don't want another dreadful Crown House</p>	<p>The final planning brief also states: "Building design, form, appearance and use of materials needs to relate to and build upon the prevailing positive characteristics of Morden. A key theme here is the art deco influence."</p>
<p>Portland Stone art deco - see latest German development ideas. Don't want to see high buildings - that era has gone.</p>	<p>The final planning brief also states: "Building design, form, appearance and use of materials needs to relate to and build upon the prevailing positive characteristics of Morden. A key theme here is the art deco influence."</p>
<p>In keeping with the original. NOT 60's, 70's or high rise</p>	<p>The final planning brief also states: "Building design, form, appearance and use of materials needs to relate to and build upon the prevailing positive characteristics of Morden. A key theme here is the art deco influence."</p>
<p>Portland Stone Art Deco Red brick</p>	<p>The final planning brief also states: "Building design, form, appearance and use of materials needs to relate to and build upon the prevailing positive characteristics of Morden. A key theme here is the art deco influence."</p>
<p>This was lost when I went back to a previous page and I cannot be bothered to repeat the detailed work. Something like: In keeping with surrounding architecture, but new; what about neo Art Deco? Same theme throughout, no piecemeal building in varying styles. Could advice and services be sought from an academic department of town planning, eg Cambridge, Sheffield, Newcastle, Birmingham or University College (London)?</p>	<p>The final planning brief states: "New architecture must be of a high quality to be sustainable and attractive, and clearly be 21st century buildings that have been informed by the best existing buildings, the original art deco character of the area and the essence of lost buildings of good quality."</p>
<p>Similar house styles to what is around so it fits in.</p>	<p>The final planning brief also states: "Building design, form, appearance and use of materials needs to relate to and build upon the prevailing positive characteristics of Morden. A key theme here is the art deco influence."</p>
<p>Portland stone Art Deco, sculpture/ statue of Nelson</p>	<p>The final planning brief also states: "Building design, form, appearance and use of materials needs to relate to and build upon the prevailing positive characteristics of Morden. A key theme here is the art deco influence."</p>

<p>It would be nice to give Morden some architectural cohesiveness. At present it doesn't feel like it has any - its more of a mishmash of styles.</p>	<p>The final planning brief also states: <i>"Building design, form, appearance and use of materials needs to relate to and build upon the prevailing positive characteristics of Morden. A key theme here is the art deco influence."</i></p>
<p>Move with the times, a mixture of red brick and contemporary glass gets my vote and is somewhat sympathetic to the surrounding area of 1930's homes.</p>	<p>The final planning brief states: <i>"New architecture must be of a high quality to be sustainable and attractive, and clearly be 21st century buildings that have been informed by the best existing buildings, the original art deco character of the area and the essence of lost buildings of good quality."</i></p>
<p>contemporary</p>	<p>The final planning brief states: <i>"New architecture must be of a high quality to be sustainable and attractive, and clearly be 21st century buildings that have been informed by the best existing buildings, the original art deco character of the area and the essence of lost buildings of good quality."</i></p>
<p>Glass clad modern architectural design</p>	<p>The final planning brief states: <i>"New architecture must be of a high quality to be sustainable and attractive, and clearly be 21st century buildings that have been informed by the best existing buildings, the original art deco character of the area and the essence of lost buildings of good quality."</i></p>
<p>Health Club/Gym</p>	<p>In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. Once the development brief is adopted by the council, we will work with TfL on implementing the designation. Community uses are permitted by means of the site allocations, are sought through adopted planning policy and the final planning brief refers to the benefits of a mix of uses, including community uses, in town centres.</p>

<p>I see little future for high street shops so think the centre will gravitate towards cafe and bars or lost cost pound shop style shops</p>	<p>In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, offices, retail, hotel and a wide range of other commercial uses. The council has very limited influence on the occupants of commercial units. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. Once the development brief is adopted by the council, we will work with TfL on implementing the designation.</p>
<p>gym, sports facility/clubs</p>	<p>In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. Once the development brief is adopted by the council, we will work with TfL on implementing the designation. Community uses are permitted by means of the site allocations, are sought through adopted planning policy and the final planning brief refers to the benefits of a mix of uses, including community uses, in town centres.</p>
<p>Community centre</p>	<p>In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. Once the development brief is adopted by the council, we will work with TfL on implementing the designation. Community uses are permitted by means of the site allocations, are sought through adopted planning policy and the final planning brief refers to the benefits of a mix of uses, including community uses, in town centres.</p>

<p>Community hall with on-site personnel</p>	<p>In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. Once the development brief is adopted by the council, we will work with TfL on implementing the designation. Community uses are permitted by means of the site allocations, are sought through adopted planning policy and the final planning brief refers to the benefits of a mix of uses, including community uses, in town centres.</p>
<p>Regarding to housing types: : Yes old. option to sell yet have chance to stay in area with a garden ?</p>	<p>Noted.</p>
<p>Regarding to housing types: Again, where possible I would like to these developments preserve the family nature of Merton Park. No buildings should be bigger than the existing homes and should mirror the family-centric attitude of the local occupancy. This is particularly pertinent in the zone overlooking Daybrook road.</p> <p>Regarding to housing types: Again, where possible I would like to preserve the family nature of Merton Park. No buildings should be bigger than the existing homes and should mirror the family-centric attitude of the local occupancy.</p>	<p>As most of the residential accommodation in Merton Park is of houses, the planning brief provides the opportunity to deliver flats for first time buyers and downsizers close to shops, public transport and parks, without encroaching on the 1930's metroland</p> <p>As most of the residential accommodation in Merton Park is of houses, the planning brief provides the opportunity to deliver flats for first time buyers and downsizers close to shops, public transport and parks, without encroaching on the 1930's metroland. The final planning brief states: <i>"New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses"</i>. The Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses.</p>
<p>Regarding to housing types: There are so many council residences close proximity to Morden Town Centre already we require medium to high income level flats to drive economic growth in the centre. If we do not attract affluent people to the area the whole development could struggle and Morden will never become a smart shopping destination.</p>	<p>The final planning brief refers to adopted planning policy which seeks the provision of an appropriate mix of dwelling sizes and tenures.</p>
<p>Regarding to housing types: Also bungalows with a small garden as in Covey Close off Dorset Road</p>	<p>Adopted planning policies seek high density housing in locations, such as the subject site, that has good access to public transport.</p>

Regarding to housing types: a complete mix	The planning brief provides opportunities for high quality apartments to be developed, which would increase the mix of homes in the area as most of Morden's surrounding area is of 1930's family houses. The final planning brief refers to adopted planning policy which seeks the provision of an appropriate mix of dwelling sizes and tenures.
Regarding to housing types: retirement apartments	The planning brief provides opportunities for high quality apartments to be developed, which would increase the mix of homes in the area as most of Morden's surrounding area is of 1930's family houses. The final planning brief refers to adopted planning policy which seeks the provision of an appropriate mix of dwelling sizes and tenures.
Regarding to housing types: They should be the same style of house as in Windemere Ave Kenley Road and Daybrook Rd	The planning brief provides opportunities for high quality apartments to be developed, which would increase the mix of homes in the area as most of Morden's surrounding area is of 1930's family houses. Adopted planning policies seek high density housing in locations, such as the subject site, that has good access to public transport. The final planning brief refers to adopted planning policy which seeks the provision of an appropriate mix of dwelling sizes and tenures.
Regarding to housing types: a good social mix	The final planning brief refers to adopted planning policy which seeks the provision of an appropriate mix of dwelling sizes and tenures.
Regarding to housing types: A mixture of different size houses for people at different stages of life	The planning brief provides opportunities for high quality apartments to be developed, which would increase the mix of homes in the area as most of Morden's surrounding area is of 1930's family houses. The final planning brief refers to adopted planning policy which seeks the provision of an appropriate mix of dwelling sizes and tenures.
Regarding to housing types: Key worker housing	The final planning brief refers to adopted planning policy which seeks the provision of an appropriate mix of dwelling sizes and tenures. The council's policy is for part of all large residential developments to be affordable homes, including shared ownership.
Regarding to housing types: housing for the elderly, many in Merton	The planning brief provides opportunities for high quality apartments to be developed, which would increase the mix of homes in the area as most of Morden's surrounding area is of 1930's family houses. The final planning brief refers to adopted planning policy which seeks the provision of an appropriate mix of dwelling sizes and tenures.
Regarding to housing types: none	Noted

Regarding open space: regeneration of morden Yes. Dont want ot lose green space	The Key diagram in the final planning brief shows an extension to Kendor Gardens to the south of Kenley Road as 'Proposed Open Space/Landscaping'.
Regarding open space: I'm not sure what is meant by 'East.' In terms of UK, in London, Fulham Broadway's design is very successful.	Noted
Regarding open space: Anything that preserves the family-centric nature of the area is to be encouraged.	Noted
Regarding open space: Fulman Underground station with the shops leading to the underground barriers is an ideal example of what Morden Underground station should be converted to. The space in front of the station which currently serves as the tfl bus station should be incorporated into the development so that shops can be built there like Fulham. The tfl bus station should be moved out of London Rd like for example Wimbledon's bus station which is out of sight from the high street as it is extremely unsightly and attracts a dodgy element. There should only be bus stops in London Road.	The council is working with TfL and other partners to develop a comprehensive plan for the public realm in Morden. This might include relocating bus services elsewhere in the town centre to reduce the visual dominance of buses and queuing, congesting the area outside the station.
Regarding open space: Olympic Park	The Key diagram in the final planning brief shows an extension to Kendor Gardens to the south of Kenley Road as 'Proposed Open Space/Landscaping'.
Regarding open space: Access to Morden from all directions should be made more attractive with tress lined avenues and cycle lanes	The Key diagram in the final planning brief shows an extension to Kendor Gardens to the south of Kenley Road as 'Proposed Open Space/Landscaping'. The final planning brief also states: " <i>Proposals for this major development site should also incorporate appropriate green infrastructure such as green roofs, living walls and street planting which contribute to urban greening and result in the enhancement of local biodiversity.</i> "
Regarding open space: Plant trees that grow big ie plane trees	The final planning brief states: " <i>Proposals for this major development site should also incorporate appropriate green infrastructure such as green roofs, living walls and street planting which contribute to urban greening and result in the enhancement of local biodiversity.</i> "
Regarding open space: all above optioins need to be clarified. Through traffic and Merton Park estate traffic have to be considered	The final planning brief points out that any proposals to redevelop the site would need to be supported by a Full Transport Assessment, which needs to consider all the relevant transport related impacts.

<p>Regarding open space: It would be good to extend the Gardens but there may be pressure on parking making this option difficult. There are far more cars now parking in Kenley Road than the slides indicate.</p>	<p>The Key diagram in the final planning brief shows an extension to Kendor Gardens to the south of Kenley Road as 'Proposed Open Space/Landscaping'. The Morden Town Centre Car Park surveys referenced in the report were undertaken in Mid 2012 and were correct at the time of the survey. Since this time the Station Car Park has been taken over by NCP and reduced in size. As a result many more commuters are using Kenley Road Car Park. Planning policy supports low or car /permit free development on sites that are well served by public transport. Some short term parking for shoppers will be provided. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.</p>
<p>Regarding open space: These plans are inappropriate for this area</p>	<p>Noted</p>
<p>Regarding open space: As much greening as possible</p>	<p>The Key diagram in the final planning brief shows an extension to Kendor Gardens to the south of Kenley Road as 'Proposed Open Space/Landscaping'. The final planning brief also states: "<i>Proposals for this major development site should also incorporate appropriate green infrastructure such as green roofs, living walls and street planting which contribute to urban greening and result in the enhancement of local biodiversity.</i>"</p>
<p>Regarding open space: The development should include as much greenery as possible. Also link town centre to Morden Hall Park using planting of trees along Aberconway Road to make a tree lined avenue.</p>	<p>The Key diagram in the final planning brief shows an extension to Kendor Gardens to the south of Kenley Road as 'Proposed Open Space/Landscaping'. The final planning brief also states: "<i>Proposals for this major development site should also incorporate appropriate green infrastructure such as green roofs, living walls and street planting which contribute to urban greening and result in the enhancement of local biodiversity.</i>"</p>
<p>Regarding open space: centre court (wimbledon) style shopping centre</p>	<p>Noted</p>
<p>Regarding open space: look at how attractive German developments can be</p>	<p>Noted</p>

<p>Regarding open space: There are numerous fine examples around the periphery of the metropolis where modest development has been socially acceptable yet, at the same time, financially viable. We want a local hub with accessibility to the wider choices of central London.</p> <p>Regarding open space: eg pedestrianised areas, two way traffic, removal of railings</p>	<p>Noted</p> <p>The council is working with TfL and other partners to develop a comprehensive plan for the public realm to make Morden a more pleasant place for people to visit. A key aspiration would be to de-clutter/removed un-necessary street furniture and changes to the one-way system</p>
<p>Regarding open space: Paddington central turned out nice almost like Wimbledon without the late night bars/pubs that bring noise and trouble with them.</p>	<p>Noted</p>
<p>Regarding open space: Fulham Broadway Tube station</p>	<p>Noted</p>
<p>Morden hall park is awesome and is currently hidden behind a fence. Why? Show it off.</p>	<p>Noted. Although of interest and relevance to the forthcoming (wider) Morden town centre masterplan work, these matters are not of direct relevance to the planning brief site.</p>
<p>Commercial (non-residential) uses should be located at the Morden Tube end</p>	<p>The final planning brief states: "<i>Town centre uses should be concentrated to the south of the site</i>" and the Key diagram confirms this design guidance.</p>
<p>Commercial (non-residential) uses should not be adjacent to existing residential zones such as Daybrook Road and Kenley Road</p>	<p>It is not uncommon for commercial uses to be adjacent to houses at the edge of town centres, as is currently the case with properties on Kenley Road which are adjacent to the Sainsbury's. The final planning brief does however state that: "<i>Town centre uses should be concentrated to the south of the site</i>" and the Key diagram confirms this design guidance.</p>
<p>Commercial (non-residential) uses should be located at Grasmere Avenue</p>	<p>The final planning brief states: "Town centre uses should be concentrated to the south of the site" and the Key diagram confirms this design guidance. Grasmere Avenue is not within or adjacent to the planning brief site boundary.</p>
<p>Commercial (non-residential) uses should be located at London Road and the access road near the town centre</p>	<p>The final planning brief states: "<i>Town centre uses should be concentrated to the south of the site</i>" and the Key diagram confirms this design guidance.</p>

<p>Commercial (non-residential) uses should be located at Daybrook Road</p>	<p>The final planning brief states: "Town centre uses should be concentrated to the south of the site" and the Key diagram confirms this design guidance. Daybrook Avenue is not within or adjacent to the planning brief site boundary.</p>
<p>Commercial (non-residential) uses should be located up to the boundary with Kenley Road</p>	<p>It is not uncommon for commercial uses to be adjacent to houses at the edge of town centres, as is currently the case with properties on Kenley Road which are adjacent to the Sainsbury's. The final planning brief does however state that: "<i>Town centre uses should be concentrated to the south of the site</i>" and the Key diagram confirms this design guidance.</p>
<p>Waitrose Supermarket which ensures your more affluent shoppers which Morden needs to become an economic hub.</p>	<p>In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. The council has very limited influence on the occupants of commercial units. Once the development brief is adopted by the council, we will work with TfL on implementing the designation. Attracting national retail brands and other commercial businesses is a task for a later stage of the of the redevelopment of this site.</p>
<p>Professional Services units (banks,solicitors etc)</p>	<p>In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. The council has very limited influence on the occupants of commercial units. Once the development brief is adopted by the council, we will work with TfL on implementing the designation. Attracting specific types of commercial uses is a task for a later stage of the of the redevelopment of this site.</p>

<p>premises for dentists, opticians, accountants, other professionals (as now)</p>	<p>In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. The council has very limited influence on the occupants of commercial units. Once the development brief is adopted by the council, we will work with TfL on implementing the designation. Attracting specific types of commercial uses is a task for a later stage of the redevelopment of this site.</p>
<p>What we'd like to see: Cinema, high end retailers as well as local cafes, e.g. Starbucks and Tariro, M&S food, high end department stores. Please no more pound shops, betting shops, charity shops and fast food chains - Morden is over saturated by these and the point of redevelopment is attracting the right retailers; it will not help if the council does not change its mindset regarding to whom is rents spaces. I live in Harland Close and we already have problems with people leaving their cars in the close for the day. I am concerned about the effect of the plans in our Close</p>	<p>In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. The council has very limited influence on the occupants of commercial units. Once the development brief is adopted by the council, we will work with TfL on implementing the designation. Attracting national retail brands and other commercial businesses is a task for a later stage of the of the redevelopment of this site.</p> <p>Many of the streets surrounding this site are already subject to parking controls but these could be extended to mitigate any parking displacement. Planning policy supports low or car/permit free development on sites that are well served by public transport. Some short term parking for shoppers will be provided. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.</p>

To attract shoppers there must be ample reasonably priced parking. To attract individual shops there must be affordable rents and business rates. To attract shoppers (especially in competition with other near-by shopping centres) there needs to be a "unique selling point" meaning specialist shops, something more than run-of-the-mill chain stores, but ideally with one department store or similar to act as a magnet. Architecturally the centre should make a modern statement with a nod to the surrounding art deco but bold enough to attract visitors for its architectural values. Also including as much eco friendly power sources as possible (like the ??BZ housing near carshalton...In other words To be successful the area needs to "pack a punch" to survive against so much nearby competition.

In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. The council has very limited influence on the occupants of commercial units. Once the development brief is adopted by the council, we will work with TfL on implementing the designation. As highlighted in the brief, it is envisaged for smaller sized shops, which due to their size and rents often attracts independent retailers, to be located on the high street to ensure that this development has an active frontage. The final brief also advises that: "Bigger shops should not take up unduly large amounts of frontage to the detriment of vitality. This is particularly relevant for food stores which should, as far as possible, be located to the rear of a larger number of smaller units, with their entrance at one or two key locations. A larger number of smaller shops create a greater range of activity, people and visual richness – all of which increases vitality." Maintaining and attracting businesses such as more independent retailers or businesses is a task that will commence in the later stages of the development. The final planning brief sets out the relevant climate change standards that the development should achieve, which includes investigating the provision of a District Heat Network.

<p>Please can you remove that awful pathway/tunnel leading from the Sainsburys car park to the high street.</p>	<p>The final planning brief refers to the guidance in 'Safer Places', 'Designing out Crime' and 'Secured by Design' and advises that development should reduce the opportunities for criminal behaviour and contribute to a sense of security without being overbearing or intimidating. The council is working with TfL and other partners to develop a comprehensive plan for the public realm in Morden town centre which includes improved facilities for pedestrians and cyclists. To ensure the delivery of a high quality public realm, the final planning brief provides guidance on numerous aspects that affect the public realm e.g. street infrastructure, shop fronts and security. The Key diagram in the final planning brief indicates that the area at the station entrance and the part of London Road which is adjacent to the site are areas that will benefit from public realm improvements as part of a separate project.</p>
<p>Any work will be of benefit and is badly needed. Morden is full of family's but most stay away from town centre as it is crowded and unpleasant, creating space and bringing family friendly businesses in will work.</p>	<p>The final planning brief refers to the guidance in 'Safer Places', 'Designing out Crime' and 'Secured by Design' and advises that development should reduce the opportunities for criminal behaviour and contribute to a sense of security without being overbearing or intimidating. The council is working with TfL and other partners to develop a comprehensive plan for the public realm in Morden town centre which includes improved facilities for pedestrians and cyclists. To ensure the delivery of a high quality public realm, the final planning brief provides guidance on numerous aspects that affect the public realm e.g. street infrastructure, shop fronts and security. The Key diagram in the final planning brief indicates that the area at the station entrance and the part of London Road which is adjacent to the site are areas that will benefit from public realm improvements as part of a separate project.</p>

<p>The tfl bus station should be moved out of London Rd like for example Wimbledon or Kingston's bus stations which are well out of sight from the high street as it is extremely unsightly and attracts a dodgy element. There should only be bus stops in London Road. I think if the Bus Station is not moved out of sight i.e. away from where it is currently the development will not achieve what I think you are trying, i.e. converting the look and feel of Morden town centre to a nice smart shopping experience.</p>	<p>The council is working with TfL and other partners to develop a comprehensive plan for the public realm in Morden. This might include relocating bus services elsewhere in the town centre to reduce the visual dominance of buses and queuing, congesting the area outside the station. The Council would work with London Buses to minimise any impacts on bus users in its plans.</p>
<p>Where is the safe cycle parking for the new shopping area? Morden has insufficient cycle parking now, especially at supermarket.</p>	<p>Any new development will have to provide cycle parking in accordance with London Plan standards. The council is also exploring opportunities to improve cycle access and parking across the town centre</p>
<p>Regarding parking: There should be sufficient car parking available for people owning a property, especially free parking without the need to get paid permit. I've noticed the Kendor car park has been to full capacity recently, after they have downsized the Morden Station car park for commuters using the underground. It makes me question when the survey was carried out on the usage of the car park facility. Parking should also be available to encourage visitors to the town so that they may use the new facilities available.</p>	<p>The Morden Town Centre Car Park surveys referenced in the report were undertaken in Mid 2012 and were correct at the time of the survey. Since this time the Station Car Park has been taken over by NCP and reduced in size. As a result many more commuters are using Kenley Road Car Park. Planning policy supports low or car /permit free development on sites that are well served by public transport. Some short term parking for shoppers will be provided. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.</p>
<p>Regarding parking: not sure as do not need to park in Morden.</p>	<p>Noted</p>
<p>Regarding parking: The current proposal does not include sufficient provision for parking for dwellings in the new development. Additional parking, e.g. underground, should be considered.</p>	<p>Planning policy supports low or car/permit free development on sites that are well served by public transport. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.</p>

<p>Regarding parking: local on Kenley just short of sainsburys is hardly used Do we need more ?</p>	<p>The Morden Town Centre Car Park surveys referenced in the report were undertaken in Mid 2012 and were correct at the time of the survey. Since this time the Station Car Park has been taken over by NCP and reduced in size. As a result many more commuters are using Kenley Road Car Park. Planning policy supports low or car /permit free development on sites that are well served by public transport. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.</p>
<p>Regarding parking: Adequate facilities should be provided for all these categories.</p>	<p>Planning policy supports low or car /permit free development on sites that are well served by public transport. Some short term parking for shoppers will be provided. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.</p>
<p>Regarding parking: Both should be available and commuter parking too otherwise our local roads will be jammed with commuter parking - which we already suffer from and is nuisance.</p>	<p>Planning policy supports low or car/permit free development on sites that are well served by public transport. Some short term parking for shoppers will be provided. Much of Morden town centre is already subject to parking controls but these could be extended to mitigate any parking displacement. Morden is already dominated by road traffic and providing more commuter parking would further increase these problems.</p>
<p>Regarding parking: Kenley Road car park should be retained for shoppers & visitors. The suggested multi storey car park will not appeal to many shoppers, particularly the increasingly older population, as parking spaces tend to be narrow and difficult to negotiate. There is likely to be queueing on the access road to the multi storey; this queueing could extend back to London Road and exacerbate the existing congestion along that road at peak times. Those shoppers preferring ground level parking would switch to shopping in Colliers Wood, formerly the Savacentre, as parking there is ground level and FREE! Any dwellings should have parking bays in front of them.</p>	<p>The scale, design and type of any parking would be dependant on many different factors. The outcome will be dependant on the mix of the uses that eventually come forward at part of a future planning application. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate. The developer will also need to demonstrate how they will mitigate any potential transport impacts. The council would seek to ensure that any future parking facilities meet the national 'Secured by Design' car park standards.</p>

<p>Regarding parking: Underground parking facilities, potential park and rides.</p>	<p>Underground car parking can be prohibitively expensive and may therefore prove inappropriate at this location. The scale, design and type of any parking would be dependant on many different factors. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate. Morden Is serviced by a range of public transport services and a park-&-ride may attract some journeys away from public transport and/or relocate/add to congestion elsewhere.</p>
<p>Regarding parking: The area is in need of free parking for residents and their visitors.</p>	<p>Although it is intended that short stay parking is provided in the final develop mix. The car park management and any charging structure is likely to be the responsibility of the developer. Some free parking is already available on-street on London Road. The Council regularly reviews parking restrictions within its control</p>
<p>Regarding parking: There should be adequate provision for shoppers and residents.</p>	<p>Planning policy supports low or car/permit free development on sites that are well served by public transport. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate. Short term parking is still intended to serve shoppers or visitors.</p>
<p>Regarding parking: a)supermarket needs parking. Plus the one hour maximum spaces (as are currently located in Windermere) are very useful for a quick visit and I'm sure the local shops benefit from this. b) even when flats are built with the purpose of being 'carless' then even with the best will in the world, young people moving in with no car will almost always end up needing a car eg as families grow. parking needs to be incorporated into the multi-storey accommodation plans.</p>	<p>Planning policy supports low or car/permit free development on sites that are well served by public transport. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate. Short term parking is still intended to serve shoppers or visitors. The council will encourage the setting up of Car Club facilities.</p>
<p>Regarding parking: Both</p>	<p>Planning policy supports low or car/permit free development on sites that are well served by public transport. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate. Short term parking is still intended to serve shoppers or visitors.</p>

<p>Regarding parking: Car parking should be appropriate to the needs of development but with no impact on current parking in nearby streets - already a fast growing problem on streets such as Daybrook Road. Again, constraints should be skewed to the needs and character of existing surroundings. Underground car parking should be considered where possible in the town centre.</p>	<p>Many of the streets surrounding this site are already subject to parking controls but these could be extended to mitigate any parking displacement. Planning policy supports low or car/permit free development on sites that are well served by public transport. Underground car parking can be prohibitively expensive and may therefore prove inappropriate at this location. The scale, design and type of any parking would be dependant on many different factors. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.</p>
<p>Regarding parking: You will either need the number of car parks you currently have, or in fact more if you redevelop the shopping centre. Removing so much parking space does not make sense. Making the sainsbury's car park more than 2 storeys would also make it an eyesore.</p>	<p>Planning policy supports low or car/permit free development on sites that are well served by public transport. Underground car parking can be prohibitively expensive and may therefore prove inappropriate at this location. The scale, design and type of any parking would be dependant on many different factors. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.</p>
<p>Regarding parking: Increase the size of sainsburys car park</p>	<p>The scale, design and type of any parking would be dependant on many different factors. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.</p>
<p>Regarding parking: Given the dwellings will be right at the tube station, bus stops and close to up market shops they do not need that much parking. But if you are planning on bringing quality brand shops to Morden where everyone would want to shop you will need parking for shoppers. Shoppers will be needed to drive the local economy to ensure that Morden becomes a successful hub. If you do not have parking for shoppers they will go elsewhere where there are parking complexes like Colliers Wood or Wimbledon or Kingston. You need those wealthy shoppers who do not travel by bus or tube to shop in Morden.</p>	<p>Planning policy supports low or car/permit free development on sites that are well served by public transport. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate. Short term parking is still intended to serve shoppers or visitors.</p>

<p>Regarding parking: Low level to avoid noise and pollution to nearby residences</p>	<p>Planning policy supports low level or car/permit free development on sites that are well served by public transport such as the Morden Station.</p>
<p>Regarding parking: Towns are for people not cars. Transport is good. New residents shouldn't need parking. Public parking should be about the same as is now.</p>	<p>Planning policy supports low or car/permit free development on sites that are well served by public transport. Short term parking is still intended to serve shoppers or visitors. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.</p>
<p>Regarding parking: residents in new dwellings should have at least 1 parking space per small unit 2 per larger units. ample parking is needed for shoppers affordable day passes should be available for commuters/local workers (especially for Crown House employees)</p>	<p>Planning policy supports low or car/permit free development on sites that are well served by public transport. Short term parking is still intended to serve shoppers or visitors. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.</p>
<p>Regarding parking: There should be sufficient parking spaces for shoppers</p>	<p>Planning policy supports low or car/permit free development on sites that are well served by public transport. Short term parking is still intended to serve shoppers or visitors. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.</p>
<p>Regarding parking: Preferably underground!</p>	<p>Underground car parking can be prohibitively expensive and may therefore prove inappropriate at this location. The scale, design and type of any parking would be dependant on many different factors. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.</p>
<p>Regarding parking: there should be spaces for disabled and people with children and a car park for the supermarket but the area is easily reachable by public transport so it should not be too much.</p>	<p>The planning brief refers to the relevant parking provision standards, which includes disabled and other types of parking bays, and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.</p>

Regarding parking: Full Provision	Planning policy supports low or car/permit free development on sites that are well served by public transport. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.
Regarding parking: Additional car park to facilitate the influx of more consumers to Morden Town centre with easy access to shops in Morden - remove the dual carriage way system.	Planning policy supports low or car/permit free development on sites that are well served by public transport. Short term parking is still intended to serve shoppers or visitors. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.
Regarding parking: Although the tube is good access from elsewhere is largely by bus. This will not be good for many people who want to do a large shop trip or are elderly and find public transport difficult. Therefore parking provision should be increased in Pel House and retained in Kenley Road car park.	Planning policy supports low or car/permit free development on sites that are well served by public transport. Short term parking is still intended to serve shoppers or visitors. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.
Regarding parking: There should be plenty of parking for both categories	Planning policy supports low or car/permit free development on sites that are well served by public transport. Short term parking is still intended to serve shoppers or visitors. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.
Regarding parking: Some but not a lot	Planning policy supports low or car/permit free development on sites that are well served by public transport. Short term parking is still intended to serve shoppers or visitors. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.
Regarding parking: Free short stay parking for shopping	Although it is currently intended that short stay parking is provided in the final develop mix. The car park management and any charging structure is likely to be the responsibility of the developer. Some free parking is already available on-street on London Road. The Council also regularly reviews parking restrictions within its control to ensure it meets local needs

<p>Regarding parking: Shoppers - ideally one hour free parking, pay thereafter Residents - 50% to have one parking space</p>	<p>See above re short stay parking. The site benefits from good accessibility by public transport and would therefore be suitable for low levels of parking provision or car/permit free development.</p>
<p>Regarding parking: Some car parking provision needs to be included for all these groups of car users.underground car park to be considered.</p>	<p>Underground car parking can be prohibitively expensive and may therefore prove inappropriate at this location. The scale, design and type of any parking would be dependant on many different factors. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.</p>
<p>Regarding parking: a and b will need provision. Some of a could perhaps be underground.</p>	<p>Underground car parking can be prohibitively expensive and may therefore prove inappropriate at this location. The scale, design and type of any parking would be dependant on many different factors. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.</p>
<p>Regarding parking: The underground line could be extended beyond the present terminal to connect by stairway with Morden South main line. This will ease the need for parking.in Morden. Even now there is only just enough parking</p>	<p>The feasibility of extending the Northern Line to Morden South Station has been considered in the past but was found to be prohibitory expensive. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.</p>
<p>Regarding parking: The local area roads are already totally congested with commuter parking and Crown House Staff. Each proposed dwelling should have car parking space for one car.</p>	<p>Many of the streets surrounding this site are already subject to parking controls but if the need arises consideration can be given to extending the restrictions. Planning policy supports low or car/permit free development on sites that are well served by public transport. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.</p>

<p>Regarding parking: Free 1 Hour Mon-Sat, free all day Sunday</p>	<p>Although it is intended that short stay parking is provided in the final develop mix. The car park management and any charging structure is likely to be the responsibility of the developer. Some free parking is already available on-street on London Road. The Council regularly reviews parking restrictions within its control</p>
<p>Regarding parking: There should be some parking for both visitors & residents</p>	<p>Planning policy supports low or car/permit free development on sites that are well served by public transport. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.</p>
<p>Regarding parking: At least the current level of parking but probably more in view of increased area of shops</p>	<p>Planning policy supports low or car/permit free development on sites that are well served by public transport. Short term parking is still intended to serve shoppers or visitors. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.</p>
<p>Regarding parking: More than proposed. Morden is very useful as it is somewhere you can get to shops and other local facilities by car if you are not able to use public transport easily (not just disability but also living too far from a bus stop to carry back heavy shopping) . Its also somewhere you can leave your car for an evening or at w/e's and take the Northern Line up to London. New housing (whatever sort) also means more cars, so Morden would need at least as much parking as it has now, and still needs to be affordable parking because of the type of area it is. If you want something different, there is Wimbledon and Sutton within easy reach.</p>	<p>Planning policy supports low or car/permit free development on sites that are well served by public transport. Short term parking is still intended to serve shoppers or visitors. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.</p>
<p>Regarding parking: underground parking, but as tube buses are all so close, parking could be limited for residential properties.</p>	<p>Underground car parking can be prohibitively expensive and may therefore prove inappropriate at this location. The scale, design and type of any parking would be dependant on many different factors. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.</p>

<p>Regarding parking: There will be a shortage of parking if a development takes up Kenley Road car park. The council usage figures are out of date as the public parking in Morden Station has been reduced. During the week the car park is nearly full.</p>	<p>The Morden Town Centre Car Park surveys referenced in the report were undertaken in Mid 2012 and were correct at the time of the survey. Since this time the Station Car Park has been taken over by NCP and reduced in size. As a result many more commuters are using Kenley Road Car Park. Planning policy supports low or car /permit free development on sites, such as Morden that are well served by public transport. Some short term parking for shoppers will be provided. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.</p>
<p>Regarding parking: Think ample affordable parking must be provided considering most of Merton Park is residents only parking and so if not provided not sure where people, whether they be visitors, commuters or residents, will park if provision is not made in the new structures.</p>	<p>Planning policy supports low or car /permit free development on sites, such as Morden that are well served by public transport. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.</p>
<p>Regarding parking: This plan will just make the on-road parking more extreme. The plan for Morden Centre is complete madness and a waste of money. Where will all the commuters park? If this goes ahead we need a CPZ extended to Windermere Avenue but that will not happen as all the Council workers already park there. What happened to the previous plans to regenerate Morden - the waste in Abbotsbury Road for instance</p>	<p>Many of the streets surrounding this site is already subject to parking controls. If the need arises then consideration can be given to extending the restrictions. Planning policy supports low or car/permit free development on sites that are well served by public transport. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.</p>

<p>Regarding parking: In general, car parking takes space away from residential and commercial uses. While some car parking is of course necessary, too much can have deleterious effects. a) Morden should prioritize sustainable transport modes rather than maximize car parking. While it may be tempting to try to attract trade with car parking, this will result in increased traffic, and create congestion, noise and pollution. The dismal street scene we have in Morden today is in large part due to the effect of excessive motor traffic. In addition, it is unlikely Morden can compete for trade on the basis of car parking. It needs to attract visitors through a unique offering: attractive street scene, diverse businesses and great architecture. b) we should encourage new dwellings to be car-free and promote the increasingly popular car club alternative to car ownership. Morden has good public transport links, and we do not want to increase the amount of local traffic by promoting car ownership.</p>	<p>Planning policy supports low or car/permit free development on sites that are well served by public transport. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate. The council is working with TfL and other partners to develop a comprehensive plan for the public realm in Morden including improved facilities for pedestrians and cyclists.</p>
<p>Regarding parking: 1 hour free parking for shoppers resident parking charge for dwellings</p>	<p>Some short stay parking will be provided but the car park management and any charging structure is likely to be the responsibility of the developer. Some free parking is already available on-street on London Road. The Council regularly reviews parking restrictions within its control.</p>
<p>Regarding parking: Car parking spaces need to be provided for dwellings (permits) with separate shopper and visitors car parks attached to each large retail outlet</p>	<p>Planning policy supports low or car /permit free development on sites that are well served by public transport. Some short term parking for shoppers will be provided. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.</p>
<p>Regarding parking: Must have car parking for supermarkets! This is essential and is sadly lacking in Wimbledon.</p>	<p>The developer will determine the mix and level of parking provided in accordance with London Plan Standards and discussions will potential store occupants</p>
<p>Regarding parking: Under ground parking.</p>	<p>The scale, design and type of any parking would be dependant on many different factors. The outcome will be dependant on the mix of the uses that eventually come forward at part of a future planning application. Transport policy supports national Secured by Design standards</p>

Regarding parking: Adequate car parking provision is essential	Planning policy supports low or car/permit free development on sites that are well served by public transport. Short term parking is still intended to serve shoppers or visitors.
Regarding parking: Plenty of short stay parking for shoppers.	The developer will determine the mix and level of parking provided in accordance with London Plan Standards and discussions with potential store occupants
Regarding parking: provision for at least one car per dwelling plus shopping and station users	Planning policy supports low or car/permit free development on sites that are well served by public transport. Short term parking is still intended to serve shoppers or visitors. The exact mix will be determined by the developer
Regarding parking: Underground and Multi Storey	The scale, design and type of any parking would be dependant on many different factors. The outcome will be dependant on the mix of the uses that eventually come forward at part of a future planning application. Transport policy supports national Secured by Design standards
Regarding parking: The parking survey was taken before the reduction in size of the station car park. Since then Kenley Road car park has become very busy in the daytime. I feel that this car park should remain and no development should take place thereon.	The Morden Town Centre Car Park surveys referenced in the report were undertaken in Mid 2012 and were correct at the time of the survey. Since this time the Station Car Park has been taken over by NCP and reduced in size. As a result many more commuters are using Kenley Road Car Park. Planning policy supports low or car free development on sites, such as Morden that are well served by public transport.
Regarding parking: Some commuter and shopping car parking over and above supermarket parking is essential to avoid further pressure on surrounding roads unless local residential streets without controlled parking are to be reviewed as part of this development	Planning policy supports low or car/permit free development on sites that are well served by public transport. Short term parking is still intended to serve shoppers or visitors. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate. Where generally supported by residents, the council can implement additional parking controls to mitigate any displacement.
Regarding parking: sufficient capacity for expected use	Planning policy supports low or car/permit free development on sites that are well served by public transport. Short term parking is still intended to serve shoppers or visitors. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.

<p>Regarding parking: This was lost when I went back to a previous page and I cannot be bothered to repeat the carefully considered work. Something like: a) Adequate for statistically projected capacity over the next twenty years. Essential to have public transport to the hub, led by LT, linking with other centres and into residential zones. Avoid overwhelming roads with motorcars. b) Garages (possibly underground) for each town house and sufficient underground spaces for apartment blocks.</p>	<p>Planning policy supports low or car/permit free development on sites that are well served by public transport. Short term parking is still intended to serve shoppers or visitors. Underground car parking can be prohibitively expensive and may therefore prove inappropriate at this location.</p> <p>The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.</p>
<p>Regarding parking: Commuter parking needs to be maintained to avoid streets being clogged and supermarket needs spaces. B. whatever is available</p>	<p>Planning policy supports low or car/permit free development on sites that are well served by public transport. Some short term parking for shoppers will be provided. Much of Morden town centre is already subject to parking controls. These could be extended to mitigate any parking displacement. Morden is already dominated by road traffic and providing more commuter parking would further increase these problems.</p>
<p>Regarding parking: Multi-storey provided by supermarket / retail outlet for commercial and underneath dwellings for residential</p>	<p>The scale, design and type of any parking would be dependant on many different factors. The outcome will be dependant on the mix of the uses that eventually come forward at part of a future planning application. Some short term parking for shoppers will be provided. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.</p>
<p>Regarding parking: New residents will bring additional cars and a rejuvenated town centre will bring additional visitors with further cars. Granted that the current occupancy is fairly low but 3 days may not be representative, and the development will increase demand significantly. There does not seem to be sufficient consideration for this. Similarly what impact will this additional traffic have on the road infrastructure and how can we minimise this?</p>	<p>Planning policy supports low or car/permit free development on sites that are well served by public transport. Short term parking is still intended to serve shoppers or visitors. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate. Any developer will be required to mitigate against potential transport impacts.</p>
<p>Regarding parking: Ground level car parking</p>	<p>The scale, design and type of any parking would be dependant on many different factors. The outcome will be dependant on the mix of the uses that eventually come forward at part of a future planning application</p>

<p>Regarding parking: Buildings should have underground car park</p>	<p>The scale, design and type of any parking would be dependant on many different factors. The outcome will be dependant on the mix of the uses that eventually come forward as part of a future planning application. Underground car parking can be prohibitively expensive and may therefore prove inappropriate at this location. Underground car parking can be prohibitively expensive and may therefore prove inappropriate at this location.</p> <p>The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.</p>
<p>Regarding parking: Its a concern where people would park so whilst a mix is needed, you forsee the need will come for a CPZ. A lot of flats would have to be sold/rented under the understanding that no residents parking permit could be purchased</p>	<p>Many of the streets surrounding this site is already subject to parking controls. If the need arises then consideration can be given to extending the restrictions. Planning policy supports low or car/permit free development on sites that are well served by public transport. These controls can be included as planning conditions.</p>
<p>Regarding parking: There should be free parking for shoppers. At least 2 hours free then cheap thereafter. Allocated secure parking for the larger homes that are being built is a must also.</p>	<p>Although it is intended that short stay parking is provided in the final mix, the car park management and any charging structure is likely to be the responsibility of the developer. Planning policy supports low or car/permit free development on sites that are well served by public transport. Any parking provision will need to meet London Plan standards including those for any larger homes.</p>
<p>Regarding parking: Parking for any dwellings should be provided, the roads are already busy enough with parked cars outside of controlled hours making them hazardous for young and old alike on foot or bicycle.</p>	<p>Planning policy supports low or car/permit free development on sites, such as Morden that are well served by public transport. Short term parking is still intended to serve shoppers and other visitors</p>
<p>Regarding parking: to be clean!!!!</p>	<p>Council policy requires that new parking facilities should meet national Secured by Design standards. This will of course affect the way it is managed on a daily basis.</p>
<p>Regarding parking: A Multi storey car park suitably lit at night</p>	<p>Council policy requires that new parking facilities should meet national Secured by Design standards. This will of course affect the way it is managed on a daily basis.</p>

<p>It needs to be accepted that Morden is a location for commuters who live outside the Borough to use the underground. I am not convinced that sufficient parking is provided for these commuters. Such parking needs to be provided for long term use. Why not try making London Road from the Civic Centre to Kenley Road pedestrian except for buses and reroute traffic through Aberconway Road, get rid of the shops etc in Abbotisbury Road and provide car parking and other facilities. It would be good to stop the roads nearer Morden being car parks.</p>	<p>Planning policy supports low or car/permit free development on sites, such as Morden that are well served by public transport. Some short term parking for shoppers will be provided. Much of Morden town centre is already subject to parking controls. These could be extended to mitigate any parking displacement. Morden is already dominated by road traffic and providing more commuter parking would further increase these impacts. The council is also working with TfL (the Highway Authority for London Road) and London Buses to develop proposals for the wider public realm and to provide a better balance in the way the limited road space is used.</p>
<p>The intention for there to be NO PROVISION FOR COMMUTER PARKING is ridiculous! Cars will be displaced onto residential roads. The idea that people from outside the area will change from using private cars to public transport to reach Morden Station is unrealistic. THERE SHOULD BE MORE, CHEAPER PARKING NOT LESS!</p>	<p>Planning policy supports low or car/permit free development on sites, such as Morden that are well served by public transport. Some short term parking for shoppers will be provided. Much of Morden town centre is already subject to parking controls. These could be extended to mitigate any parking displacement. Morden is already dominated by road traffic and providing more commuter parking would further increase these problems.</p>
<p>Strongly object to the development of the Kenley Road car park. This should be retained.</p>	<p>The Kenley Road Car Park site is a Proposal Site with allocated uses for residential or education use. Planning policy supports low or car/permit free development on sites, such as Morden that are well served by public transport. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.</p>
<p>Concerned that the new access road will turn Kenley Road and further Merton Park into a rat run, by cutting the corner from the roundabout.</p>	<p>To access and service this site it will be necessary to provide suitable connections to the road network. This might include a new road link or changes to existing access arrangements. The final planning brief points out that any proposals to redevelop the site would need to be supported by a Full Transport Assessment, which needs to consider all the relevant transport related impacts.</p>

Appendix 2c: Consultation responses from the attendees of the workshops with council staff at the annual Staff Roadshow (November 2013)

Response	Officers' Comments/Actions
can build up but not near existing houses	The final planning brief states: "New buildings on the Kenley Road Car Park site and the parts of buildings adjacent to the houses along Kenley Road and Windermere Avenue should therefore respect and relate to the ridge height of the existing neighbouring houses". The Key diagram also has symbols indicating where new development has to 'respect and relate' to the existing houses.
more greening e.g. roofs and living walls	The final planning brief also states: "Proposals for this major development site should also incorporate appropriate green infrastructure such as green roofs, living walls and street planting which contribute to urban greening and result in the enhancement of local biodiversity."
public toilets to be provided	In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. Once the development brief is adopted by the council, we will work with TfL on implementing the designation. Community uses are permitted by means of the site allocations, are sought through adopted planning policy and the final planning brief refers to the benefits of a mix of uses, including community uses, in town centres. Aside from the development on the Morden Station site, the council currently provides public toilets at Civic Centre and two other locations in Morden as part of our community toilet program.
new school to be provided x2	The final planning brief refers to the policy requirement that any proposals on this large site will be expected to: <ul style="list-style-type: none"> • incorporate an appropriately sited and sized area for the provision of a new school or • demonstrate why the site cannot accommodate a new school and that the child yield from the proposal could be met in local schools. The council has delivered more than 600 additional primary school places since 2007 and has recently conducted two comprehensive studies towards identifying sites for new primary and secondary school places. Merton's Sites and Policies Plan allocates several sites for education purposes which will help to meet future needs.
new gym x2	In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. Once the development brief is adopted by the council, we will work with TfL on implementing the designation. Community uses are permitted by means of the site allocations, are sought through adopted planning policy and the final planning brief refers to the benefits of a mix of uses, including community uses, in town centres.

pop-up theatre	In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. Once the development brief is adopted by the council, we will work with TfL on implementing the designation. Community uses are permitted by means of the site allocations, are sought through adopted planning policy and the final planning brief refers to the benefits of a mix of uses, including community uses, in town centres.
provide improved health (GP) services	The final planning brief points out that: <i>"The impacts of this major development site on local health and wellbeing should be considered through the use of a Health Impact Assessment."</i> The developer is also likely to have to pay the Community Infrastructure Levy (CIL). CIL funding could contribute towards improvements of local health facilities.
use council chamber as cinema or gym	Although of interest and relevance to the forthcoming (wider) Morden town centre masterplan work, these matters are not of direct relevance to the planning brief site.
provide budget hotel	In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. The council has very limited influence on the occupants of commercial units. Once the development brief is adopted by the council, we will work with TfL on implementing the designation.
Energy efficient homes	The final planning brief sets out the relevant climate change standards that the development should achieve, which includes investigating the provision of a District Heat Network.
Affordable housing needs to be provided for 1st time buyers	The final planning brief refers to adopted planning policy which seeks the provision of an appropriate mix of dwelling sizes and tenures. The council's policy is for part of all large residential developments to be affordable homes, including shared ownership.
flats above shops	The Key diagram in the final planning brief shows the areas where flats should be provided above the commercial and leisure uses at ground level.
Civic centre building (and rear flanks) to be converted into affordable and private housing	Although of interest and relevance to the forthcoming (wider) Morden town centre masterplan work, these matters are not of direct relevance to the planning brief site.
Abbotsbury Road could be a pocket park	Although of interest and relevance to the forthcoming (wider) Morden town centre masterplan work, these matters are not of direct relevance to the planning brief site.

Better quality shops	<p>In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. The council has very limited influence on the occupants of commercial units. Once the development brief is adopted by the council, we will work with TfL on implementing the designation. Attracting businesses is a task for a later stage of the of the redevelopment of this site.</p>
<p>some larger commercial units to attract wider variety of retailers x2</p>	<p>In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. The council has very limited influence on the occupants of commercial units. Once the development brief is adopted by the council, we will work with TfL on implementing the designation. Attracting national retail brands and other commercial businesses is a task for a later stage of the of the redevelopment of this site. The final brief does however advise that: <i>"Bigger shops should not take up unduly large amounts of frontage to the detriment of vitality. This is particularly relevant for food stores which should, as far as possible, be located to the rear of a larger number of smaller units, with their entrance at one or two key locations. A larger number of smaller shops create a greater range of activity, people and visual richness – all of which increases vitality."</i></p>
<p>good quality restaurants should be provided x3</p>	<p>In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. The council has very limited influence on the occupants of commercial units. Once the development brief is adopted by the council, we will work with TfL on implementing the designation. Attracting businesses is a task for a later stage of the of the redevelopment of this site.</p>
<p>more convenience shopping</p>	<p>In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. The council has very limited influence on the occupants of commercial units. Once the development brief is adopted by the council, we will work with TfL on implementing the designation. Attracting businesses is a task for a later stage of the of the redevelopment of this site.</p>

<p>provide a shopping centre on the Peel House Car Park site x2</p>	<p>In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. The council has very limited influence on the occupants of commercial units. Once the development brief is adopted by the council, we will work with TfL on implementing the designation. Attracting businesses is a task for a later stage of the redevelopment of this site. The Key diagram in the final planning brief shows that there is likely to be a mix of car parking, housing and commercial and leisure uses on the existing Peel House Car Park site.</p>
<p>Provide a cinema x3 and/or theatre</p>	<p>In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. Once the development brief is adopted by the council, we will work with TfL on implementing the designation. Community uses are permitted by means of the site allocations, are sought through adopted planning policy and the final planning brief refers to the benefits of a mix of uses, including community uses, in town centres.</p>
<p>there should be a good mix of independents and chain stores</p>	<p>In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. The council has very limited influence on the occupants of commercial units. Once the development brief is adopted by the council, we will work with TfL on implementing the designation. As highlighted in the brief, it is envisaged for smaller sized shops, which due to their size and rents often attracts independent retailers, to be located on the high street to ensure that this development has an active frontage. The final brief also advises that: <i>“Bigger shops should not take up unduly large amounts of frontage to the detriment of vitality. This is particularly relevant for food stores which should, as far as possible, be located to the rear of a larger number of smaller units, with their entrance at one or two key locations. A larger number of smaller shops create a greater range of activity, people and visual richness – all of which increases vitality.”</i> Maintaining and attracting businesses such as national or independent retailers or businesses is a task that will commence in the later stages of the development.</p>
<p>there should be more national brands e.g Starbucks, M&S, Matalan, McDonalds, Next, etc. x2</p>	<p>In accordance with national planning policies, the council's emerging Sites & Policies Plan sets out the allocated uses for this site which includes residential, community, offices, retail, hotel and a wide range of other commercial uses. The purpose of this planning brief is to set out a clear vision and to provide design guidance for this site. The council has very limited influence on the occupants of commercial units. Once the development brief is adopted by the council, we will work with TfL on implementing the designation. Attracting national retail brands and other commercial businesses is a task for a later stage of the redevelopment of this site.</p>
<p>Morden Hall Park could have a Spa</p>	<p>Noted. Although of interest and relevance to the forthcoming (wider) Morden town centre masterplan work, these matters are not of direct relevance to the planning brief site.</p>

evening economy needs to be improved (created?)	The final planning brief states: "A mix of uses is critical for a vibrant town centre, as a good mix of uses attracts a variety of people for a long period during the day and the different uses will support each other commercially."
The top of the civic centre could have a function room or observation deck	Although of interest and relevance to the forthcoming (wider) Morden town centre masterplan work, these matters are not of direct relevance to the planning brief site.
There should be free wi-fi at the civic centre	Although of interest and relevance to the forthcoming (wider) Morden town centre masterplan work, these matters are not of direct relevance to the planning brief site.
There should be development over the station e.g. Epsom	As part of the preparatory work for this planning brief, the feasibility and viability of development above the station was explored but it was not viable.
Litter e.g. gum	The council will seek to create a public realm that is easy to clean and maintain
Create a piazza (like in Wimbledon) possibly where the bus interchange currently is	The council is working with TfL and other partners to develop a comprehensive plan for the public realm in Morden town centre which includes improved facilities for pedestrians and cyclists. To ensure the delivery of a high quality public realm, the final planning brief provides guidance on numerous aspects that affects the public realm e.g. street infrastructure, shop fronts and security. The Key diagram in the final planning brief indicates that the area at the station entrance and the part of London Road which is adjacent to the site are areas that will benefit from public realm improvements as part of a separate project. The bus interchange area at the front of the station and the open space area south of Kendor Gardens, as shown on the Key diagram in the final planning brief, could potentially become public squares.
Create a piazza on the southern (Abbotsbury triangle) side of London Road, opposite the intersection with the new street	Although of interest and relevance to the forthcoming (wider) Morden town centre masterplan work, these matters are not of direct relevance to the planning brief site.
create a water feature to mitigate against the noise pollution caused by traffic	The council is working with TfL and other partners to develop a comprehensive plan for the public realm in Morden town centre. To ensure the delivery of a high quality public realm, the final planning brief provides guidance on numerous aspects that affects the public realm e.g. street infrastructure, shop fronts and security. The Key diagram in the final planning brief indicates that the area at the station entrance and the part of London Road which is adjacent to the site are areas that will benefit from public realm improvements as part of a separate project.

<p>Bus interchange area currently intimidating</p>	<p>The council is working with TfL and other partners to develop a comprehensive plan for the public realm in Morden town centre which includes improved facilities for pedestrians and cyclists. To ensure the delivery of a high quality public realm, the final planning brief provides guidance on numerous aspects that affects the public realm e.g. street infrastructure, shop fronts and security. The Key diagram in the final planning brief indicates that the area at the station entrance and the part of London Road which is adjacent to the site are areas that will benefit from public realm improvements as part of a separate project. This might include relocating some bus services elsewhere in the town centre.</p>
<p>move bus interchange (possibly to Abbotsbury Road)</p>	<p>In exploring concepts for the public realm, in particular options for relocating the bus stand away from Morden Station, the council will consider the potential impacts of dispersing services around the town centre, including Abbotsbury Road.</p>
<p>Provide a Park & Ride</p>	<p>Morden is highly accessible by public transport. The council also has doubts about the desirability of promoting park and ride as it may merely transfer trips away from more sustainable modes or serve to relocate traffic problems elsewhere on the road network</p>
<p>the new housing is going to have a big parking impact</p>	<p>Planning policy supports low or car free/permit free development on sites, such as in Morden that are well served by public transport. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.</p>
<p>Retain the car park but they could be in a basement</p>	<p>Planning policy supports low or car free/permit free development on sites, such as in Morden that are well served by public transport. Short term parking is still intended to serve shoppers and other visitors. Underground car parking can be prohibitively expensive and may therefore prove inappropriate at this location. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.</p>
<p>More parking (all types) should be provided</p>	<p>Planning policy supports low or car free/permit free development on sites, such as in Morden that are well served by public transport. Some short term parking for shoppers will be provided. Morden is already dominated by road traffic and providing more commuter parking would exacerbate these problems. The planning brief refers to the relevant parking provision standards and clarifies that the developer will have to make the case, as part of any planning application, why the proposed number and type of parking spaces are appropriate.</p>
<p>Lidl site could have a multi-storey car park</p>	<p>Should the owners of the LIDL site come forward with development proposals, these will be assessed against adopted policies contained within the Council's Local Plan</p>
<p>safe walking routes - no alleyways</p>	<p>The planning brief advises that the public realm must be well designed to maximise space for pedestrians and facilitate easy movement for those with physical impairments. The planning brief also points to the principles contained in guidance documents such as 'Safer Places', 'Designing out Crime' and 'Secured by Design' and advises that development should reduce the opportunities for criminal behaviour and contribute to a sense of security without being overbearing or intimidating.</p>

likely levels of traffic is a concern X2	Transport policies support permit/car free housing in accessible locations such as Morden. The Council would work with developers and TfL at an early stage to mitigate potential traffic impacts arising from the development
London Road should be bus only. Cars to be diverted down Aberconway Road	The council will work with TfL (the Highway authority) to seek a better balance in the way the limited road space is used that is more in keeping with its town centre uses
Create new street from London Road to Kenley Road	To access and service this site it will be necessary to provide suitable connections to the road network. This might include a new road link or changes to existing access arrangements.

This page is intentionally left blank

Committee: Cabinet

Date: 10th March 2014

Agenda item:

Wards: Colliers Wood

Subject: Allocation of S.106 monies to Connecting Colliers Wood

Lead officer: John Hill

Lead member: Andrew Judge

Forward Plan reference number:

Contact officer: Tim Catley (S.106 Monitoring), Pip Howson (Future Merton)

Recommendations:

That members agree to the requested S106 contribution as detailed be allocated to the Connecting Colliers Wood project in accordance with the S.106 Spend Parameters set out in paragraph 1.2.

PURPOSE OF REPORT AND EXECUTIVE SUMMARY

1 Specific Proposal – Proposed allocation of S.106 funds towards the Connecting Colliers Wood project

- 1.1 Member Authority is sought to allocate the Section 106 contributions of £248,465.00 detailed in Table 1 towards the public realm improvement scheme at Colliers Wood.
- 1.2 Cabinet member Councillor Andrew Judge has approved for this paper to go to cabinet by email dated 19th February 2014.

1.3 Table 1

Reference	Address	Amount (£)	S.106 Spend Parameters
154/5	Land bound by Coll Wd High St Christchurch Rd, Pickle Ditch	3,465.00	Towards the provisions of a library or other community facilities within the Colliers Wood Area of Opportunity as defined on the proposals map of the LBM UDP.
192a/8	Merton Abbey Mills and Land to the South of Merantum Way Colliers Wood	25,000.00	Second Transport Contribution (£25,000)
	Sub- Total	28,465.00	
477/2	Land at Brown and Root Tower, 125 High Street,	220,000.00	Funding to be received. Ring fenced for contribution to public realm improvements surrounding the Brown

	Colliers Wood, SW19		and Root tower.
	Grand Total	248,465.00	

1.3.1 It is proposed to allocate the funds included in Table 1 towards the Connecting Colliers Wood project. The key aspects of the scheme are

- Improved pedestrian connectivity
- Development of a plaza
- The creation of a number of 'public realm' enhancements such as improved street furniture
- Improved cycle routes
- Enhanced signage
- Pavement widening at specific locations
- Upgraded secure cycle parking facilities
- Wandle links
- Lighting and pavement improvements around Donald Hope Library

The proposed scheme would provide benefits for residents, employees and visitors associated with all the development included in Table 1 by improving conditions for pedestrians, cyclists and public transport users, thereby encouraging sustainable travel behaviour. Therefore it is considered that the proposed scheme satisfies the S106 parameters for the contribution.

1.3.2 Given the range of issues associated with delivering a successful scheme in the area and the strong focus on quality, based on budget availability there is an imperative to work collectively and to pool funding.

1.3.3 An outline scheme concept is being developed and a Project Group established.

1.3.4 The scheme is jointly funded project with contributions from the TfL Local Implementation Plan and Mayor's Regeneration Fund and planning gain from the Brown and Root tower development.

1.3.5 The overall funding requirement for the project is estimated at £2,500k. £1,391k is for the delivery of the TfL programme and £1,029k for Merton's programme.

Table 2		
Amount	Funding sources	Status
282k	Transport for London LIP	Agreed
1,599k	Mayors Regeneration fund	Contract signed
301k	Merton Capital	Agreed
220k	S106 (Criterion)	Ring fenced
48k	S106 various	Delegated approval

		24/2/2014
18k	Merton revenue	Agreed

1.3.6 The following table summarises the expected outcomes of this project in sustainable communities terms:

Table 3		
Outcome	Relevant Proposal	Impact
Access for All	Enhanced crossing facilities Additional Seating provision Better interchange and onward signage	Proposals will increase the over accessibility of the area through creating a better balance between motor vehicles and pedestrians
Community and Partnerships	Cross organisational proposal with cross cutting objectives Range of partnership Consultation and engagement with local community and stakeholders	Project will engage with range of partner organisations to ensure effective delivery creating positive links which can be maintained beyond the life of the project
Environment	Urban realm improvements (e.g. paving, plantings) Rebalance space	The overall environmental quality of the area will be enhanced with visual benefits. The enhanced pedestrian access and cycle parking provision will further encourage use of these sustainable modes
Equity	Overall access enhancements	General benefits will be across all people accessing the area, however disabled persons and other people with mobility barriers will specifically benefit due to the enhanced

		pedestrian access
Health Lifestyle	Overall access enhancements	Encouraging use of active modes through infrastructure improvements

1.4 ALTERNATIVE OPTIONS

- 1.4.1 Cabinet could decide not to approve the allocation of the S.106 funds towards the Scheme, however this would result in a lost opportunity to spend the S.106 funds in accordance with the S.106 agreement from which it was secured and the council may miss out on realising the substantial community benefits offered by the proposal

1.5 CONSULTATION UNDERTAKEN OR PROPOSED

- 1.5.1 This report in relation to the update of S.106 Agreements for the 1st quarter and end of the financial year 2012/013 is for information.
- 1.5.2 Connecting Colliers Wood has been through two informal consultations with an average 80% support of the proposals. The project has an agreed communication plan and the full scheme project programme will include a detailed consultation and formal consultation related to the technical works.

1.6 TIMETABLE

- 1.6.1 The project will be constructed by March 2015 subject to consultation.

1.7 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 1.7.1 Other than the Brown and Root Tower contribution which is due to be received in March 2014, the S.106 funds referred to in this report have been received by London Borough of Merton and are available to be spent in the manner agreed by Cabinet, subject to any restrictions contained in the agreements.

1.8 LEGAL AND STATUTORY IMPLICATIONS

- 1.8.1 As stated in the body of the report.

1.9 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

- 1.9.1 The planning applications were considered in the light of the Human Rights Act S.106 contributions are secured and allocated towards community benefits such as school improvement projects, open spaces, sustainable transport and community safety. As a consequence, equalities and community cohesion implications are taken into account.
- 1.9.2 Connecting Colliers Wood is the subject of on going equalities assessment reporting to the E & R Equalities Steering Group.

1.10 CRIME AND DISORDER IMPLICATIONS

- 1.10.1 This report is for information. Specific schemes may have relevant implications.

1.10.2 Connecting Colliers Wood is the subject of crime and disorder audit coordinated by Safer Merton.

1.11 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

1.11.1 For a minority of contributions there are deadlines for which they have to be spent. The risk is minimised by undertaking the monitoring of these contributions.

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

1.13 BACKGROUND PAPERS

NONE

This page is intentionally left blank

Committee: Cabinet

Date: 10 March 2014

Agenda item:

Wards: Pollards Hill

Subject: Allocation of S.106 Monies – Mitcham Common Conservators

Lead officer: John Hill, Head of Public Protection and Development

Lead member: Councillor Andrew Judge, Cabinet Member for Environmental Sustainability and Regeneration

Forward Plan reference number:

Contact officers: Tim Catley, S.106 Monitoring Officer (S.106 Processes), Martin Boyle (matters relating to Mitcham Common Conservators), and Richard Lancaster, Placemaking Programme Manager, Future Merton (matters relating to the original S.106 Unilateral Undertaking and revised agreement)

Recommendations:

- A. To allocate £100,000 of S106 monies associated with the development of the site of the former Windmill Trading Estate, 302-312 Commonside East, Mitcham for the enhancement, maintenance and management of Mitcham Common by the Mitcham Common Conservators.
-

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. The purpose of this report is to seek Cabinet authorisation for the allocation of £100,000 S106 monies associated with the development of the site of the former Windmill Trading Estate, 302-312 Commonside East, Mitcham for the enhancement, maintenance and management of Mitcham Common by the Mitcham Common Conservators.
- 1.2. The allocation of the monies is necessary to facilitate the agreement of the works and easements on common land necessary for the new housing development owned by Notting Hill Housing Trust. The owner paid the monies under the S106 agreement for highways measures that are not required. The owner and Planning Applications Committee have formally agreed to the alternative use of the funding.
- 1.3. It is Council procedure that allocation of £50,000 or more S.106 funding to any specific scheme must be authorised by decision of Cabinet.

2 DETAILS

General S.106 Considerations

- 2.1. S.106 of the Town & Country Planning Act 1990 (as amended) permits Local Planning Authorities to enter into agreements with applicants for planning permission to regulate the use and development of land. This may involve the payment of a financial contribution for off site works.

- 2.2. The Community Infrastructure Regulation 122 requires planning permission can only be granted with S.106 agreements that are:
- i) Necessary to make the proposed development acceptable in planning terms;
 - ii) Directly related to the proposed development; and
 - iii) Fairly and reasonably related in scale and kind to the proposed development

- 2.3. It is Council procedure that allocation of £50,000 or more S.106 funding to any specific scheme must be authorised by decision of Cabinet.

Case Specific Details

- 2.4. A planning application was submitted to the Council in 2005 for the redevelopment of the Former Windmill Trading Estate, Mitcham including demolition of existing buildings and erection of a mix of residential and commercial units.
- 2.5. The applicant lodged an appeal following the Council's failure to determine the application within the statutory period set by the Government for local planning authorities to determine applications which was allowed thereby granting planning permission.
- 2.6. Prior to the Secretary of State's release of a decision in relation to the appeal the developer submitted a Unilateral Undertaking under S.106 of the Town and Country Planning Act 1990 dated 2 March 2007. The Unilateral Undertaking included an undertaking by the developer to pay the Council £85,050 (prior to commencement of building works in relation to the development) to be applied "towards the enhancement, maintenance and management of the Mitcham Common by the Conservators". A total of £300,000 monies for various highways measures were also required. In his decision dated 4 June 2007, the Secretary of State confirmed that he was happy to accept the above Unilateral Undertaking to form part of his decision.
- 2.7. The Mitcham Common Conservators is a body established by Statute whose sole purpose is to regulate and manage Mitcham Common for the benefit of the public.
- 2.8. The financial contributions were paid by the owner of the development, Notting Hill Housing Trust, in 2010 following commencement of works on site and the £85,050 was transferred to the Conservators in 2011 following authorisation by Cabinet in June 2011.
- 2.9. The building works on the former Windmill Trading Estate site have been completed by Notting Hill Housing Trust, and dwellings occupied. Highways officers confirmed that the highways monies could not be spent on the measures under which they were paid and Planning Applications Committee on 14 June 2012 agreed to the alternative use of the funds for various alternative measures associated with the development together including £100,000 to be paid to the Conservators so as to facilitate their agreement to landscaping works and utility easement arrangements needed for the

development on common land. The alternative use of the funds were agreed by Notting Hill Housing Trust in writing on 5 December 2013.

- 2.10. Following allocation of the contribution the sum would be transferred directly to the Conservators on the basis that they use the funds towards the enhancement, maintenance and management of Mitcham Common.

3 ALTERNATIVE OPTIONS

- 3.1. Any alternative use of the monies would be contrary to the agreement between the Council, the owner of the development Notting Hill Housing Trust and the Mitcham Common Conservators as authorised by Planning Applications Committee and could result in the owner requesting repayment of the monies and failure to deliver a development with suitable access and circulation arrangements.

4 CONSULTATION UNDERTAKEN OR PROPOSED

- 4.1. Planning Applications Committee agreed to the proposal on 14 June 2012. The report to that committee provides details of consultation that was carried out in advance of that meeting.

5 TIMETABLE

- 5.1. There are no deadlines set out in the Unilateral Undertaking for the expenditure of the Contribution.

6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 6.1. The S.106 funds referred to in this report have been received by London Borough of Merton and are available to be spent in the manner agreed by Cabinet, subject to any restrictions contained in the agreements.

7 LEGAL AND STATUTORY IMPLICATIONS

- 7.1. As stated within the body of the report and within the report to 14 June 2012 Planning Applications Committee.

8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

- 8.1. The planning application was considered in the light of the Human Rights Act. The S.106 contribution was secured towards community benefits to mitigate the impact of the development granted planning permission. The proposed allocations would be in strict accordance with the terms of the S.106 Agreement. As a consequence, equalities and community cohesion implications are taken into account.

9 CRIME AND DISORDER IMPLICATIONS

- 9.1 There would be no crime and disorder implications associated with the allocation of the above contribution.

10 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

- 10.1. There are no deadlines set out in the Unilateral Undertaking for the expenditure of the Contribution. The Mitcham Common Conservators sole purpose is to regulate and manage Mitcham Common for the benefit of the public, have requested the monies and have confirmed that they would be in a position to utilise the funds.

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

- Nil

12 BACKGROUND PAPERS

12.1. Planning Applications Committee Report and Minutes 14 June 2012

Committee: Cabinet

Date: 10 March 2014

Agenda item:

Wards: All

Subject: **Reference from Sustainable Communities Scrutiny Panel – 20mph Zones/Limits**

Lead officer: Rebecca Redman, Scrutiny Officer

Lead member: Councillor Russell Makin, Chair of Sustainable Communities Overview & Scrutiny Panel

Contact officer: **Rebecca Redman, Scrutiny Officer; 020 8545 4035; Rebecca.redman@Merton.gov.uk**

Recommendations:

That the Cabinet consider the following recommendations made by the Sustainable Communities O&S Panel further to considering how the Environment and Regeneration Department had responded to a council motion agreed in November 2012 on establishing the feasibility of 20mph zones/limits in the borough:

- a) That Cabinet commission research data gathering and analysis to establish if 20mph zones/limits or 'homezones' should be implemented borough wide, on a case by case basis, or not at all, in Merton;
- b) That Cabinet undertake benchmarking looking at other councils in London that have rolled out 20mph schemes borough wide to determine what lessons can be learned, what considerations need to be made and if there would be similar success if such a scheme was rolled out in Merton;
- c) That Cabinet establish the financial implications of rolling out a borough wide 20mph zones/limit scheme and identify what benefits could be accrued;
- d) That Cabinet report back the findings on 20mph zones/limits and 'homezones' in the borough to the Sustainable Communities Scrutiny Panel to consider as part of their 2014/15 work programme.

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.2 To present to Cabinet the recommendations of the Sustainable Communities O&S Panel in relation to their scrutiny review of 20mph zones and limits. In particular, the Panel wish to express their frustration at the lack of progress made in response to a council motion agreed in November 2012 regarding establishing the feasibility of 20mph zones/limits in the borough. Members have made these recommendations in response to concerns that the council motion had not been fully addressed and to ensure that this work is progressed.

2. DETAILS

- 2.1 At its meeting on 26th February 2014, the Sustainable Communities Overview and Scrutiny Panel considered the work undertaken and data collected to date by the E&R department to support their analysis of the feasibility of a borough wide 20mph zone/limit.

3. FINDINGS AND RECOMMENDATIONS OF THE SUSTAINABLE COMMUNITIES OVERVIEW AND SCRUTINY PANEL

- 3.1 The Sustainable Communities Overview and Scrutiny Panel received a report detailing the work that the E&R department had undertaken and the associated data that had been collected. However, Members did not feel that this report reflected sufficient progress in responding to the council motion agreed at their meeting in November 2012, which was as follows:

As part of the work to increase road safety and reduce casualties, Merton has a combination of roads with 20 mph limits and 20 mph zones, the majority of which have been implemented during the last 4 years. In order to assess the effectiveness of the current Merton schemes, monitoring analysis has been commissioned. This is focusing on a comparison of 'before' and 'after' accident data at each of the individual limits and zones, along with 'before' and 'after' traffic flow and vehicle speed data at each. This work will be reported in the next few months. The intention is to examine this evidence alongside the evidence from Boroughs such as Portsmouth and Islington which have implemented 'area wide' 20mph speed limits to determine what has and will work best to reduce road traffic casualties in an outer London Borough like Merton.

This Council affirms that:

(1) it is important that road traffic policy and schemes are based on empirical evidence and developed in consultation with residents; and

(2) asks that this work is completed with due urgency as a priority and

(3) asks that a Report is presented to both Cabinet and Scrutiny with balanced recommendations for future policy including practical measures to maximise road safety for all road users.

- 3.2 The Sustainable Communities Overview and Scrutiny Panel first considered progress against this council motion at their meeting in October 2013. However, the Panel requested further data be collected that responded to the motion and provided proposals for taking forward 20mph zones/limits in the borough. This was requested to be reported back to the Panel for pre decision scrutiny in due course.

- 3.3 The Sustainable Communities Overview and Scrutiny Panel received an update on this issue at their meeting on 26th February 2014. Members expressed dissatisfaction that this work had not progressed as expected. Members were advised of the timescales over which evidence needed to be collected and that when looking at the impact of highways changes a 5 year period since implementation is an appropriate period to capture accident data. This has limited the data that can be brought back to Members in the time available.

- 3.4 Members wished to make the following recommendations for Cabinet consideration to ensure that the Panel could consider how the council motion would be addressed and comment on proposals for case by case or blanket 20mph zones/limits in the borough in due course, subject to further data collection:
- a) That Cabinet undertake research, data gathering and analysis to establish if 20mph zones/limits or 'Homezones' should be implemented borough wide, on a case by case basis, or not at all, in Merton;
 - b) That Cabinet undertake benchmarking looking at other councils in London that have rolled out 20mph schemes borough wide to determine what lessons can be learned, what considerations need to be made and if there would be similar success if a similar scheme was rolled out in Merton;
 - c) That Cabinet establish the financial implications of rolling out a borough wide 20mph zones/limit scheme and identify what benefits could be accrued;
 - d) That Cabinet report back the findings of their feasibility study and associated proposals on 20mph zones/limits or 'Homezones' in the borough to the Sustainable Communities Scrutiny Panel to consider as part of their 2014/15 work programme.

4 ALTERNATIVE OPTIONS

- 4.1 Cabinet is required under the terms of the Constitution to receive, consider and respond to references from overview and scrutiny.

5. CONSULTATION UNDERTAKEN OR PROPOSED

- 5.1 None for the purposes of this report.

6. TIMETABLE

- 6.1 None for the purposes of this report.

7. FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 7.1 None for the purposes of this report.

8. LEGAL AND STATUTORY IMPLICATIONS

- 8.1 None for the purposes of this report.

9. CRIME AND DISORDER IMPLICATIONS

- 9.1 None for the purposes of this report.

10. HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

- 10.1 None for the purposes of this report.

11. RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

- 11.1 None for the purposes of this report.

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

12.1 None for the purposes of this report.

13. BACKGROUND PAPERS

13.1 Minutes of the meeting of Council – November 2012

Minutes of the meeting of the Sustainable Communities Overview and Scrutiny Panel held on 16 October 2013

Report to the Sustainable Communities Overview and Scrutiny Panel on 20mph zones/limits presented at the 26th February 2014 meeting.

Committee: Cabinet

Date: 10 March 2014

Wards: All

Subject: Section 75 partnership agreement for mental health services

Lead officer: Simon Williams, Director of Community & Housing

Lead member: Councillor Linda Kirby

Contact officer: Karthiga Sivaneson Commissioning Manager

Recommendations:

- A. To agree the Section 75 agreement and all attached schedules, subject to the approval of the Health and Wellbeing Board
 - B. To authorise the Director of Community & Housing to join the Chief Executive of the Trust to oversee the operation of the agreement
-

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

1.1 This report seeks approval to renew the S75 agreement with SW London and St George's NHS Mental Health Trust and in doing so to pool community mental health staff budgets, bringing together relevant social care and health staff through an agreement made under section 75 of the National Health Service Act 2006. This builds on a broadly successful partnership arrangement first put in place and approved by Cabinet in 2001.

1.2 The primary aim of both social care and health in establishing the joint arrangement is to maximise the effectiveness and efficiency of mental health provision, and to provide a seamless service for customers, through the implementation of Section 75 Health Act 2006 flexibilities (Pooled budget and integrated provision) for adults with mental health needs

1.3 Alongside the pooled staffing budget, it is also proposed that the Trust continues to manage the third party purchasing budget on the Council's behalf, management being within the budget authorised by the Council and according to the Councils' financial processes and procedures. The Trust has historically kept within this budget. The arrangement aligns clinical/operational decision making with budgetary responsibility.

1.4 This review is due to the need to review these arrangements in any case from time to time, but is also because the Trust wishes to bring into alignment similar agreements with other boroughs in SW London.

1.4 Fundamentally these agreements are about making better use of resources and providing a seamless service to some of the most vulnerable adults in Merton.

2 DETAILS

- 2.1. South West London and St George's Mental Health Trust ("the Trust") is currently the main provider of mental health services to the residents of five boroughs in South West London: Kingston upon Thames; Merton; Richmond upon Thames; Sutton; Wandsworth. As one of a small number of NHS mental health providers not yet to have achieved Foundation Trust ("FT") status, the Trust is focussing on achieving its FT status
- 2.2. The Trust has been providing the Council with a service under a Section 31 agreement since 2001. The Section 31 was replaced by subsequent legislation now called Section 75 of the NHS Act 2006. The agreement between Social Care and Health needed updating to include clarity on service objectives and targets, the service, resources, staffing, governance and monitoring plus measurement of the partnership successes
- 2.3. There has been a partnership arrangement with the Trust for the last 12 years which has worked effectively. The Trust has managed the Council's social care staff under a secondment arrangement
- 2.4. The Trust is undertaking a review of all their agreements with other boroughs and is renewing their agreements with the boroughs.
- 2.5. The arrangement within the agreement is in essence that:

The Council's social care staff and the Trust's community based staff are managed within integrated teams in the community

These teams are under the management of the Trust, and therefore social care staff receive line management from Trust managers. Where necessary they receive professional supervision and support from the Trust's Associate Director of Social Work

The staff remain Council employees on Council terms and conditions, and are seconded to the Trust under a secondment agreement

There are some other staff funded by the Council for social care purposes who are Trust employees, such as employment support workers.

The Council budget for these staff is put into the Pooled Fund, as is the staffing budget for community based Trust staff

This Pooled Fund is overseen by the Joint Management Board consisting of the Trust Chief Executive and the Director of Community and Housing. It is operationally managed by the Trust Borough Director.

The risk share agreement ensures that financial risk is shared between the partner organisations on a proportionate basis. There is an extra incentive for the fund to stay within budget, in that the first £25k of any underspend is invested non recurrently in local mental health services with an invest to save objective.

Outside the Pooled Fund, but still within the joint governance arrangement, the Trust will manage the social care purchasing budget for care packages. Management of and reporting on expenditure is done entirely according to Council processes and in line with the rest of the social care purchasing budget.

The Joint Management Board will continue the arrangement whereby the Trust and Council have met on a quarterly basis to monitor the performance of the partnership agreement, which includes financial performance, quality standards, the delivery of the statutory service under the 1983 Mental Health Act, and other defined social care outcomes such as personalisation.

2.6. The renewed agreement will continue to deliver good outcomes:

- Enabling holistic assessment, care planning and care delivery within a whole system framework, resulting in greater opportunities for independent living and recovery
- One stop access to mental health services assessment and care management
- Effective care and planning for service users, leading to more appropriate services that will serve the mental health needs of the population of Merton
- The mental health recovery model delivered through health and social care
- Effective support for carers
- Effective use of resources

2.7. The value of Social Care and Health resources transferred under the section 75 will be £1,684m from Social Care and £2,765m from Health. The total of the pooled staff budget will be £4,449m

2.8. The non-pooled 3rd Party Social care Purchasing budget is £1,221m. This budget will be managed by the Trust under a delegated authority from the Council and against an annually agreed plan.

2.9. A total of 113.75 staff will form the integrated service with 33.75 staff seconded from LBM to join 80 staff from the Trust. The split in whole time equivalent under the agreements is 41.15 from Social Care and 78.96 from Health.

2.10. The staff are already co-located and work from bases in Merton and at Springfield Hospital.

3 ALTERNATIVE OPTIONS

3.1. To not have this arrangement and for the Council and the Trust to manage its own staff and budgets. However it is advisable to continue the joint agreement for the reasons given above

4 CONSULTATION UNDERTAKEN OR PROPOSED

4.1. Consultation has taken place with staff affected and the staff broadly support the arrangement. Previous regular consultation with service users shows that they support integrated services.

5 TIMETABLE

- 5.1. It is intended that the Section 75 will be signed by both parties to enable the Trust to operate under the agreement by 1st April 2014.
- 5.2. The agreement will be presented to LSG on 24th February 2014
- 5.3. The agreement will be presented to Cabinet on 10th March 2014
- 5.4. The agreement will be presented to the Health & Wellbeing Board on 25th March 2014

6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 6.1. The Council and the Trust staffing budget will be managed via a pooled fund by the Director of Community & Housing and the Chief Executive of the Trust.
- 6.2. The 3rd Party Social Care placement budget will be managed by the Trust under a delegated authority and annual plan with monthly reports.

7 LEGAL AND STATUTORY IMPLICATIONS

- 7.1. The joint agreement is under Section 75 of the National Health Service Act 2006.
- 7.2. The use of S75 joint agreements is promoted under the Health and Social Care Act 2012 under which the Health & Wellbeing Board have a duty to encourage more use of alongside their general support for integration

8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

- 8.1. The above agreement has no direct equalities impact but aims to deliver improved services to vulnerable adults.

9 CRIME AND DISORDER IMPLICATIONS

- 9.1. No significant implications

10 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

- 10.1. The draft agreement includes financial risk sharing terms which officers have scrutinised and will operate within the context of an agreed governance arrangement between the Trust CEO and Director of Community & Housing directly.
- 10.2. There will be regular reporting on finance and information according to a reporting schedule that will be agreed at least annually, the first of which has been prepared so as to capture service performance information but which will also be used to assist in measuring the 'impact' of the partnership upon outcomes for service users.

10.3. Service provision risks remain ultimately the legal responsibility of each organisation but with additional responsibilities set out in the draft agreement, for the Trust, on its day to day management of the service and its duties there to assist the Council and the Trust jointly with preparation for agreement of annual workforce and training plans.

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

- The S75 agreement

12 BACKGROUND PAPERS

This page is intentionally left blank

DATED.....

(1) LONDON BOROUGH OF MERTON

And

(2) SOUTH WEST LONDON AND ST GEORGE'S MENTAL HEALTH NHS TRUST

AGREEMENT

**S.75 NATIONAL HEALTH SERVICE ACT 2006
PARTNERSHIP AGREEMENT**

**IN RESPECT OF INTEGRATED PROVISION
FROM
A POOLED FUND
For Adult Mental Health Services**

Table of contents

Clause heading and number	Page number
1. DEFINITIONS AND INTERPRETATION.....	3
2. TERM.....	11
3. AIMS AND OBJECTIVES	11
4. CONTRIBUTIONS	11
5. NHS FUNCTIONS AND HEALTH-RELATED FUNCTIONS	12
6. THE SERVICE AND ITS OPERATION	12
7. POOLED FUND AND NON POOLED FUND MANAGEMENT	14
8. STAFFING	16
9. INDEMNITY AND INSURANCE.....	25
10. REVIEW.....	30
12. EFFECTS OF TERMINATION OR REDUCTION OF CONTRIBUTION.....	33
13. VARIATION	35
14. CONFIDENTIALITY AND INFORMATION	35
15. DISPUTE AND RESOLUTION	36
16. EXCLUSION OF PARTNERSHIP AND AGENCY.....	37
17. ASSIGNMENT AND SUB AGREEMENTS	37
18. THE CONTRACTS (RIGHTS OF THIRD PARTIES) ACT 1999.....	37
19. PREVENTION OF CORRUPTION / QUALITY CONTROL	37
20. COMPLAINTS	37
21. NOTICES	38
23. GOVERNING LAW.....	40
24. SURVIVAL	40
25. SEVERANCE.....	41
SCHEDULE 1 AIMS AND OBJECTIVES	
SCHEDULE 2 THE TRUST'S NHS HEALTH CARE FUNCTIONS AND THE COUNCIL'S HEALTH RELATED CARE FUNCTIONS	
SCHEDULE 3 SERVICE: CLIENTS, MANNER, LOCATION AND ACCESS	
SCHEDULE 4 PERSONNEL, MANAGEMENT, STRUCTURE AND SERVICE GOVERNANCE	
SCHEDULE 5 RESOURCES	
SCHEDULE 6 JOINT MANAGEMENT GROUP AND GOVERNANCE	

Prepared in association with Robin Lorimer: lorimer@btconnect.com - 07831 737 827

THIS AGREEMENT is made the

2014

BETWEEN:

- (1) **THE LONDON BOROUGH OF MERTON** (“the Council”) of The Civic Centre, London Rd, Morden SM4 5DX
- (2) **SOUTH WEST LONDON AND ST GEORGE'S MENTAL HEALTH NHS TRUST** of Springfield University Hospital, 61 Glenburnie Road, London SW17 7DJ.

Herein referred to as the ‘Parties’

WHEREAS:

- A This Agreement relates to the establishment of a pooled fund and integrated provision arrangement and a non-pooled fund for the purchase of Social Care services pursuant to Section 75 of the National Health Service Act 2006. For these arrangements, the Trust will take lead responsibility for the provision of the Service and will be the host of the Pooled Fund and will manage the non-pooled fund for the purposes of the Regulations. Consent has been given by the CCG for the Trust to enter into the Pooled Fund arrangements.
- B The purpose of this Agreement is to facilitate the provision of services to adults of a working age and older people with a mental illness in the manner and locations specified in this Agreement. The Service is within the powers of the Council and the Trust and is limited to eligible people for which the Council is responsible and for which the Trust is responsible. The revenue costs of the Service will be funded through the Pooled Fund.
- C The Service will be provided by the Trust, as lead provider, in exercise of both the Health Functions and Health Related Functions. The Service will be managed through the JMG to be established by the Parties comprising representatives from both organisations.
- D This Agreement follows consultation jointly by the Parties with such persons as appear to the Parties to be affected by these arrangements.

IT IS AGREED AS FOLLOWS:

1. DEFINITIONS AND INTERPRETATION

- 1.1 In this Agreement, except where the context otherwise requires, the following expressions shall have the meanings respectively ascribed to them:

“Act”	means the National Health Service Act 2006 (as amended);
“Agreement”	means this Agreement and any variation of it from time to time agreed between the Parties;
“Annual Summary”	means the list of policies of the Council insofar as it has a statutory duty to make such policy, that has an impact upon delivery of the Service;
“Annual Plan”	means the targets and objectives for the Service set out at Schedule 1 including a workforce plan, and the contributions of the Parties at Schedule 5 plus the Performance Framework at Schedule 6 of this Agreement which shall be reviewed and amended annually as part of the Annual Review set out at Clause 10 here;
“Arrangements”	means the arrangements described in this Agreement for the implementation by the Parties of pooled fund arrangements for integrated mental health service provision;
“Authorised Officers”	means the person notified by each of the Parties to the other from time to time as authorised to act on behalf of that Party for the purposes of this Agreement (which person shall until further notice be for the Council the Director for Adult Social Care of the Council from time to time and for the Trust the Chief Executive of the Trust from time to time);
“Cabinet Office Statement of Practice”	means the Cabinet Office Statement of Practice on Staff Transfers in the Public Sector, published in January 2000;
“CCG”	means the Merton Clinical Commissioning Group or any other successor in title to those organisations' statutory functions;

“Client”	means any adult or older person with mental health requirements and for whom the Parties are responsible for the provision of services and who meet the agreed eligibility criteria set out at Schedule 3 and “Clients” shall be construed accordingly;
“Commencement Date”	means the 1st day of April 2014
“Commissioning Board”	means the NHS Commissioning Board, otherwise known as NHS England;
“Costs”	means salary costs and benefits costs forming the remuneration package but excluding any payments in connection with redundancy, reorganisation, termination of employment/secondment payments or any costs in relation to Employment Liabilities and TUPE liabilities;
“Council”	means the London Borough of Merton (and any successor to its statutory function);
“Employer”	means in respect of the Trust Staff and New Staff appointed by it, this is the Trust, and in respect of the Seconded Staff and New Staff appointed by it, this is the Council;
“Employment Liabilities”	means without limitation any and all costs, claims, fines, liabilities or expenses however arising from: (a) The employment of any persons including any claim made by any third party arising out of or in connection with or in respect of the employment or engagement of any of the aforesaid persons,; (b) The termination of such employment; (c) The termination of any collective agreement;

(d) Any dispute whether or not the subject of litigation in any court or tribunal which relates to such employment or collective agreement or their termination.

"Equality Legislation" means the Equality Act 2010, Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000, Fixed-term Employees (Prevention of Less Favourable Treatment) Regulations 2002 and the Protection from Harassment Act 1997;

"Financial Year" means the period from 1st April in any calendar year to 31st March in the following calendar year;

"FOIA" means the Freedom of Information Act 2000 and all regulations made and guidance issued thereafter from time to time in force, including for the purpose of this definition the Environmental Information Regulations 2004;

"Health Functions" means those of the Trust's statutory functions listed in Part 1 of Schedule 2 as are necessary to enable the Trust to provide the Service to the Clients and to manage the Pooled Fund in accordance with this Agreement. This definition is, however, subject to such limitations and exclusions as may be required by the Regulations or as may be agreed between the Parties from time to time;

"Health Related Functions" means those of the Council's statutory functions listed in Part 2 of Schedule 2 as would, in the absence of this Agreement, be exercised by the Council for the purposes of providing the Service to the Clients. This definition is, however, subject to such limitations and exclusions as may be required by the Regulations or as may be agreed between the Parties from time to time;

- “JMG” means the joint management group to be constituted and responsible for the Service in accordance with the provisions of Schedule 6;
- “Law” means:
- (a) any Act of Parliament or subordinate legislation within the meaning of Section 21(1) of the Interpretation Act 1978, and any exercise of the Royal Prerogative;
 - (b) any enforceable community right within the meaning of Section 2 of the European Communities Act 1972;
 - (c) any applicable guidance (including NHS Guidance and (where this is accepted by the Department of Health) BMA guidance), direction or determination with which the Trust or the Council is bound to comply to the extent that the same is published and publicly available or the existence or contents of them have been notified to the Trust by the Council;
 - (d) any applicable judgment of a relevant court of law which is a binding precedent; in each case in the United Kingdom;
- “Lead Provider” means the Trust, which has responsibility for undertaking the function of providing the Service to Clients in exercise of both Health Functions and Health Related Functions;
- “New Staff” means new or replacement staff to be appointed to fulfil the aims and objectives of this Agreement, as further set out in Clause 8;
- “Non Pooled Fund ” means the fund of monies provided by the Council for the Trust to manage and to be used for the purposes of purchasing Council health related care in connection with Health Related Functions;

“Parties”	means the Council and/or the Trust, and “Party” shall mean either one of them, as the case may be;
“Pool Manager”	means the person appointed by the Trust from time to time under Clause 7.2 to manage the Pooled Fund and the Non Pooled Fund;
“Pooled Fund”	means the joint fund of monies to be established and maintained by the Trust in accordance with the Regulations and this Agreement. This fund shall comprise contributions from both Parties and may be applied for the purpose of meeting the revenue costs of delivering the Service pursuant to this Agreement and in accordance with Pooled Fund arrangements as described in the Regulations;
“Quarter”	means the three month period beginning on each of 1 April, 1 July, 1 October and 1 January in each Financial Year and “Quarterly” shall be construed accordingly;
“Regulations”	means the NHS Bodies and Local Authorities Partnership Arrangements Regulations 2000, S.I. No. 617 as amended from time to time;
“Seconded Staff”	means the employees of the Council seconded to the Trust in accordance with Clause 8 and identified in Schedule 4 and subject to the Secondment Agreement which is contained in Schedule 4;
“Secondment Agreement”	means the agreement between the Council and the Trust as appended to Schedule 4 for the terms relating to the Seconded Staff;
“Service”	means the provision of services including assessment of needs using Single Assessment to Clients in the manner and locations specified in Schedule 3 and Schedule 5 and delivered through the management of the integrated staff teams as

identified in schedule 4. For the avoidance of doubt, the definition of "Service" does not include AMHP functions, responsibility for which will be retained by the Council;

"Single Assessment" means the formal process of single assessment operated by the Council and the Trust jointly of prospective Clients, integrating the principles and process of the Care Programme Approach with care management arrangements and in accordance with the National Service Framework for Mental Health and /or such alternative or additional guidance or directions relevant to the Service as may be issued to the Council or the Trust in the future;

"Staff" means the Trust Staff and the Seconded Staff who are responsible for assessing and/or providing care to Clients as part of the Service. This shall be limited to those employees of the Council and the Trust who are or were immediately before the Commencement Date employed by one of the Parties and assigned to the Service or any replacement or additional employees of the Council and the Trust so assigned.

"Trust" means South West London and St George's Mental Health NHS Trust (and any successor to its statutory function).

"Trust Staff" means the employees of the Trust that shall carry out the Health Functions element of the Service, as more particularly set out in Clause 8;

"TUPE" means the Transfer of Undertakings (Protection of Employment) Regulations 1981 and/or 2006 (and subsequent amendments to those Regulations).

"TUPE liabilities" means the obligations which may arise with respect to the transfer of such employment under TUPE and any other statute or statutory provision which may from time to time implement or purport to implement

the Acquired Rights Directive (2001/23/EC) as the same may be amended from time to time including without limitation those obligations under Regulation 10 of TUPE 2006 and Regulation 5 of TUPE 1981;

- 1.1.2 Save to the extent that the context or the express provisions of this Agreement otherwise require;
- 1.1.3 obligations undertaken or to be undertaken by more than a single person shall be made and undertaken jointly and severally;
- 1.1.4 words importing any gender include any other gender and words in the singular include the plural and words in the plural include the singular;
- 1.1.5 references to any statute, statutory provision or statutory guidance shall be deemed to refer to any modification or re-enactment thereof for the time being in force whether by statute or by directive or regulation which is intended to have direct application within the United Kingdom and has been adopted by the Council of European Communities;
- 1.1.6 headings and index are inserted for convenience only and shall be ignored in interpreting or in the construction of the terms and provisions of this Agreement;
- 1.1.7 references in this Agreement to any Clause or Sub-Clause or Schedule without further designation shall be construed as a reference to the clause or sub-clause of or schedule to this Agreement so numbered;
- 1.1.8 all obligations on the Parties shall be a direct obligation or an obligation to procure as the context requires;
- 1.1.9 any reference to "indemnity" or "indemnify" or other similar expressions shall mean that the relevant party indemnifies, shall indemnify and keep indemnified and hold harmless the other party; and
- 1.1.10 any reference to a person shall be deemed to include any permitted transferee or assignee of such person and any successor to that person or any person which has taken over the functions or responsibilities of that person but without derogation from any liability of any original party to this Agreement.

2. TERM

2.1 This Agreement shall commence on the Commencement Date and shall continue from year to year subject to earlier termination in accordance with the terms of this Agreement and subject to a formal 5 yearly review in accordance with Clause 10.4 of this Agreement.

2.2 This Agreement may be terminated:

2.2.1 on not less than 6 months and not more than 12 months' written notice by either Party to the other or at a date mutually agreed by the Parties; or

2.2.2 in accordance with Clause 11 or Clause 15.2 below.

3. AIMS AND OBJECTIVES

3.1 The aims and objectives of this Agreement are set out in Schedule 1.

4. CONTRIBUTIONS

4.1 The Trust's contribution to the Pooled Fund for the period from 1 April 2014 to 31st March 2015 will be £ £2,765,000.

4.2 The Council's contribution to the Pooled Fund for the period from 1 April 2014 to 31st March 2015 will be £ £1,684,000.

4.3 The Council's contribution to the Non Pooled Fund for the period from 1 April 2014 to 31st March 2015 will be £ £1,220,000.

4.4 Invoicing between the Parties will happen monthly in arrears with invoices settled 30 days from the date of invoice.

4.5 The Parties will not make unilateral reductions to their investment levels in the Pooled Fund in any one Financial Year. All such proposals for change will be considered by the JMG and will be subject to the terms for Review and Variation at Clauses 10 and 13.

4.6 The Council may make variations to the contribution identified at Clause 4.3 subject to notice in writing to the Trust of one month.

4.7 In future Financial Years the Parties shall agree their contributions to the Pooled Fund and the Non Pooled Fund in accordance with Clauses 10.6 to 10.9. Following such

agreement, Schedule 5 will be revised annually by the Pool Manager and approved by the Parties for operation and reporting purposes.

4.8 The Trust shall be solely responsible for reimbursing the Pooled Fund and Non Pooled Fund in respect of expenditure from the Pooled Fund and Non pooled Fund arising from the fraudulent misappropriation of funds from within the Pooled Fund and Non Pooled Fund and the Trust shall indemnify the Council for any costs, liabilities and actions which may arise from the fraudulent misappropriation of funds from within the Pooled Fund and Non Pooled Fund, except in both cases where such misappropriation of funds arises from the acts or omissions of Council Staff. The Council shall immediately notify the Trust on becoming aware of such costs, liabilities and actions and shall use reasonable endeavours to mitigate the same.

4.9 The Council shall make available to the Trust the Seconded Staff to work in the form and manner set out at Schedules 3 and 4 to this Agreement, the Costs of such Seconded Staff being funded from the Pooled Fund.

4.10 The Council shall make available for use by the Trust in support of the Service but for the avoidance of doubt not to be a part of the Pooled Fund and Non pooled Fund, the goods, services and any premises set out at Schedule 5 to this Agreement.

4.11 The Trust shall make available in support of the Service the Trust Staff to work in the form and manner set out at Schedules 3 and 4 to this Agreement, the Costs of such Trust Staff being funded from the Pooled Fund.

4.12 The Trust shall make available in support of the Service but for the avoidance of doubt not to be a part of the Pooled Fund and Non Pooled Fund, the goods, services and any premises set out at Schedule 5 to this Agreement.

5. NHS FUNCTIONS AND HEALTH-RELATED FUNCTIONS

5.1 For the purpose of these Arrangements, it is agreed that the Council will delegate its Health Related Functions to the Trust and that the Trust will exercise these functions in conjunction with its Health Functions for the purposes of fulfilling its obligations as Lead Provider and Pool Manager under this Agreement.

5.2 The Arrangements set out in this Agreement shall not affect (i) the liabilities of the Parties to any third parties for the exercise of their respective functions or (ii) the power or duty to recover charges in respect of services provided in the exercise of the Health Related Functions.

6. THE SERVICE AND ITS OPERATION

- 6.1 The Service shall be provided to the Clients in accordance with the provisions of Schedules 3 and 4 and shall be funded from the Pooled Fund. The Non Pooled Fund will be used to support the Service through the purchase of additional Council health related care in connection with Health Related Functions;
- 6.2 The eligibility of Clients to receive the Service and any additional health related care shall be assessed in accordance with the provisions of Schedule 3.
- 6.3 The parties agree that for these purposes that any of the Staff making a protected disclosure (as defined in Sections 47B and 103A of the Employment Rights Act 1996) shall not be subjected to any detriment. The Parties declare that any provision in an agreement purporting to preclude the Staff from making a protected disclosure is void
- 6.4 The Trust shall comply with all statutes and statutory regulations and directions relating to the provision of the Service and in particular, but without limitation, shall ensure that the Service complies with any national minimum standards under the National Service Framework for Mental Health and any other relevant legislation from time to time in force and the terms of any agreements it already holds with the CCG and/or the Commissioning Board in so far as the Service referred to in this Agreement here are the same.
- 6.5 The Trust shall provide care for Clients in accordance with Schedule 3 and where unable to provide that care directly shall secure the care for Clients through a service contracted on behalf of Clients by itself, the Council, the CCG and/or the Commissioning Board in a form that complies with all necessary legislation and the agreed needs of the Clients according to the outcome of the Single Assessment.
- 6.6 The Trust shall ensure that in undertaking the duties at Clause 6.5, and in making any decision with respect to a Client, due consideration is given to the Client's gender, age, sexual orientation, religious persuasion, racial origin and cultural and linguistic background, with reference to Equality Legislation and the Human Rights Act 1998 , where appropriate.
- 6.7 The Council shall ensure the provision of the Council Staff necessary for the provision of the Council element of the Single Assessment process and the Trust shall ensure the provision of the Trust Staff and accommodation

necessary for the provision of the local NHS care element of the Single Assessment Process and the delivery of the Service.

- 6.8 The Council will provide to the Trust the Annual Summary on 1st April of each year.
- 6.9 The management of the Service and these Arrangements will be the responsibility of the JMG whose Terms of Reference are set out in Schedule 6.
- 6.10 The governance arrangements shall be as set out in Schedule 6 to this Agreement.
- 6.11 The Parties shall as of the Commencement Date have in place an information sharing protocol which both shall adhere to in relation to the sharing and processing of data.

7. POOLED FUND AND NON POOLED FUND MANAGEMENT

- 7.1 In accordance with these Arrangements, the Parties have agreed to establish a Pooled Fund for revenue expenditure on the Service and a Non Pooled Fund in support of the Service. The Trust has been appointed as host of the Pooled Fund and the Non Pooled Fund for the purposes of the Regulations and shall be responsible for appointing a Pool Manager in accordance with Clause 7.2. Contributions to the Pooled Fund and the Non Pooled Fund shall be agreed and paid in accordance with Clause 4.
- 7.2 The Pool Manager shall be the Service Manager or such officer of the Trust as the Trust may from time to time nominate for this role and who has been approved by the Council (such approval not to be unreasonably withheld) and who has been affirmed in the role by the JMG within 30 days of the Council's approval or (in any other case, including where approval from the Council and/or affirmation from the JMG is not forthcoming) the Director of Finance of the Trust.
- 7.3 The Pool Manager shall be accountable directly to the Director of Operations of the Trust and who shall account to Chief Executive of the Trust who shall be the 'Authorised Officer'.
- 7.4 The Pool Manager shall be responsible for authorising payments from the Pooled Fund and the Non Pooled Fund and the Trust shall make such payments from the Pooled Fund and Non Pooled Fund in order to provide and support the Service, as set out in the Schedules.

- 7.5 The Pool Manager shall be responsible for managing the budget of the Pooled Fund and the Non Pooled Fund and forecasting and reporting to the JMG upon the targets and information in accordance with Schedules 1, 5 and 6 and any further targets or performance measures that may be set by the JMG from time to time.
- 7.6 The Pool Manager shall arrange for the audit of the Pooled Fund and report to the Authorised Officers on behalf of the Council and the Trust in accordance with the requirements of the Regulations and clause 7.7 below. The Council's Authorised Officer shall in turn ensure reporting on the same to the officer of the Council responsible for the administration of its financial affairs under section 151 of the Local Government Act 1972.
- 7.7 The Pool Manager shall submit to the Parties Quarterly reports as soon as possible after the end of each Quarter but in any event within twenty (20) days of the end of each Quarter and an annual return following the end of each Financial Year in accordance with the Regulations, statutory and local deadlines and requirements regarding the income of and expenditure from the Pooled Fund and Non Pooled Fund, reports on performance against budget and targets and other information by which the Parties can monitor the effectiveness of the Pooled Fund and Non Pooled Fund arrangements.
- 7.8 The Pool Manager shall maintain and provide information in the form and manner set out in Schedules 5 and 6 for so long as any part of the Service is being provided to Clients including in accordance with Clause 12, notwithstanding any notice of termination in accordance with Clause 11.
- 7.9 Each Party shall pay its own costs and expenses incurred from time to time in the negotiation and management of this Agreement, save as expressly otherwise provided in this Agreement (including, without limitation the functions described at Schedule 6 to this Agreement).
- 7.10 The costs of audit associated with the certification of the annual return for operation of this Agreement and the costs of provision of information by the Pool Manager following a notice of termination shall be a charge to the Pooled Fund.
- 7.11 Overspend/Underspend
- 7.11.1 The Pool Manager shall notify the JMG within 10 working days of any projection of an overspend or an underspend in respect of the Pooled Fund or

Non Pooled Fund, during which time the Pool Manager shall take reasonable steps to verify such a projection of an overspend or an underspend.

- 7.11.2 Whenever an overspend is projected in the Pooled Fund or Non Pooled Fund and notified to the JMG in accordance with Clause 7.11.1 the JMG shall prepare a joint plan agreeing how to manage the overspend in order to achieve financial balance of the Pooled Fund, and the JMG shall keep the position under review. The JMG shall act in good faith and in a reasonable manner in agreeing the management of the overspend.
- 7.11.3 Whenever an underspend is projected in the Pooled Fund or Non Pooled Fund and notified to the JMG in accordance with Clause 7.11.1, the JMG may agree to the redeployment of that underspend against any plans and targets agreed by JMG or in the absence of Agreement that the money shall if a surplus in the Pooled Fund be retained as a contingency in the Pooled Fund. Where there is a forecast over spend during the year on the Pooled Fund or Non Pooled Fund which exceeds £100,000, the Pooled Fund manager will prepare an Over Spend control report to the JMG which sets out reasons for the over spend and actions being taken to reduce this.
- 7.11.4 If at the end of any Financial Year an overspend or underspend in respect of the Pooled Fund is outstanding, including following the actions taken by the JMG pursuant to clauses 7.11.2 and/or 7.11.3, the JMG shall identify the reasons for the overspend or underspend and the overspend or underspend shall be apportioned between the Parties in proportion to their contributions to the Pooled Fund in that Financial Year..
- 7.11.5 A deficit in the Non Pooled Fund will be the sole responsibility of the Council only insofar as it has authorised any such additional spend prior to its expenditure by the Trust.
- 7.11.6 The benefit of any surplus in the Non Pooled Fund at the end of any Financial Year shall be returned to the Council unless otherwise agreed in accordance with any plan approved by the JMG.
- 7.11.7 In the event that agreement cannot be reached in respect of any matters referred to in Clause 7.11 the Parties shall follow the dispute procedure as set out in Clause 15.

8. STAFFING

- 8.1 The Parties have in the spirit of integrated service provision and good employee relations agreed to the Personnel, Management Structure and

Service Governance terms set out at Schedule 4 (the "Protocol") pursuant to which (in addition to the terms of this Clause 8 (Staff)) the Trust Staff and the Seconded Staff (herein after referred to as the Staff) shall be managed. Furthermore, any New Staff shall be similarly subject to the Protocol. The Protocol is a statement of intent and shall not be legally binding. The Parties shall use their best endeavours to comply with the provisions of the Protocol.

- 8.2 The Council shall second the Seconded Staff for the purposes of the Arrangements. A full list of the staff fulfilling these roles as at the Commencement Date and any other information as may be required by Law will be provided to the Trust by the Council and the full list shall be amended for notification to the Trust whenever new staff are appointed by the Council which are to be subject to any secondment to the Trust under the terms of this Agreement.
- 8.3 The Parties have agreed that, subject to having consulted and obtained their written consent to the terms of the secondment, the Council Staff will remain in the employment of the Council after the Commencement Date and be seconded to the Trust on their existing terms and conditions as varied to give effect to the secondment and as set out at Clause 8.9 (the "Seconded Staff").
- 8.4 The Seconded Staff will be seconded on the terms set out in the Secondment Agreement or such other terms as the Parties may agree from time to time.
- 8.5 The JMG may consider at any time the suitability of the Secondment Agreement to fulfilling the aims and objectives of the Agreement and which shall be subject to review as at 10.3 below, annually.
- 8.6 The Trust Staff and the Seconded Staff referred to in Clauses 8.1 and 8.2 shall continue to be:
 - 8.6.1 employed by the Party employing them at the date of this Agreement on their existing terms and conditions immediately prior to the commencement date, save as varied in accordance with Clause 8.9, and
 - 8.6.2 bound by all contractual policies that were applicable to their employment immediately before the Commencement Date and as varied from time to time.
- 8.7 Both Parties warrant to each other in respect of the Staff which each Party makes available for the Service, that they have carried out all employment and regulatory checks reasonably required of them as employers and, for the

Trust as an NHS body, such as registrations, police checks or applications for a Disclosure from the Disclosure and Barring Service as may be required.

- 8.8 Both Parties warrant to each other in respect of the Staff for which they are the Employer that the Staff have all relevant qualifications and professional registrations required to perform the Services.
- 8.9 The provision of Staff for the Arrangements shall be on the basis of the terms set out in this Clause 8, the Protocol and/or such other terms as the Trust and the Council may agree from time to time. The terms and conditions of employment of any such Staff who are made available may only be varied insofar as this is necessary to give effect to their being made available, or as may be required to honour changes in the Council pay, Agenda for Change, and other national agreements such as NHS pay awards or other obligations required by Law (including but not limited to variations to hours or work patterns in response to flexible working requests or staff returning from maternity leave).
- 8.10 The Policies, Code of Conduct, and Rules and Regulations which are operative in relation to Staff shall be agreed by the Parties (the "Agreed Policies").
- 8.11 If after the date of the Agreement any of the Staff gives or receives notice of termination of their employment, or the employment of any Staff otherwise terminates, the employer of the affected Staff shall advise the other Party forthwith.
- 8.12 The employer of the Staff shall be released from its obligations to make Staff available for the purposes of this Agreement whilst the Staff are absent:
- 8.12.1 by reason of industrial action taken in contemplation of a trade dispute; and/or,
- 8.12.2 by reason of an act or omission of the other Party; and/or;
- 8.12.3 as a result of the suspension or exclusion of employment or secondment of any Staff by their employer; and/or
- 8.12.4 in accordance with their respective terms and conditions of employment and policies, including, but not limited to, by reason of training, holidays, sickness, injury, trade union duties, paternity leave or maternity or where absence is permitted by Law; and/or

- 8.12.5 if making the Staff available would breach or contravene any Law;
and/or
 - 8.12.6 as a result of the cessation of employment of any individual Staff;
and/or
 - 8.12.7 the termination of an individual secondment.
- 8.13 During the Agreement Term, the Trust and the Council agree to:
- 8.13.1 promptly notify the other Party upon becoming aware of any act or omission by any Staff which may constitute a material breach of the contract of employment of the Staff and/or which may prejudice either Party, to allow the Employer to promptly take such lawful action as may be required.
 - 8.13.2 promptly notify the employing Party and provide a copy within one week of any notice of resignation of employment or written grievance received in respect of any Staff or any Staff whose employment has terminated, where such documents are received by the other Party;
 - 8.13.3 consult and co-operate with the other Party as often as may be necessary in relation to the management, training, appraisal and monitoring of the Staff including cooperating in relation to any grievance, disciplinary or capability matters which may arise with respect to Staff;
 - 8.13.4 supply to the other Party such information and documents as may be reasonably required to enable the Party to fulfil its obligations under the Agreement (subject to compliance with the Data Protection Act 1998);
 - 8.13.5 manage the Staff in accordance with the provisions of the Agreement including providing such supervision and training as may reasonably be required in order to ensure the proper performance of the Services required by the Arrangements;
 - 8.13.6 use the Staff only for the delivery of the Service required by this Agreement;
 - 8.13.7 comply with its common law and statutory obligations in relation to the provision of a safe workplace for the Staff including, but not

limited to, health and safety, occupier's liabilities and any codes of practice introduced pursuant to such legislation;

8.13.8 take no action with respect to Staff which would be contrary to the other Party's policies and procedures regarding prevention of discrimination and promotion of equal opportunities, including those related to bullying and harassment.

8.14 In this paragraph, "duties" means those duties which the Staff are made available to the Trust or the Council to perform. During the Agreement the Trust and the Council shall take all reasonable steps to ensure the Staff shall:

8.14.1 devote the whole of their time attention and skill to their duties for the Party to whom they are made available;

8.14.2 faithfully and diligently perform duties and exercise such powers as may from time to time be reasonably assigned to or vested in them by or under the authority of the Party to whom the Staff are made available;

8.14.3 perform all duties assigned to them by the Party to whom they are made available.

8.15 During the Agreement the Trust and the Council agree to the following arrangements regarding the management, appraisal and training of the Staff:

8.15.1 the Staff will be managed and directed by and be directly accountable to the person who is shown as their line manager in the relevant structure chart, regardless of whether that person is Seconded Staff or Trust Staff;

8.15.2 The Trust and the Council shall take all reasonable steps to ensure that Staff obey all reasonable and lawful directions given to them by or under authority of such manager and shall use their best endeavours to promote the interests of the employer and the non-employing Party. Such manager shall also direct working arrangements, rosters, agree annual leave, special leave etc. in a manner which is consistent with the terms and conditions of employment of the Staff.;

8.15.3 the Trust will be responsible for ensuring the appraisal and appropriate management, including professional supervision, of all Staff. Such appraisal will be conducted by the identified line

manager in accordance with the agreed appraisal policies and procedures and professional supervision will be offered according to arrangement to be agreed by the JMG and reviewed annually. In the case of the appraisals of Seconded Staff, information and copies of any documents relating to such appraisals shall be provided to the Council by the Trust following the appraisal, as required;

- 8.15.4 the Council will provide the Trust with details of existing mandatory training obligations relating to and to be undertaken by individual Council Staff (including cost). The Trust and the Council will agree to a programme of continued and future training to be provided by each of the Trust and the Council to Staff, and to be agreed by the JMG Annually as a part of Annual review including any transfer of costs and funding relating to such training;
- 8.15.5 the Trust will be responsible for all required training relating to policies applicable to Staff, which shall include, without limitation Health and Safety and Risk Management. The Trust shall indemnify the Council in respect of any failure or negligence with respect to the provision of the aforementioned training to the Seconded Staff and any claims, expenses and costs arising out of the same;
- 8.15.6 the Trust and Council will identify future requirements for training relating to continued professional development ("CPD Training") required by Staff, including any registration requirements. The Parties anticipate that the need for such training will be identified through the management and appraisal process which is to be conducted by the Trust in accordance with clauses 8.16.1 and 8.16.2 hereof;
- 8.15.7 the Parties agree that CPD Training provided through the Council will continue to be available to Seconded Staff. The Trust and the Council will agree a schedule of continued and future CPD and social care practice Training to be provided by each of the Trust and the Council, including any transfer of costs and funding relating to such training.
- 8.16 Where it is necessary for the purposes of either Party's personnel procedures for a member of Staff employed or contracted by the other Party to co-operate with the operation of any discipline or grievance procedures or any other employment procedure, the employing Party shall use all reasonable endeavours to ensure that such co-operation is forthcoming. For avoidance

of doubt such co-operation shall include any assistance which may reasonably be required by a Party in the event of any proceeding being brought by any Staff relating to matters which are the subject matter of this Agreement.

- 8.17 Each Party shall be paid from the Pooled Fund for all Employment Liabilities in respect of the Staff incurred or payable during the continuation of this Agreement save for in respect of Employment Liabilities where such Employment Liabilities arise from any act or omission of a Party in breach of: (i) this Agreement; (ii) any relevant contract of employment; and/or (iii) any Law (including without limitation any failure of a Party to meet any obligations to provide adequate training to its Staff or a failure to ensure its Staff comply with any supervision, management, direction or instruction of the other Party in accordance with this Agreement).
- 8.18 Each Party shall be responsible for all emoluments and outgoings in respect of the Staff employed by them (or who were so employed immediately prior to the Commencement Date) including without limitation all wages bonuses commissions holiday entitlements PAYE National Insurance contributions statutory or contractual redundancy payments and pension contributions including any early retirement benefits or entitlements incurred or payable prior to, during the continuation of, or following the termination of this Agreement and each Party shall indemnify the other in respect of any claim, finding or award made in respect of the same.
- 8.19 The JMG may consider that it is necessary for new or replacement staff ("New Staff") to be appointed in order to fulfil the aims and objectives of the Agreement. Where this is the case, the JMG shall agree the arrangements for recruitment and appointment of New Staff at that time. Any such recruitment will be coordinated by the Trust.
- 8.20 The parties agree to work co-operatively towards the greater integration of service provision by any means including considering the opportunities for Staff to transfer within and between the parties PROVIDED ALWAYS that this clause shall not bind the parties to enter into such arrangements nor shall it indicate that any such transfer has been deemed by the parties to have taken place. All appointments shall be recorded for use in connection with Clause 12.7.
- 8.21 The Parties do not intend that the arrangements envisaged by or coming into effect as a result of this Agreement constitute a relevant transfer for the purposes of TUPE.

- 8.24 In the event that TUPE or the Cabinet Office Statement of Practice is determined to apply to either the Council Staff or the Trust Staff who are made available for the Service at any time before or after the termination or expiry of this Agreement or upon the early termination or variation of this Agreement, the Trust and the Council agree to comply with their obligations under TUPE and co-operate in a manner consistent with the principles of this Agreement and the Regulations to determine the required financial contributions and other arrangements which are thereafter required by and from each Party in order to meet the obligations which arise under TUPE and otherwise.
- 8.25 The Trust shall indemnify and keep the Council (and its contractors or agents) indemnified in respect of any and all:
- 8.25.1 Employment Liabilities and TUPE liabilities incurred or payable in respect of Trust Staff and New Staff which arise or are payable prior to, during or after the termination of this Agreement save where the Employment Liability or TUPE Liability arises as a direct result of any act or omission by the Council (in contravention of statute or legislative requirements) or as set out at Clauses 12.1.3-12.1.6 (Effects of Termination); and
- 8.25.2 liability arising from any claim made by any third party arising out of or in respect of any act or omission of any Staff after the Commencement Date, save to the extent that such liability was due to:
- (a) any act or omission of the Council (including without limitation any failure of the Council to meet any obligations which it has to provide adequate training to Seconded Staff); or,
- (b) any act or omission by any Seconded Staff which is contrary to any supervision, management, direction or instruction which has been or was provided to Seconded Staff by the Trust under the terms of this Agreement.
- 8.26 The Council shall indemnify and keep the Trust (and its contractors or agents) indemnified in respect of any and all:
- 8.26.1 Employment Liabilities and TUPE liabilities incurred or payable in respect of Seconded Staff which arise or are payable prior to, during or after the termination of this Agreement save where the Employment Liability or TUPE Liability arises as a direct result of any act or omission by the Trust (in contravention of statute or legislative requirements) or as set out at Clause 12 on Effects of Termination; and,

8.26.2 liability arising from any claim made by any third party arising out of or in respect of any act or omission of any Seconded Staff after the Commencement Date, where such liability is due to:

- (a) any act or omission of the Council (including without limitation any failure of the Council to meet any obligations which it has to provide adequate training to Seconded Staff); or,
- (b) any act or omission by any Seconded Staff which is contrary to any supervision, management, direction or instruction which has been or was provided to Seconded Staff by the Trust under the terms of this Agreement.

8.27 The Trust and the Council agree to review the indemnity arrangements set out in clauses 8.18, 8.23 and 8.24 above from time to time in the light of in particular (but without limitation):

- (a) any material changes to the staffing arrangements occurring as a result of a material change to the provisions in respect of Contributions agreed under clause 4.1 and 4.2.
- (b) either Party considering that it is or is likely to become disproportionately responsible for employment liabilities in the provision of the Service.

any such review shall be undertaken by the JMG and subject to Dispute Resolution procedure in Clause 15 if agreement cannot be reached by the Parties within [1] month of the issue having been raised for review.

8.28 Other than in the circumstances in which the terms of clause 8.22 apply, upon the termination of this Agreement for any reason, each Party shall resume direct management control and responsibility for all Employment Liabilities arising or payable in respect of any and all Staff engaged in the provision of the Service who were so employed by them immediately prior to the termination of the Agreement or who were employed as a result of provision under Clause 8.18 insofar as the terms of Clause 12.6 shall apply.

8.29 The Parties agree that in the event of any Staff being made redundant by either Party to this Agreement, either during the term of the Agreement or on termination or expiry of the Agreement for whatever reason, then the statutory and contractual redundancy costs resulting from the redundancy shall, in the case of the Seconded Staff be borne by the Council, or in the case of any other any Trust Staff and/or New Staff be borne by the Trust. In the event of any such redundancy that occurs either:

- 8.29.1 during the term of this Agreement, each Party's redundancy procedures shall apply; or
- 8.29.2 on termination or expiry of the Agreement, the redundancy procedures of the Council shall apply in respect of the Seconded Staff and those of the Trust shall apply in respect of any Trust Staff and New Staff.
- 8.30 Any dispute arising under the terms of this Clause 8 or Schedule 4 shall, in the event that it cannot be resolved through consultation between the Parties shall be subject to the Dispute Resolution procedure set out in Clause 15.
- 8.31 The Trust and the Council agree to review the payment arrangements set out in clause 8.17 and the indemnity arrangements set out in clauses 9.3.3 and 9.5.3 from time to time in the light of in particular (but without limitation):
- (a) any material changes to the staffing arrangements occurring as a result of a material change to the provisions in respect of the contributions agreed under clauses 4.1 to 4.2.
 - (b) either Party considering that it is or is likely to become disproportionately responsible for employment liabilities in the provision of the Services.
- any such review shall be undertaken by the JMG and subject to Dispute Resolution procedure in Clause 15 if agreement cannot be reached by the Parties within 1 month of the issue having been raised for review.
- 8.24 Any dispute arising under the terms of this Clause 8 or Schedule 4 shall, in the event that it cannot be resolved through consultation between the Parties shall be subject to the Dispute Resolution procedure set out in Clause 15.

9 INDEMNITY AND INSURANCE

- 9.1 The Parties shall, so far as is possible at reasonable cost and allowable by Law, agree and effect appropriate insurance arrangements in respect of all potential liabilities arising from this Agreement. In the case of the Trust, it may arrange alternative cover in accordance with current NHS arrangements for property and third party liability (i.e. the Property Expenses Scheme and the Third Party Liabilities Scheme) administered by the NHS Litigation Authority in lieu of commercial insurance. Each Party shall provide to the other upon request such evidence as that Party may reasonably require to confirm that the insurance arrangements are satisfactory and are in force at all times.

9.2 The Trust shall indemnify the Council and its employees and agents against all claims and proceedings (to include any settlements or ex gratia payments made with the consent of the Parties and reasonable legal and expert costs and expenses) made or brought (whether successfully or otherwise) against the Council or any of its employees or agents:

9.2.1 by or on behalf of any Client (or his dependants) for personal injury (including death) or for loss of or damage to any property arising from actions or omissions by or on behalf of the Trust out of or in connection with the Service; or

9.2.2 by the Trust, its employees or agents or by or on behalf of a Client (or his dependants) for a declaration concerning the treatment of a Client who has suffered such personal injury (including death) or for loss of or damage to any property arising out of or in connection with the Service; or

9.2.3 for personal injury (including death) or for loss of or damage to any property caused to Seconded Staff as a result of a breach of statutory duty or health and safety obligations by the Trust; or

9.2.4 in respect of any acts or omissions of the Trust, its employees or agents arising out of or in connection with the Service.

9.3 The above indemnity by the Trust shall not apply to any such claim or proceeding:

9.3.1 to the extent that such liability and/or personal injury (including death) (or loss of or damage to property) is caused by the negligent or wrongful act(s) or omission(s) or breach of statutory duty of the Council, its employees (save where those employees are Seconded Staff acting under the direction and control of the Trust and in compliance with the Trust's instructions) or agents; and/or

9.3.2 to the extent that such liability and/or personal injury (including death) (or loss of or damage to property) is caused by the failure of the Council, its employees or agents to meet their obligations in accordance with this Agreement; and/or

9.3.3 in respect of all Employment Liabilities arising from any act or omission of the Council in breach of: (i) this Agreement; (ii) any relevant contract of employment; and/or (iii) any Law (including without limitation any failure of the Council to meet any obligations to provide adequate training to the Seconded Staff or a failure to ensure the Seconded Staff comply with any supervision, management, direction or instruction of the Trust in accordance with this Agreement); and/or

9.3.4 to the extent such liability and/or personal injury (including death) or loss of or damage to property pre-dates the Commencement Date.

9.4 The Council shall indemnify the Trust and its employees and agents against all claims and proceedings (to include any settlements or ex gratia payments made with the consent of the Parties and reasonable legal and expert costs and expenses) made or brought (whether successfully or otherwise) against the Trust or any of its employees or agents:

9.4.1 by or on behalf of any Client (or his dependants) for personal injury (including death) or for loss of or damage to property arising from actions or omissions by or on behalf of the Council out of or in connection with the Service; or

9.4.2 by the Council, its employees or agents or by or on behalf of a Client for a declaration concerning the treatment of a Client who has suffered such personal injury (including death) or for loss of or damage to any property arising out of or in connection with the Service; or.

9.4.3 for personal injury (including death) or for loss of or damage to any property caused to Trust Staff as a result of a breach of statutory duty or health and safety obligations by the Council (save where caused by Seconded Staff acting under the direction and control of the Trust and in compliance with the Trust's instructions); or

9.4.4 in respect of any acts or omissions of the Council, its employees or agents arising out of or in connection with the Service.

9.5 The above indemnity by the Council shall not apply to any such claim or proceeding:

9.5.1 to the extent that such liability and/or personal injury (including death) (or loss of or damage to property) is caused by the negligent or wrongful act(s) or omission(s) or breach of statutory duty of the Trust, its employees or agents; Furthermore the Trust acknowledges and agrees that the Council shall not be delegated functions by the Trust that would require the Council to obtain and hold medical malpractice cover and that the Trust shall be entirely responsible for all such claims and shall hold the appropriate insurance;

9.5.2 to the extent that such liability and/or personal injury (including death) (or loss of or damage to property) is caused by the failure of the Trust, its employees or agents to meet their obligations in accordance with this Agreement; and/or

9.5.3 in respect of all Employment Liabilities arising from any act or omission of the Trust in breach of: (i) this Agreement; (ii) any relevant contract of employment; and/or (iii) any Law (including without limitation any failure of the Trust to meet any obligations to provide adequate training to the Trust Staff and Seconded Staff or a failure to ensure the Trust Staff and Seconded Staff comply with any supervision, management, direction or instruction of the Council in accordance with this Agreement); and/or

9.5.4 to the extent that such liability and/or personal injury (including death) or loss of or damage to property pre-dates the Commencement Date.

- 9.6 The Parties will indemnify and keep indemnified each other against all liabilities arising directly or indirectly from any events, acts or omissions in relation to their respective functions owing prior to the Commencement Date.
- 9.7 The Council shall indemnify and keep indemnified the Trust against all liabilities costs claims damages and losses made or brought against the Trust or any of its employees or agents arising as a result of charging for the Services.
- 9.8 The Trust shall indemnify the Council against all claims and proceedings (to include but not be limited to any settlements or ex gratia payments made with the consent of the Parties compensation or damages for discrimination or constructive dismissal and reasonable legal and expert costs and expenses) made or brought (whether successfully or otherwise) by Seconded Staff in connection with their employment by the Council to the extent that such claims and proceedings arise from and are attributable solely to acts of the Trust in relation to the secondment to the Trust of Seconded Staff. This indemnity also extends to any liability arising from TUPE.
- 9.9 The Council shall indemnify the Trust against all claims and proceedings (to include but not be limited to any settlements or ex gratia payments made with the consent of the Parties as compensation or damages for discrimination or constructive dismissal and reasonable legal and expert costs and expenses) made or brought (whether successfully or otherwise) by Seconded Staff in connection with their employment by the Council to the extent that such claims and proceedings arise from and are directly attributable to the Council.
- 9.10 Neither the indemnities from the Trust nor that from the Council shall apply to any such claim or proceeding:
- 9.10.1 unless as soon as reasonably practicable following receipt of notice of such claim or proceeding, the Party in receipt of it shall have notified the other Party in writing of it;
- 9.10.2 if the Party in receipt of the claim or proceeding, its employees or agents shall have made any admission in respect of such claim or proceeding or taken any action related to such claim or proceeding prejudicial (in the reasonable opinion of the other Party) to the defence of it without the written consent of the other Party (such consent not to be unreasonably withheld or delayed),

provided that this condition shall not be treated as breached by any statement properly made by the former Party, its employees or agents in connection with the operation of its internal complaints procedures, accident reporting procedures or disciplinary procedures or where such statement is required by law.

- 9.11 Each Party shall keep the other Party and its legal advisers fully informed of the progress of any claims or proceedings, and will consult fully with the other Party on the nature of any defence to be advanced and will not settle any such claim or proceeding without the written approval of the other Party (such approval not to be unreasonably withheld). The provisions of this Clause 9.11 shall only apply to the extent that the Party subject to the claim is able to liaise with the other in the manner set out and there exists no conflict of interest.
- 9.12 Without prejudice to the provisions of Clause 9.10.1, both Parties will use their reasonable endeavours to inform each other promptly of any circumstances reasonably thought likely to give rise to any such claim or proceedings of which they are directly aware and shall keep each other reasonably informed of developments in relation to any such claim or proceeding even where they decide not to make a claim under this indemnity.
- 9.13 The Parties will each give to the other such help as may reasonably be required for the efficient conduct and prompt handling of any claim or proceeding by or on behalf of Clients (or their dependants) or concerning such a declaration as is referred to in Clause 9.2.2 and 9.4.2. It is agreed and acknowledged that the provisions of Clauses 9.10 – 9.13 apply in so far as each Party is able to undertake the actions set out in the aforementioned clauses. Both Parties accept that the conduct of any liability claim rests entirely with each Parties respective insurers and appointed solicitors and as such they have sole and principal authority in relation to the administration and settlement claims.
- 9.14 The Trust will give such help to the Council as the Council may reasonably require and cooperate fully with the Council (to the extent that such help and cooperation relate to matters arising from the secondment of Council employees to the Trust) in preparation and handling of any claim against the Council brought by employees of the Seconded Staff as is referred to in Clause 9.6 including attendance by any of the employees of the Trust at any hearing of any court or tribunal if required. The Council will give such help to the Trust as the Trust may reasonably require and cooperate fully with the Trust (to the extent that such help and cooperation relate to matters arising

from the secondment of Trust employees to the Council) in the preparation and handling of any claim against the Trust brought by Trust Staff and New Staff as is referred to in Clause 9.6 including attendance by any of the employees of the Council at any hearing of any court or tribunal if required. Both Parties agree and acknowledge that the provisions of this Clause shall in no way give rise to an expectation or obligation upon either Party to warrant or guarantee the attendance by an employee at the hearing of any court or tribunal.

- 9.15 For the purposes of this indemnity the expression “agents” shall be deemed to include without limitation any nurse or health professional, social worker or social care worker or manager providing services to the Trust under contract for services or otherwise and any person carrying out work for the Trust under such a contract.

10 REVIEW

- 10.1 The Parties shall review the provision of the Service and this Agreement :
- 10.1.1 by or on 1st July 2014; and
- 10.1.2 through the JMG, every 3n months thereafter for the duration of this Agreement, with a view to confirming the operation of the Pooled Fund and their respective contributions hereto; and the Non Pooled Fund for the financial year 2014/15 and subsequent years thereafter.; and
- 10.2 The Parties, through the JMG, shall review the operation of this Agreement thereafter on an annual basis every year for the duration of the Agreement.
- 10.3 All reviews of, and in relation to, this Agreement shall be conducted in good faith and in accordance with the governance arrangements set out in Schedule 6; and shall be based upon information to be provided as set out in Schedule 6.
- 10.4 This terms of this Agreement shall be subject to a formal review by the Parties 5 years from the Commencement Date and thereafter at such intervals and on such dates as are agreed by the Parties during the term of this Agreement.. Any variations to the terms of the Agreement agreed by the Parties shall be made in accordance with Clause 13.
- 10.5 The Parties may review the operation of this Agreement on the coming into force (or anticipation of the coming into force) of any relevant statutory or other legislation or guidance affecting the terms of this Agreement so as to

ensure that the terms of this Agreement comply with such legislation or guidance. Any variations to the terms of the Agreement agreed by the Parties shall be made in accordance with Clause 13.

- 10.6 The reviews undertaken in accordance with Clause 10.2, 10.4 and 10.5 of this Agreement shall include review of the Secondment Agreement and review of professional supervision arrangements.
- 10.7 The Parties shall confirm no later than 1st April in each future Financial Year their respective contributions to the Pooled Fund and for the Council to the Non Pooled Fund for that current Financial Year and following which the Pool Manager shall prepare for the JMG a revised Schedule 1 and 5 to this agreement plus a revised Performance Framework for Schedule 6 to this Agreement, an annual workforce plan and a programme of continued and future training to be provided by each of the Trust and the Council to Staff, which, when approved by the JMG and the Parties, shall replace the previous versions of Schedules 1 and 5 and the Performance Framework for Schedule 6, the workforce plan and any current training plan. These together shall form the Annual Plan for the next year of the Agreement. If either of the Parties are unable to confirm in writing their respective contributions by 1st April in the relevant Financial Year then the provisions of Clause 11.1 shall apply.
- 10.8 The Parties shall also use reasonable endeavours in each Financial Year to agree by 31st December a draft budget for the following Financial Year. Such budget will be finalised once the Parties have agreed their contributions for the relevant financial year in accordance with Clause 10.7 above.
- 10.9 Financial Planning for Clause 10.8 above shall be conducted in good faith and shall take account of:
- 10.8.1 general inflation;
 - 10.8.2 pay, pay costs and pay inflation
 - 10.8.3 any agreed addition or reduction of funds
 - 10.8.4 efficiency targets
- 10.10 No provision of this Agreement shall preclude the Parties by mutual agreement making additional contributions of non-recurring monies to the Pooled Fund from time to time but no such additional contributions shall be taken into account in the calculation of the Parties' respective contributions

for the purpose of Clause 11. Any such additional contributions of non-recurring monies shall be explicitly recorded in JMG minutes and recorded in the budget statement as a separate item.

11. TERMINATION

- 11.1 This Agreement may be terminated by not less than 6 months written notice in writing from either Party to the other, if either of the Parties has failed to finalise and agree the budget and Annual Plan in any Financial Year in writing by 1st April in the relevant year in accordance with Clause 10.7. During such notice period the Parties shall continue to contribute to the Pooled Fund on a pro rata basis in accordance with the contributions agreed for the previous Financial Year. During such notice period the Council shall continue its contribution to the Non Pooled Fund in accordance with the contributions agreed for the previous Financial Year.
- 11.2 In the case of a material breach by one Party of its respective obligations under the Agreement which in the opinion of the other Party is not capable of remedy, and which has an adverse impact on the other Party, the other Party may terminate the Agreement on immediate written notice and is not required to allow the first Party time to attempt to remedy that breach.
- 11.3 In the event of a change in legislation or a direction by a Secretary of State or Minister of the Crown or any decision by a competent court such as would make the Arrangements under this Agreement no longer appropriate or unlawful to continue for the Parties, the Agreement may be terminated by agreement between the Parties on such notice as they shall agree if the Parties (acting reasonably) are unable to agree a modification or variation of this Agreement so as to bring the specific matter within their respective powers.
- 11.4 If either Party has failed to confirm in writing its contribution to the Pooled Fund and Non pooled Fund in accordance with clauses 4.1, 4.2 and 4.3 of the Agreement, either Party may terminate this Agreement on giving immediate written notice to the other, and this Agreement may terminate forthwith.
- 11.5 In circumstances other than the above, either Party may terminate this Agreement in accordance with clause 2.2.
- 11.6 Any purported termination of this Agreement under this Clause shall be without prejudice to any continuing obligations of the Parties under Clauses

6, 7 and 12 and the continued operation of the JMG in accordance with Schedule 6.

12. EFFECTS OF TERMINATION OR REDUCTION OF CONTRIBUTION

12.1 Notwithstanding any notice of termination in accordance with Clause 11, or reduction of contribution in accordance with Clause 4

12.1.1 The Parties shall co-operate to ensure that, where possible, existing Clients are assigned to the Party with statutory responsibility for those Clients. Where this is not possible, the Council and the Trust shall continue to be liable to provide the Service in accordance with this Agreement for all current Clients at the date of service of the notice of termination

12.1.2 the Parties shall remain liable to operate the Pooled Fund and Non pooled Fund in accordance with this Agreement so far as is necessary to ensure fulfilment of the obligations in sub-clause 12.1.1 and

12.1.3 the Parties shall consult each other with respect to agreeing the apportionment of Employment Liabilities arising as a consequence of the reduction or loss of Services following any such reduction in contributions to the Pooled Fund or expiry or termination of this Agreement and shall in good faith endeavour to reach agreement having regard to each Party's financial contributions to the Pooled Fund and the Health Functions and Health Related Functions of the relevant members of Staff;

12.1.4 subject to sub-clauses 12.1.1 and 12.1.2 each Party shall use reasonable endeavours to mitigate any Employment Liabilities including without limitation the redeployment of Staff within their respective organisations;

12.1.5 if no agreement pursuant to clause 12.1.3 is reached within 6 months of the date of such reduction in contributions or expiry or termination of this Agreement then the Employment Liabilities specified in clause 12.1.3 shall be allocated to each Party in proportion to their respective contributions to the Pooled Fund for the immediately preceding Financial Year save for where any such Employment Liabilities arise from any act or omission of a Party in breach of: (i) this Agreement; (ii) any relevant contract of employment; and/or (iii) any Law (including without limitation any failure of a Party to meet

any obligations to provide adequate training to its Staff or a failure to ensure its Staff comply with any supervision, management, direction or instruction of the other Party in accordance with this Agreement) in which case the Party in breach shall have responsibility for the Employment Liabilities so arising. The Parties shall make such payments to each other as shall be required to reflect this allocation; and

12.1.6 prior to any agreement pursuant to clause 12.1.3 or the end of the 6 month period referred to in clause 12.1.5 (whichever is earlier) and other than in the circumstances in which the terms of clause 8.23 apply, each Party shall resume direct management control and responsibility for all Employment Liabilities arising or payable in respect of any and all Staff engaged in the provision of the Services who were so employed by them immediately prior to the termination or expiry of the Agreement or who were employed as a result of provision under Clause 8.20 unless such Employee Liabilities arise from any act or omission of a Party in breach of: (i) this Agreement; (ii) any relevant contract of employment; and/or (iii) any Law (including without limitation any failure of a Party to meet any obligations to provide adequate training to its Staff or a failure to ensure its Staff comply with any supervision, management, direction or instruction of the other Party in accordance with this Agreement) in which case the Party in breach shall have responsibility for the Employment Liabilities so arising.

12.2 Where any under spend or overspend in relation to the Pooled Fund or Non Pooled Fund shall exist upon termination then Clauses 7.11.4, 7.11.5 and 7.11.6 shall apply in determining the apportionment of that overspend or underspend.

12.3 When determining whether there has been an under spend or overspend as at the date of termination any unquantified liabilities shall not be taken into account.

12.4 Subject to the foregoing commitments of the Parties, following termination of the Agreement, the Trust shall return to the Council within three months any of the Council's contribution to the Pooled Fund which has not been spent on the Service and any of the Council's contribution to the Non Pooled Fund which has not been spent in support of the Service according to the terms of this Agreement. The Trust shall use reasonable endeavours to provide as soon as possible and in a format acceptable to the Council any information

required by the Council, including copies of relevant Trust's books and records held with regard to the Trust's obligations pursuant to this Clause, relating to the exercise of the Council's functions and subject to Clause 22.

- 12.5 The Parties shall continue to be responsible for any liabilities that arise following distribution of the Pooled Fund and the Non Pooled Fund pursuant to Clause 12.2 and/or Clause 12.3. Any liabilities that are subsequently quantified shall be apportioned between the Parties in accordance with the provisions of clauses 7.11.4, 7.11.5 and 7.11.6 and the Parties shall make such payments to each other as shall be required to reflect this.
- 12.6 Non-capital assets purchased from the Pooled Fund will be distributed between the Parties on the basis of statutory responsibility for the relevant Clients or where this is not practicable such goods will be shared proportionately between the Council and the Trust according to the level of past contributions to the Pooled Fund.
- 12.7 In the event that this Agreement is terminated in whole or in part (howsoever terminated) there shall be a review undertaken by the Parties of staff that have been appointed by the Trust in accordance with Clause 8.20 ("New Staff") in order to fulfil the objectives of the Service and to meet the Health Related Functions of the Council. The Parties will conduct that review jointly and shall consider whether any New Staff will transfer to the Council under TUPE. The Trust shall be responsible for the Employment Liabilities in relation to those New Staff that incurred or have accrued prior to the date of transfer to the Council, and shall indemnify the Council in respect of the same. The Council shall be responsible for the Employment Liabilities in relation to the New Staff from the date of transfer and shall indemnify the Trust in respect of the same.
- 12.8 In the event that this Agreement is terminated in whole or in part (howsoever terminated) the Parties agree to co-operate to ensure an orderly wind down of their joint activities as set out in this Agreement so as to minimise disruption to all Clients, carers and staff.

13. VARIATION

- 13.1 No variation to this Agreement, including for the avoidance of doubt the Schedules, shall be effective unless it is in writing and signed by both the Parties.

14. CONFIDENTIALITY & INFORMATION

14.1 The Parties have in place an information sharing protocol between them and shall:

14.1.1 keep confidential any information obtained in connection with this Agreement and control or process any personal data of Clients in accordance with the Data Protection Act 1998; and

14.1.2 take appropriate technical and organisational measures against unauthorised or unlawful processing of such personal data and against accidental loss or destruction of or damage to such personal data.

14.2 Unless agreed otherwise in writing, the Council and the Trust shall keep confidential any information acquired through their conduct of this Agreement and will take all reasonable steps to ensure that their employees do not divulge such information to a third party, without the express consent of both Parties and the Client, except in accordance with the requirements for external audit, as may be required by law, where such information is already in the public domain or in accordance with the information sharing protocol agreed between the Parties.

14.3 Each Party notes the other's obligations as a Public Authority under the Freedom of Information Act 2000. The Parties will facilitate each other's compliance with their obligations under that Act and comply with any reasonable request from the other for that purpose. The Parties also note and agree that the other may after using reasonable endeavours to consult with them provide information to any person relating to this Agreement or for the purposes of complying with a request made under the Act.

15. DISPUTE RESOLUTION

15.1 In the event of a dispute over the application or interpretation of this Agreement, the dispute may be referred by the Parties in writing as follows:

15.1.1 in the first instance to the Authorised Officers to resolve within 4 weeks;

15.1.2 in the second instance if the dispute has not been resolved within 4 weeks of such referral to the Authorised Officers, either Party may refer the matter to the Chief Executive of the Council and the Director of the Commissioning Board area team with responsibility for Merton NHS services;

15.1.3 in the third instance if the dispute has not been resolved within 4 weeks of such referral to the Chief Executive of the Council and the Director of the Commissioning Board area team with responsibility for Merton NHS services either Party may refer the matter to an individual nominated by or on behalf of the Secretary of State for Health to act as mediator. Any settlement reached by the Parties with the assistance of the mediator shall only be binding on the Parties with their agreement in writing.

15.2 If a dispute has not been resolved within 3 months of reference to the individual appointed in accordance with Clause 15.1.3 above, either Party may terminate this Agreement on immediate written notice to the other and the provisions of Clause 12 shall apply.

16. EXCLUSION OF PARTNERSHIP AND AGENCY

16.1 The Parties expressly agree that nothing in this Agreement in any way creates a legal partnership between them. 16.2 Neither Party nor any of its employees or agents will in any circumstances hold itself out to be the servant or agent of the other Party, except where expressly permitted by this Agreement.

17. ASSIGNMENT AND SUB AGREEMENTS

17.1 The Parties shall not assign or transfer the whole or any part of this Agreement, without the prior written consent of the other Party.

18 THE CONTRACTS (RIGHTS OF THIRD PARTIES) ACT 1999

18.1 A person who is not a party to this agreement shall not have any rights under the Contracts (Rights of Third Parties) Act 1999 to enforce any term of this agreement.

19. PREVENTION OF CORRUPTION / QUALITY CONTROL

19.1 The Parties shall have mutual policies and procedures to ensure that relevant controls assurance, probity and professional standards are met.

20 COMPLAINTS

20.1 Complaints regarding the Service shall in the first instance be directed to the Trust and if they cannot be dealt with under NHS Complaints Procedure they will be investigated jointly by the Parties (with the Trust taking the lead) and a decision will be made regarding which complaints procedure should be followed. The complaint will then be managed according to the Council's

Complaints Procedure or the NHS Complaints Procedures Act 1985 as appropriate. The nominated officer responsible for handling of complaints will ensure that all Clients and their carers or established representatives are advised and provided with information on how to complain, which will be made known at the point of commencement of assessment and after referral to the Service for any potential service or support.

20.2 The Trust will report the data regarding complaints to the Council by means of a quarterly report or more frequently if requested by the Council. The data must be sent in accordance with the Council's policy and procedures in place and as updated

20.3 All complaints from Service Users should be dealt with and resolved appropriately by the Trust and any serious complaint that cannot be resolved shall be notified to the Council as soon as reasonably practicable so that the parties can co-operate and endeavour to satisfy the complainant

21. NOTICES

21.1 All notices under this Agreement shall only be validly given if given in writing, addressed as follows:

21.1.1 If to the Council, addressed to the Director for Adult Social Care Services at the Civic Centre as above;

21.1.2 If to the Trust, addressed to the Chief Executive at Springfield University Hospital as above.

22. STATUTORY OBLIGATIONS

22.1 The Parties shall in the performance of their obligations under this Agreement comply with all relevant Law including (without limitation) all statutes directives regulations orders codes of practice and best practice guidelines (as amended from time to time) and all provisions relating to such matters elsewhere in this Agreement.

22.2 Each Party will note the other Party's current and future obligations under the Data Protection Act 1998, the FOIA 2000, the Human Rights Act 1998, Equality Legislation and Part 1 of the Local Government Act 1999 (all as amended from time to time) and any codes of practice and best practice guidance issued by the European Commission Government and the appropriate enforcement agencies ("the Specified Legislation") and shall:

- 22.2.1 comply with the Specified Legislation in so far as it places obligations upon that Party in the performance of its obligations under this Agreement;
- 22.2.2 facilitate the other Party's compliance with its obligations under these provisions and comply with any reasonable requests for that purpose;
- 22.2.3 act in respect of any person who receives or requests services under this Agreement as if that Party were a public authority for the purpose of the Human Rights Act 1998;
- 22.3 Each Party ("the First Party") acknowledges that in responding to a request received by any Party ("the Other Party") under the FOIA the Other Party will be entitled to provide information held by it relating to this Agreement or which otherwise relates to the First Party.
- 22.4 The First Party shall co-operate with the Other Party in connection with any request received by the Other Party under the FOIA and such co-operation shall be at no cost to the Other Party.
- 22.5 The Parties shall at all times comply with the requirements of the Health and Safety at Work Act 1974 and of any other Acts pertaining to the health and safety of employees and shall ensure that any contractors carrying out work for any purpose relating to the Agreement on the other Party's premises likewise comply.
- 22.6 The Parties shall in connection with the provision of the Services comply with their obligations under the Data Protection Act 1998 (including where appropriate obtaining registration there under) and avoid offending against the Computer Misuse Act 1990.
- 22.7 Each Party shall provide the other Party with such information as that Party may reasonably require to satisfy itself that the first Party is complying with the obligations referred to in this Clause.
- 22.8 Each Party shall take such steps as may be practical to afford the other Party access to information which is reasonably required by the first Party in connection with any of its statutory functions and for any purpose connected with its rights and obligations under this Agreement.

- 22.9 Each Party must exercise its best endeavours to ensure the accuracy of any data entered into the computer system used in carrying out the Parties' obligations under the Agreement.
- 22.10 All data held in respect of a Client on any computer system operated under this Agreement must immediately on termination of the Agreement be made available on request by an appropriately authorised officer to the Party with statutory responsibility for the relevant Clients.
- 22.11 The Parties under the Race Relations (Amendment) Act 2000 have a duty to promote racial equality. The Parties shall have due regard to the need to eliminate unlawful racial discrimination and to promote equality of opportunity in the provision and use of the Service, as defined within the meaning and scope of the Race Relations Act 1976 (as amended by the Race Relations (Amendment) Act 2000) and to assist each other in the implementation of any Race Equality Scheme or equivalent scheme in order to monitor its policies for any adverse impact on the promotion of race equality in accordance with the Race Relations Act 1976 (Statutory Duties) Order 2001.
- 22.12 The Parties shall not in relation to the employment of persons for the purposes of providing the Service or in relation to the provision of the Service to any person discriminate against a person contrary to Statute including but not limited to the Equal Pay Act 1970 the Sex Discrimination Acts 1975 the Race Relations Act 1976 (as amended by the Race Relations (Amendment) Act 2000), the Disability Discrimination Act 1995 and the Equality Act 2010 and shall be deemed to include any amendments, replacements or re-enactments thereof from time being in force.

23. GOVERNING LAW

- 23.1 This Agreement shall be governed by and construed in all respects in accordance with the laws of England and shall be subject to the exclusive jurisdiction of the English courts.

24. SURVIVAL

- 24.1 The following clauses shall survive termination of this Agreement: Clauses 1, 8.26, 9, 14, 22, 23 and this Clause 24.

25. SEVERANCE

25.1 If any provision of this Agreement shall become or be declared by a court of competent jurisdiction to be illegal invalid or unenforceable such illegality or unenforceability shall in no way impair or affect any other provision of this Agreement all of which shall remain in full force and effect.

26. FORCE MAJEURE

26.1 The Parties shall not be in breach of the Agreement if there is a failure of performance by any Party of its duties and obligations under the Agreement occasioned by any act of God, fire, act of government or state, civil commotion, insurrection, embargo, prevention from or hindrance in obtaining raw materials, energy or other supplies and/or any other reason beyond its control.

26.2 The Parties obligations under this Agreement shall be suspended for the period (and only during the period) during which the cause described in Clause 26.1 continues. As soon as it is reasonably practicable after the cause ceases to exist the Party prevented from performing its obligations shall give written advice to other Parties. If the period for which the Agreement is required to be suspended extends beyond 4 months then this Agreement shall be terminated and the provisions of Clause 12 shall apply.

V8 2 Feb Merton

IN WITNESS whereof the parties have executed this Agreement as a Deed the day and year first before written

THE COMMON SEAL of THE LONDON BOROUGH OF MERTON

Was affixed to this Deed in the presence of:

.....Authorised Signatory

THE COMMON SEAL of SOUTH WEST LONDON AND ST GEORGE'S MENTAL HEALTH NHS TRUST

Was hereunto affixed in the presence of:

.....Chief Executive

.....Director of Finance

SCHEDULE 1

AIMS AND OBJECTIVES

1. INTRODUCTION:

The primary aim of the Parties in establishing the Arrangements is to:

- Maximise the effectiveness and efficiency of mental health provision through the implementation of Section 75 Health Act 2006 flexibilities (Pooled budget and integrated provision) for adults with mental health needs

2. STRATEGIC AIMS

These provide the overall context for integration and support the delivery of the social care agenda on behalf of the Council.

The core aims of the Parties are to:

- Improve the mental health and well-being of the people we serve
- Employ and manage staff to ensure they meet their potential at work to achieve the best possible outcomes for people with we serve.

We will achieve these aspirations by continually;

- Improving the quality and robust governance of our services
- Increasing efficiency, value for money and financial decision making
- Innovating and seeking new service delivery models
- Generating income to improve benefit for patients
- Developing our staff to offer the full potential
- Providing evidence of the agreed performance outcomes
- Providing evidence of need and best practice to inform integrated commissioning in the future and the development of the wider market of support offers
- Engaging service users and carers in the development of policies, strategies, plans and evaluations of services

For the people we serve this will involve

V8 2 Feb Merton

- Ensuring that adults of working age within the Borough of Merton who have eligible health and social care needs can access and use personalised, specialist mental health services and resources.
- Ensuring that adults with mental health problems are safeguarded from harm.
- Ensuring that Carers (family and friends) of the eligible adults are identified and offered a carers assessment, information and advice and support services.
- Contributing to the safety and wellbeing of families and the wider community in Merton through effectively managing risks arising from mental health problems.
- Using Health and Social care performance data in timely manner to inform priorities for action and continuous improvement and development
- Working with Merton health commissioners to ensure the on-going development of an integrated, preventive, and personalised led recovery-focused mental health system.
- Working effectively within a system of multiple NHS providers of mental health care
- Working with relevant private voluntary and independent sector providers.

The main focus of this is to achieve an integrated approach to enabling person-centred services through a range of developments including:

- Working together to improve physical and mental health for people with long term mental health conditions
- Increasing the numbers of people who are able to live independently including people living in supported living services, and reducing the numbers of people living in registered (residential/nursing) care
- To enable more people when they become acutely unwell to stay in their own homes as opposed to being admitted to hospital
- To increase choice and control by enabling personalised services and increasing the number of people with eligible social care needs to have a personal budget or a Direct Payment for their care and support.
- To increase the identification of carers, carers assessments, advice and information and subsequent support offered to carers

This will involve

- Delivering high quality care and support for both those with mental health problems and their carers throughout an integrated, seamless and robust care pathway.
- Developing a whole system approach for incorporating Health, Social Care, third sector and service users and their carers.

- Increasing the Choice and Control that People with Mental Health issues have over their lives, through Self Directed Support and Personal Budgets

3. SERVICE & IMPROVEMENT OBJECTIVES

The Parties will have the following objectives that are aimed at delivering improvements.

This is not a list of all task headings and outputs that may be expected of the partnership from time to time.

These are the matters the Partnership will focus on specifically to gain improvement and add value in the first 18 months:

1. To develop new, joint operating procedures for the integration of social care and health assessment and support planning within the teams managed in the Partnership, in order to deliver the duties of both organisations.
 - a. Both Parties to be fully involved in Trust led community services development plans, to agree specific, shared outcomes, quality, efficiency and cost benefits
 - b. Define and identify roles, tasks and responsibilities for professional and non qualified staff including, as agreed, generic tasks/functions, professionally reserved tasks and implications for multidisciplinary best practice

By 30th September 2014 . Lead – Service Director
2. To agree and implement practice supervision protocols for all disciplines within the Service.

By 30th September 2014 Lead – Trust HR Director
3. To agree and implement processes and performance targets for the improved implementation of self-directed support and increase in uptake of personal budgets and direct payments in mental health.

By 31st July 2014 Lead – Service Director
4. Agree process and governance structures to reduce use of - and total spend on - residential and nursing placements and increase use of less institutional support.

By September 2014 Lead – Service Director
5. Ensure sustained improvement and further embedding of responsive and preventive adult and child safeguarding practice through regular audit and end of year review.

Ongoing with quarterly reviews –
Merton Mental Health Social Work
Lead

6. To provide development opportunities to managers (team, general, senior) within Partnership services to have assurance they have skills to develop and deliver integrated social care and health management outcomes

Review September 30th 2014 Lead –
Director of Operations

7. To agree and implement a professional leadership and professional development structure for social work within the integrated services, engaging Council and Trust resources, in line with the social work reforms, capabilities framework and Employers' Standards.

By September 30th 2014 Lead - Director of
Social
Work

8. To review and implement improvements in the availability and use of both organisations' relevant information systems within the Partnership services, including equal access to both intranet services and working together to manage the implications of changes to existing systems.
 - a. Ensure protocols are in place to ensure all relevant information is captured in a time efficient way on the Care First Local Authority system

By September 30th 2014. Lead –
Service Director

9. To ensure managers for the Service take a full, appropriate part in interagency liaison and representation of mental health issues e.g. within diverse departments of the Council and community interagency forums.

On-going –quarterly review Lead –
Service Director

10. To promote and embed sound budget management within the integrated services with decision making devolved to team managers..

On-going – review through JMG
Lead – Service Director

SCHEDULE 2

THE TRUST'S NHS HEALTH CARE FUNCTIONS AND THE COUNCIL'S HEALTH RELATED CARE FUNCTIONS

1. THE TRUST'S NHS HEALTH CARE FUNCTIONS

- (a) The functions of providing services pursuant to arrangements made by a clinical commissioning group or the NHS Commissioning Board under sections 3, 3A and 3B of, and paragraphs 9 to 11 of Schedule 1 to, the National Health Service Act 2006, including rehabilitation services and services intended to avoid admission to hospital but excluding surgery, radiotherapy, termination of pregnancies, endoscopy, the use of Class 4 laser treatments and other invasive treatments and emergency ambulance services;
- (b) the functions of providing services pursuant to arrangements made by a clinical commissioning group or the NHS Commissioning Board under Section 117 of the Mental Health Act 1983; and
- (c) the functions under Schedule A1 of the Mental Capacity Act 2005

2. THE COUNCIL'S HEALTH RELATED FUNCTIONS

The Council's Health Related Functions are:-

- (a) the functions specified in Schedule 1 to the Local Authorities Social Services Act 1970 except for the functions under:
 - (i) sections 22, 23(3), 26(2) to (4), 43, 45 and 49 of the National Assistance Act 1948
 - (ii) section 6 of the Local Authorities Social Services Act 1970
 - (iii) section 3 of the Adoption and Children Act 2002
 - (iv) sections 114 and 115 of the Mental Health Act 1983 and
 - (v) Parts VII to IX and section 86 of the Children Act 1989
- (b) The functions under sections 7 or 8 of the Disabled Persons (Services, Consultation and Representation) Act 1986.

For the avoidance of doubt notwithstanding the terms of this Agreement Approved Mental Health Professionals shall continue to carry out functions under Section 115 of the Mental Health Act 1983 as amended. The provision of such functions does not form part of the Arrangements and will be regulated by the Council directly and outside of the Arrangements.

The Trust will support the Council in carrying out its duties and functions under Section 115 but will not be accountable for the quality of that service.

SCHEDULE 3

SERVICE: CLIENTS, MANNER, LOCATION AND ACCESS

INTRODUCTION

Schedule 3 illustrates the services to be provided and will be reviewed annually to reflect changes to the pattern of, referral routes to or eligibility for services.

SCOPE OF SERVICE

The Service will provide integrated Specialist Mental Health and Social Care Services to adults of working age and older people who have one or more of the following:

- Serious mental health problems where not served by primary care
- Critical or substantial social care needs

Additionally:

- Social care or health services may be provided exclusively by social care or health professionals where eligible for one set of services and not the other and where that service is deemed most appropriate in the wider context of the health or social care systems.

SERVICE ELIGIBILITY

The refocused Care Programme Approach and Fairer Access to Care Services (FACS) criteria have been combined to create an integrated approach to the assessment, care planning and review process applicable to these services.

Service eligibility is based on assessed need for these specialist mental health services. Social care services are provided or enabled for any person for whom the FACS assessment indicates the need for appropriate social care services.

COMMUNITY MENTAL HEALTH SERVICES

The details of the staffing levels and funding for each post in these services is provided in Schedules 4 and 5 of this Agreement.

The Managers of these services are required to deliver integrated health and social care services.

Social Care and Trust performance measures will be reported on regularly to the relevant Party alongside an integrated performance framework for the partnership between the Parties as described in Schedule 6 of the Agreement.

Merton Assessment Team Location: Wilson Hospital	
Summary	<p>The Merton Assessment Team provides the main assessment gateway to adult mental health services to residents of London Borough of Merton, who are experiencing mental health problems that are not responding to Primary Care intervention.</p> <p>The service provides a one point of access assessment, advice and signposting function for all referrals. The assessment function will begin on receipt of referral, and dependent on the outcome, provides the gateway for accessing the range of adult mental health services.</p> <p>The team will refer and signpost to other agencies, both statutory and non-statutory where required.</p>
Access Criteria	<p>The service is for people aged 18-75 who are experiencing a mental disorder and reach a health assessment criteria and fair access to services criteria of critical and substantial need.</p>
Referrals	<p>Merton residents aged 18-75 can be directly referred from the GP's liaison psychiatry and Home treatment teams. If there is a history of involvement, a self-referral is appropriate.</p>
Operational Policy	<p>Available on request from the Operational Manager</p>

The Recovery and Support Teams: (i) Mitcham (ii) Wimbledon (iii) Morden Location: Wilson Hospital	
Summary	<p>The Recovery and Support Teams (RSTs) CMHT provide the main treatment, recovery and support functions within adult mental health services to residents of London Borough of Merton, who are experiencing mental health problems that are not responding to Primary Care intervention or require more specialist interventions where there is no clear diagnosis of a psychosis or mood disorder.</p> <p>The RSTs are aligned to GP practices and this is overseen through regular GP link meeting. Treatment will be provided on an outpatient or domiciliary basis by the most appropriate member of the team and offer short term focused interventions to those with severe mental illness on an individual or group basis and long term care co-ordination.</p> <p>The teams will also provide specific education and employment advice/support to enable service users to re-integrate within wider society.</p> <p>The teams will work with other agencies, both statutory and non-statutory where required.</p>

Access Criteria	The service is for people aged 18-75 who are experiencing a mental disorder and reach a health assessment criteria or fair access to services criteria of critical and substantial need.
Referrals	Referrals will come through the Merton Assessment Team and same criteria will apply.
Operational Policy	Available on request from the Operational Manager

Merton Early Intervention Service (apportioned from Sutton & Merton Early Intervention Service) Location: Wilson Hospital	
Summary	<p>The Sutton and Merton EIS works for young people living in Sutton and Merton aged between 18 and 35 with first episode of suspected psychosis – the Merton apportionment of this service will be subject to partnership arrangements.</p> <p>The service aims to engage clients at the earliest possible opportunity and provides:</p> <ul style="list-style-type: none"> • Specialist help for young people and their carers for the first 3 years of contact with mental health services. • Education to increase public awareness, detection and referral of people with early signs of psychosis. • Employment advice and support. • Support and education to Primary Care and agencies to help recognise early signs and encourage young people to access help early.
Access Criteria	The service is for people aged 18-35 who are experiencing or have experienced their first episode of psychosis, who are resident in the London Borough of Merton. For young people aged 16-17 acceptance by EIS would only follow discussion with CAMHS.
Referrals	Referrals will come through the Merton Assessment Team and same criteria will apply.
Operational Policy	<p>http://insite.xswlstg-tr.nhs.uk/KnowledgeBase/Lists/Policies/EIS%20Operational%20Policy.pdf</p> <p>Available on request from the Operational Manager</p>

Merton Drug & Alcohol Recovery Team (DART) Location: Wilson Hospital	
Summary	Merton Drug and Alcohol Recovery Team (DART) works in a formal partnership with Community Drug Services South London (CDSSL) to provide a Tier 3 service offering structured community based treatment for drug and alcohol service users presenting with moderate to severe substance misuse problems. There may also be some elements of Tier 2 services as part of the assessment process for a limited/negotiated period which includes assessment, harm reduction measures, advice and information.

	<p>The DART provides the assessment, and clinical treatment aspect of the care pathway and this will be subject to the partnership arrangements.</p> <p>CDSSL provide the psycho-social aspects of the care pathway, and this will sit outside of the partnership arrangements.</p>
<p>Access Criteria</p>	<ul style="list-style-type: none"> ➤ Clients who are >18 years old. ➤ Clients who have moderate to severe substance misuse problems (Typically alcohol and opioid dependent). ➤ Clients who have multiple drug dependence ➤ Working with clients who have complex substance misuse dependence ➤ Dual diagnosis, i.e. substance misuse and severe/enduring mental illness. ➤ High-risk patterns of substance misuse and/or method of administration. ➤ Polysubstance misuse with increased risk and/or requiring complex prescribing for stabilisation or inpatient admission for stabilisation or detox. ➤ Complex (moderate to severe) benzodiazepine dependence. ➤ Complex (moderate to severe) hypnotic drug dependence). ➤ There is a diagnosis of a blood borne virus or severe physical illness where a Tier 3 alcohol or drug service intervention may reduce or prevent further physical or mental health harm. ➤ Pregnant clients with alcohol and or opioid dependence, or who have other complex substance misuse dependence/problems. This includes patients who are 6 months post-partum. ➤ Clients under Drug Rehabilitation Requirements (DRR). ➤ Clients discharged from prison requiring opioid substitute prescribing. ➤ Clients with substance misuse dependence where there are Child Protection issues ➤ The child is currently involved or at high risk of imminent involvement with Children and Families teams due to Child Protection issues, ➤ Children that are currently being “looked after” where there is a plan for them to return to drug-using parent(s). ➤ Assessing and referring clients for inpatient detoxes from alcohol and opioid detox or stabilisation ➤ Assessing and referring clients for residential rehabilitation ➤ Clients who are harmful alcohol users or who use other illicit drugs (i.e. cannabis or crack cocaine) are signposted to other agencies: ➤ REACH (Richmond Enhancing Access to Community Healthcare). ➤ KCA (Kent Counselling Association). ➤ DAIS (Drug Alcohol, Intervention and Support). ➤ Young people’s drug and alcohol team. ➤ ASCA (Addiction Support and Care Agency). ➤ The Criminal Justice System (if necessary). ➤ Referring to mental health services if there is evidence of mental illness, and there is no evidence of a substance misuse dependence or problem ➤ Joint working with mental health teams when there is diagnosis of mental illness and drug dependence (typically these are clients with alcohol and/or opioid dependence or who have complex substance misuse dependence/problems). ➤ Clients who are >65 years will continue to receive RCDAT services until such a time as their needs are assessed as having changed due to their age and adult services are less able to meet their needs. Transition of care to services for older people will

	then be planned.
Referrals	<ul style="list-style-type: none"> ➤ GPs. ➤ Mental Health Services. ➤ Hospitals ➤ Non statutory services ➤ Social Services, including Child and Family Social Services. ➤ The Criminal Justice System. ➤ Clients can self-refer.
Operational Policy	<ul style="list-style-type: none"> ➤ The Models of Care National Service framework Department of Health guidance (NTA 2006). ➤ The Drug Misuse and Dependence UK Guidelines on Clinical Management 2007. ➤ Relevant NICE guidance ➤ http://insite.xswlstg-tr.nhs.uk/KnowledgeBase/Lists/Policies/EIS%20Operational%20Policy.pdf

Merton Crisis & Home Treatment Team (C&HTT) 24 hrs service Location: Springfield Hospital	
Summary	Interventions: <ul style="list-style-type: none"> ➤ Rapid assessment of needs, mental state, mood and risks both at A & E department and community and determine suitability for home treatment intervention or inpatient acute admission. Response time to A & E usually within one hour. ➤ Provide crisis intervention based on clinical and safety need of patient via daily or twice daily visit at home environment. Crisis intervention includes administration of medication, monitoring efficacy and or side effect and risk as well as psychosocial intervention as necessary 24 hours daily. ➤ Undertake face to face assessment for all requests for admission to acute inpatient bed from all sources e.g. Merton Assessment Team, Recovery & Support Teams, St. Helier Hospital, Kingston Hospital, St Georges Hospital, police and other emergency services. ➤ Where hospitalisation is required, established the purpose of admission and facilitates admission by allocating a bed, thereby ensuring face to face gate keeping to all admissions. ➤ Facilitate early discharge, particularly through discharge coordinator working closely with inpatient services to ensure patients are discharged within the earliest possible time. ➤ Initiate Clozapine in the community thereby reducing the pressure on inpatient bed acute bed. ➤ Ensure joint discharge meeting with RSTs thereby ensuring clarity of role. ➤ To work in an integrated manner with Merton AMHP service to offer least restrictive option where feasible.
Access Criteria	C&HTT works with Adults (18 and above) with severe mental illness

	(e.g. Schizophrenia, Manic Depressive Disorder, Severe Depressive Disorder) in acute psychiatric crisis with such severity that without the involvement of the CR/HTT, hospitalisation would be necessary (Department of Health CR&HTT Implementation Guideline, NIMHE 2004).
Referrals	Merton C&HTT receives referrals made by the Merton assessment Team; R&STs; Complex Needs Service: Early Intervention Service; A & E Liaison Services, GP Surgery (Out of office hours); EDT, Sec.136 suite; London Ambulance Services, Self-referral via the Crisis Line, and from other home treatment teams.
Operational Policy	Available on request from the Operational Manager

Merton Older Person's Community Mental Health Team Location: Springfield Hospital	
Summary	<p>Merton Older Person's Community Mental Health Team (CMHT), provides assessment, treatment, recovery and support for Merton residents over 75 who are experiencing mental health needs, including dementia. The over 75 is an 'indicative' threshold, and the service will also treat people with an early onset of dementia below the age of 75.</p> <p>The service will be provided on an outpatient or domiciliary basis by the most appropriate member of the team and offer short term focused interventions to those with severe mental illness on an individual or group basis and long term care co-ordination. The service will also gate keep admissions into inpatient services, and work closely with the inpatient service with regard to discharge planning.</p> <p>The teams will work with other agencies, both statutory and non-statutory where required.</p>
Access Criteria	People over 75 with mental health conditions including dementia, or people with early onset dementia, that cannot be managed in primary care or mainstream services.
Referrals	Referrals from a wide range of services including GPs, social services, nursing/care homes, Acute Hospitals, non-statutory agencies and emergency services.
Operational Policy	Available on request from the Operational Manager

Merton Placement Review Team Location: Springfield Hospital	
Summary	<p>The Merton Placement Review Team works to manage the commissioning budget and will thus work closely with RSTs in order to best meet identified and eligible need in a manner that best promotes choice and recovery, and within available resources.</p> <p>In addition to this, an identified Placement Officer will manage a caseload of complex and high cost placements</p>
Access Criteria	All people with FACS eligible needs from a mental health condition.
Referrals	Referrals are potentially from all mental health services following

	assessment/review of social care needs.
Operational Policy	Available on request from the Operational Manager

APPROVED MENTAL HEALTH PROFESSIONALS (AMHP)

The Council is responsible for ensuring that sufficient Approved Mental Health Professionals (AMHPs) are available in the Borough to carry out their roles under the Mental Health Act 1983. The Council is responsible for approving individual AMHPs. This responsibility cannot be delegated to an NHS organisation through section 75 Partnership arrangements.

Although AMHPs carry out statutory functions under the Act on behalf of the Council, this does not mean that the AMHP has to be employed by the Council who approved them or on whose behalf they are acting. Under this agreement, the Council is entering into an arrangement with the Trust, whereby the Trust may employ an AMHP in their substantive role, but the Council will retain the ultimate legal responsibility for the service. The Trust will release staff for their AMHP duties and for initial and refresher AMHP training. The Trust will work in Partnership with the Council to enable sufficient AMHPs to be available from the integrated health and social care services managed under this agreement.

AMHPs are professional staff with a registered qualification (either Social Workers, Community Mental Health Nurses, Occupational Therapists or Chartered Psychologists) specifically approved and appointed under Section 114 of the Mental Health Act 1983 by a local Social Services authority '*for the purpose of discharging the functions conferred upon them by this Act*'. Among these, one of the most important is to carry out assessments under the Act and to function as applicant in cases where compulsory admission is deemed necessary. Before being appointed, AMHPs must undertake post-qualifying training accredited by the Health and Care Professions Council.

There is a rota arrangement for the deployment of AMHPs between weekday working hours.

AMHPs are released from their substantive community team roles while they undertake AMHP duties.

There are currently 8 Warranted AMHPs in Merton.

As recommended by the advice note issued by the Association of Directors of Adult Social Services (ADASS) in July 2008, the Council will enter into contractual arrangements with all trust employed AMHPs setting out the Councils responsibility for their practice. The Council will remain responsible for:

- Ensuring that all AMHPs have access to professional supervision and support in their role as AMHPs
- Providing a minimum of 18 hours of refresher training, relevant to the AMHP role each year – as determined by the local authority

- the health and safety of AMHPs whilst they are undertaking assessments on their behalf
- professional competence of those working in their role as AMHP, and for removing or suspending their warrant as necessary
- Legal indemnity whilst undertaking the AMHP role
- Access to legal advice whilst carrying out AMHP duties

AMHP Legal Support

Legal advice will be provided by the Merton and Richmond Shared Legal Services. Under this agreement, the Trust will work in Partnership with the Council to ensure a sufficient quantity of AMHPs by enabling its staff to be released for AMHP training and deployment on the AMHP rota, maintained by the Council.

AMHP Supervision

The following supervision and support arrangements will be in place, including access to senior support from within the Council, where issues related to conflicts of interest arise:

1. The Council's Director, Community and Housing Services, will ensure that AMHPs have access to independent advice and support and to act as the senior responsible officer for the AMHP service within the Council.
2. The Associate Director of Social Work in Mental Health, employed by the Borough, will act as 'champion' to highlight any problems identified by AMHPs, and to protect the role's independence where the source of the problem may be within the substantive employer's control.

Information on AMHP activity will be reported to the JMG regularly as a part of its Performance Reporting Framework as attached at Schedule 6.

WIDER SERVICES ACCESSED BY THE INTEGRATED TEAMS

Services not subject to the Integration Arrangements, but which can be accessed by the Integrated Teams include:

- Adult Inpatient Service – inpatient services for working age adults, based on Jupiter Ward but other wards accessed as required.
- Older Adult Inpatient Service – inpatient services for older adults, based on Crocus Ward but other wards accessed as required.
- Psychiatric Intensive Care Unit – short term intensive care for those patients who are very acutely ill.

- Challenging Behaviour Team – provide treatment support and advice to care homes in managing older people with dementia manifesting in challenging behaviour.
- Liaison Psychiatry Services – A&E assessment and input into acute wards at St. George's, St. Helier and Kingston Hospitals.
- Complex Needs Team – providing structured treatments for people with complex personality disorder.
- Service User Network – open access group based support and treatment for people with personality disorder.
- Sutton and Merton Improving Access to Psychological Therapies – psychological treatments for people with anxiety and depression.
- SWLSTG Specialist Services e.g. Forensic, Eating Disorders, OCD, Deaf
- Housing/accommodation – General Needs Housing, Housing Needs Team, including Floating Support, Homeless Persons Unit, Registered Providers for Supported Living, Shared Lives, Health Continuing Care
- Safeguarding adults – Safeguarding adults team, Complex Needs team (virtual)
- Financial assessments – Financial assessments team, Finances services
- Commissioning/contracts – Brokerage
- Children's Services – Child protection CIN. LAC, Supporting Families

COMMISSIONED SOCIAL CARE SERVICES

The Trust will be responsible for putting in place access to social care services in order to meet the assessed eligible needs of service users assessed by the integrated staff teams described in this agreement.

Additionally the Council will commission a range of social care services directly and make these contracts available for access by the Trust managed integrated staff teams.

At Commencement these services are as follows:

- A range of services commissioned from the voluntary sector including Carer Support, Home Maintenance, Advocacy and Community Advice Services
- Services available to all customers in Access and Assessment for example Community OT, MILES, services to support self-directed support, Safeguarding, Housing Needs and Supporting People,

The Council will retain responsibility for strategic commissioning which will include population needs analysis, service development, contracting, procurement, brokerage and quality assurance.

TRUST ARRANGED SERVICES FROM THE NON POOLED FUND

The Trust will be responsible for micro-commissioning, namely, making arrangements for service users to meet their assessed eligible care and support needs from those services contracted directly by the Council from time to time and from additional Health Related social care services to be arranged by the Trust through its use of the Non Pooled Budget as delegated by the Council to the Trust.

Access to all of the Health Related Social Care services is to be determined by the Council's eligibility criteria, currently set at Critical and Substantial Needs.

Arrangements for management of the Non Pooled Budget for commissioning of Health Related social care services by the Trust are set out in more detail in Schedule 5.

SCHEDULE 4

PERSONNEL, MANAGEMENT, STRUCTURE AND SERVICE GOVERNANCE
DRAFT

1.1 Table 1 shows the total numbers of staff of the Council to be managed by the Trust as at 31 December 2013.

Table 1

Current Employer	Permanent Establishment (incl. vacancies)	Vacancies	Headcount (excl. vacancies)
The Council	41.15	7.40FTE	33.75

1.2 Table 2 shows staff in post by job group of the Council to be managed by the Trust as at 31 December 2013.

Table 2

Job Group	Establishment (incl. vacancies)	Vacancies	Headcount (excl. vacancies) at 31 October 2013)
Associate Director of Social Work (MGB)	1	0	1
Manager (PO5)	3.25	1	2.25
Senior Practitioner (PO3)	5	2	3
Social Worker (main grade SO2-PO3)	13	3	10
Assistant Care Manager	1	0	1
Administrator (Scale 5)	5.40	1.40	4
Placement Review Officer	1	0	1
S and R Worker	7.50	0	7.50
Vocational Specialist	4	0	4
TOTALS	41.15	7.40	33.75

1.3 Table 3 shows the total numbers of Trust staff to be a part of the integrated service managed by the Trust as at 31 December 2013.

Table 3

Current Employer	Establishment (incl. vacancies)	Recharge to LBM	Trust Establishment minus recharges	Vacancies	Headcount (excl. vacancies)
The Trust	78.96	16.15	62.81	7.95	80

--	--	--	--	--	--

1.4 Table 4 shows the Trust staff in post by job group to be a part of the integrated service to be managed by the Trust as at 31 December 2013. Medical staff are not part of the integrated service agreement but will contribute to the function of teams.

Table 4

Job Group	(A) Establishment (incl. vacancies)	(B) Recharge to LBM	(C) Vacancies (Based on Column A)	(D) Headcount (excl. vacancies) at 31 December 2013. (Based on Column A)
Occupational Therapist (AHP) (Band 6/7)	5.50	0	2	5
Manager (Band 7/8b)	8.25	3.25	1	8
Psychologist (Band 7/8a)	4.50	0	0	6
Administrator (Band 4)	9.19	1.40	1.45	8
Employment Specialist (Band 5/7)	4.00	4.00	0	4
Recovery & Support Worker (Band 4)	16.50	7.50	0	16
Nursing (Band 6)	31.02	0	3.5	33
TOTAL	78.96	16.15	7.95	80
TOTAL (Excluding Medical & Recharges to LBM)	62.81			

1.5 Table 5 shows the total integrated service establishment by Team to be managed by the Trust as the integrated service.

Table 5

Team	The Trust (Establishment FTE)	Trust's Recharge to LBM	The Council (Permanent Establishment FTE)
Placement Review Team	1.25	1.25	1.25
Mitcham Recovery and Support Team	10.0	3.00	7.00
Wimbledon Recovery and Support Team	7.50	1.50	5.00
Merton EIS	7.00	2.00	3.00
Merton HTT	19.00	4.50	6.50
Merton OP CMHT	11.69	0.65	4.65
Merton Adult Assessment Team	3.0	0	2.00
Morden Recovery and Support Team	8.52	2.00	4.00
S&M Management Overheads	1.0	0.25	4.25
Wilson Admin Team	4.50	1.00	0.00

Drug and Alcohol Team	5.50	0	2.00
Hospital Discharge Team	0.00	0.00	1.00
Bradshaw Close	0.00	0.00	0.50
TOTAL	78.96	16.15	41.15
TOTAL FTE (excluding Medical & Recharges to LBM)	62.81		41.15

- 1.6 Table 6 shows the total integrated service establishment to be managed by the Trust as the integrated service.

Table 6 - Summary FTE

Service Area	The Trust (Establishment FTE) excluding Medical & LBM recharges	Recharges to LBM	The Council (Permanent Establishment FTE)
Adult Mental Health	78.96	16.15	41.15FTE
Total	62.81	16.15	41.15FTE

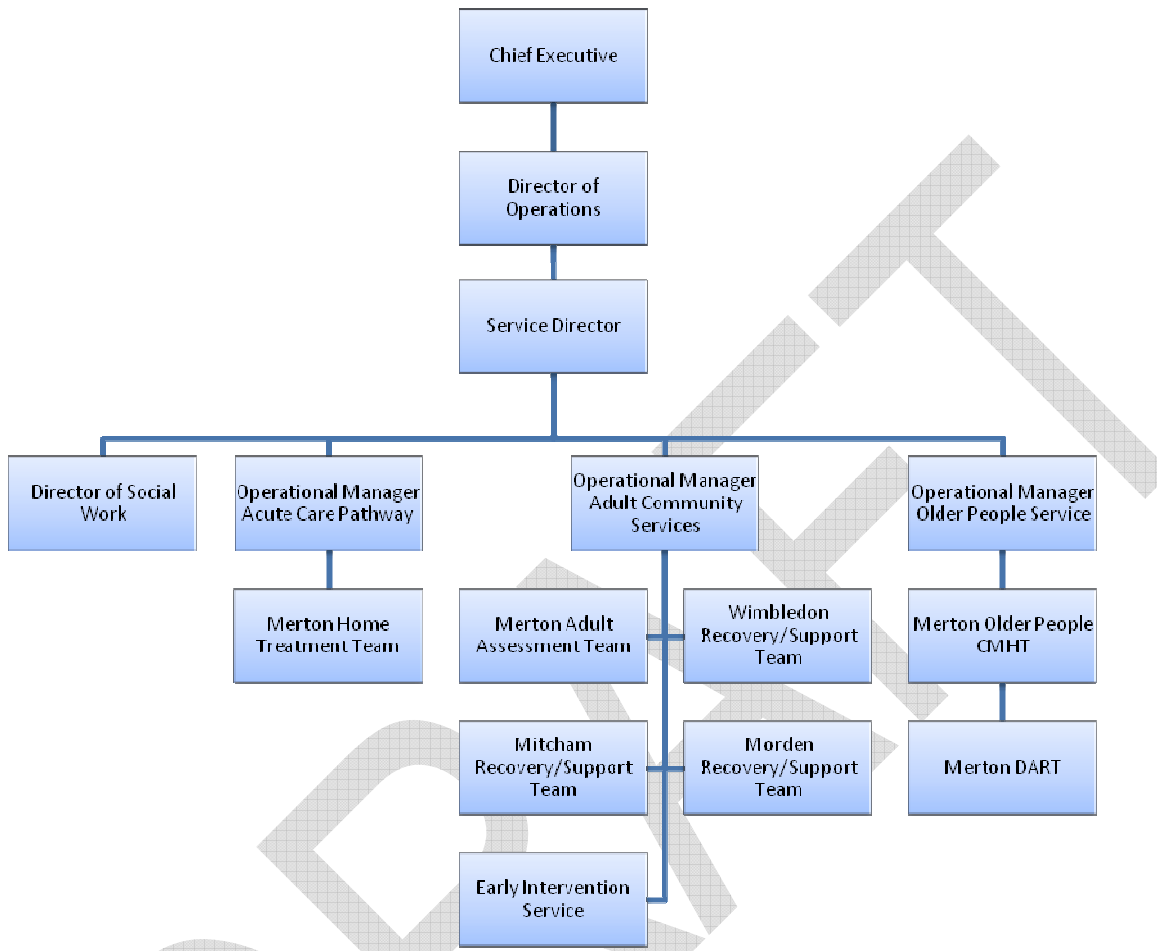
2. Staff Details

- 2.1 A database exists which lists all of the Council staff for the Trust to manage and direct as a part of the Pooled Fund, this database is agreed to be a full listing of the Council Staff and is held and updated by the HR Department of the Council

- 2.2 A database exists which lists all of the Trust staff for it to manage and direct as a part of the integrated service, this database is held and updated by the HR Department of the Trust

Both the Council and the Trust agree to protect any personal data held on seconded staff in accordance with the Data Protection Act 1998.

3. Structure of the Integrated Service within the Trust Structure and Management



4. Staff Arrangement

The arrangement between the partners involving staff is outlined in the Agreement. This schedule clarifies what posts are involved, the structure of the services, how staff are employed/seconded and managed, how they are professionally supported, and how service governance operates. Arrangements for supervision will have clearly defined individual partner accountability frameworks which support transparent, accountable and timely decision-making.

All staff within the integrated services will be managed on a day-to-day basis in accordance with the line management structure. Within a service, an employee of either organisation may provide formal line management.

Line managers within the service may act for either organisation in administering HR policies and procedures, including the formal stages of any procedure, in consultation with the relevant HR staff.

Managers will undertake supervision of staff and hold them accountable for their actions.

All staff will be expected to comply with all reasonable instructions and directions given to them by managers of either organisation within the integrated provider scheme. There will be agreed arrangements for professional accountability and supervision. Staff from both organisations must ensure that they undertake appropriate training in relevant policies and procedures around people management.

Managers from both organisations will be involved in a joint process of assessing performance for progression between grades in relation to link graded posts where this applies.

Managers need to be aware of and familiar with the people management policies and procedures of both organisations, including acting upon advice from HR Advisors, Occupational Health and other specialist advisers from the employing organisation. Managers must make sure that all management actions, including management of absence, disciplinary action or terminations, are carried out in line with the employing organisation's policies and procedures and in accordance with this protocol.

The identification of training needs will be the responsibility of the line managers within the integrated services, working with colleagues in the two Training and Development departments where appropriate. Training programmes are available to all staff from any partner.

All staff within the integrated services will be expected to have personal development plans. The processes for agreeing personal development plans will be considered alongside consideration of the supervision processes and the appropriate appraisal scheme which fits in with the business plan of the service.

Where there is an identified need within an integrated team the two organisations will jointly decide how best to meet the need.

5. Service Governance

There will be a robust system of governance and delegation in order to ensure effective and accountable management of the available resources and for future planning of services. This includes reviewing and monitoring the Agreement by the JMG, ensuring strategic planning and risk management and that the aims and objectives of the Partnership arrangements are being met.

6. Framework of Policies & Procedures for Council Staff Covered by the Secondment Agreement with the Trust

Contracts	<ul style="list-style-type: none"> All Council employees remain on their substantive contracts with the Council but will sign a secondment agreement outlining arrangements during the period of the secondment.
Personal Files	<ul style="list-style-type: none"> Will be retained by the Council's HR Team although data will be provided to the Trust as agreed.
Pension Arrangements	<ul style="list-style-type: none"> Staff will remain within their current pension scheme.
Consultation	<ul style="list-style-type: none"> Undertaken through existing processes in the partner organisations. Joint consultation will be undertaken where appropriate.
Pay & Allowances	<ul style="list-style-type: none"> Paid through systems and policies currently in place in the

	Council.
Job Evaluation	<ul style="list-style-type: none"> • Undertaken by the Council.
Recruitment & Selection	<ul style="list-style-type: none"> • The responsibility for recruitment to vacancies within the staff seconded to the Trust will remain with the Trust including ensuring the appropriate authorisations are obtained (ie council member approval where required)
Health & Safety	<ul style="list-style-type: none"> • Staff are required to work within the Trust's Health and Safety policies, procedures and codes of practice. • A duty of care is owed by employers and the partner organisations wherever staff are working.
Communication	<ul style="list-style-type: none"> • The Trust is responsible for communicating with staff and for ensuring joint communication when necessary. The Council is responsible for keeping its staff and the Trust up to date with relevant information.
Performance Management	<ul style="list-style-type: none"> • Day to day supervision will continue to be undertaken in accordance with the line management structure. Staff from both organisations must ensure they undertake appropriate training in relevant policies and procedures around people management. • Managers from both organisations will be involved in a joint process of assessing performance for annual performance related pay. No PRP – but need to think about assessment for grade progression where link grades exist – ie SW
Induction	<ul style="list-style-type: none"> • Joint induction programme. The Trust is responsible for induction taking place. All staff will have to attend induction programmes held by the Trust and Council staff must also undertake the Council's corporate induction programme.
Code of Conduct for employees	<ul style="list-style-type: none"> • All staff will follow the Council's Code of Conduct.
Employees Disciplinary Code	<ul style="list-style-type: none"> • The Council's policies and procedures will apply.
Harassment at Work Policy	<ul style="list-style-type: none"> • The Council's policies and procedures will apply.
Grievance Procedure	<ul style="list-style-type: none"> • The Council's policies and procedures will apply.
Whistle blowing policy and Procedure	<ul style="list-style-type: none"> • The Council's policies and procedures will apply.
Sickness Absence	<ul style="list-style-type: none"> • The Council's policies and procedures will apply.
Procedure for dealing with cases of unsatisfactory performance	<ul style="list-style-type: none"> • The Council's policies and procedures will apply.
Probationary procedure	<ul style="list-style-type: none"> • The Council's policies and procedures will apply.
Leave (Annual and Special Leave)	<ul style="list-style-type: none"> • The Council's policies and procedures will apply

Job Descriptions	<ul style="list-style-type: none"> • All employees can expect to have an up to date job description issued by the Council. • Any significant changes to the job description will be consulted on under the Council's procedures and in liaison with the Trust
Equal Opportunities	<ul style="list-style-type: none"> • Staff will be required to work under the terms of the Trust's equality policy (with reference to that of the Council). • In cases of non-compliance assessment and consideration will be given to appropriate application of the disciplinary procedure.
Training & Development	<ul style="list-style-type: none"> • Continuing professional development needs will be identified through supervision and appraisal processes. Council staff will continue to have access to any relevant training provided by the Council.
Standards Policies and Procedures	<ul style="list-style-type: none"> • Social Care Services will be delivered in conformity with the standards, policies and procedures of the Council and any requirements of the Health Care and Professions Council. Other aspects of service to be delivered in conformity with Trust standards, procedures and policy.
Statutory functions under the Mental Health Act, 1983.	<ul style="list-style-type: none"> • AMHP duties will continue to be undertaken as employees of the Council, acting in the independent role of the AMHP. Operational management of this work will not be delegated to the Trust but will remain the direct responsibility of the Council.
Health & Care Professions Council	<ul style="list-style-type: none"> • All practicing qualified social workers must be registered with the HCPC and are required to adhere to the HCPC's standards of conduct, performance and ethics.

6.1 Protocol for Applying Council Policies during the Secondment Period

In relation to a non-contractual policy, at any point where reference is made to "the Manager", this may equally apply to a Trust manager or the Council manager of similar seniority.

Where it is likely that a health manager will be involved in a contractual policy, then this must be discussed with and approved by the Council's Professional Social Work Lead and/or the relevant Assistant Director who will decide if it is appropriate. Advice on the application of Council contractual policies will be provided by the Council's HR service.

If the application of the Council's contractual policy may result in the termination of employment of the seconded member of staff, this decision will be the responsibility of the Council.

7. Secondment Agreement between the Partners and Secondment Letter (attached)

SECONDMENT AGREEMENT

Definitions:

Management Issues: all those matters under a contract of employment requiring action, investigation and/or decisions by the Council including in particular (by way of illustration only and without limitation) appraisals and performance issues; pay reviews and the award of other payments and benefits under the contract of employment; periods of annual, sick or other leave; absence of a secondee for any other reason; any complaint about a secondee (whether or not that would be dealt with under the Council's disciplinary procedure) and any complaint or grievance raised by a secondee (whether or not that would be dealt with under the Council's grievance procedure).

Confidential Information: information relating to the business, products, affairs and finances of the relevant party for the time being confidential to the relevant party and trade secrets including, without limitation, technical data and know-how relating to the business of the relevant party or any of its suppliers, clients, customers, agents, distributors, shareholders or management, including in particular (by way of illustration only and without limitation)

All other definitions herein detailed shall be as defined in the Section 75 Agreement.

Introduction

- 1.1 This Secondment Agreement forms part of the overall Section 75 Partnership Agreement between South West London and St George's Mental Health NHS Trust, "the Trust" and The London Borough of Merton "the Council".
- 1.2 This Secondment Agreement provides guidance to enable the effective secondment of staff from the Council to the Trust, in order to fully implement the single management arrangements within Merton and will be subject to annual review.
- 1.3 The arrangements here are intended to apply to all Adult Social Services staff affected by the single management partnership arrangements, including administrative and support staff and others where it is agreed as appropriate.
- 1.4 All seconded staff will receive an individual letter setting out the terms of the secondment agreement as attached.
- 1.5 The Council shall second the secondees to the Trust on an exclusive and full-time basis for the Secondment Period to provide the Services in accordance with the terms of this agreement and the provisions of the Section 75 Agreement.
- 1.6 The period of the secondment with the Trust, under this agreement, will commence on April 1st 2014 and will terminate with the ending of the Section 75 Agreement or the termination of the individual's contract, whichever is sooner ('Secondment Period').

2. **Accountability**

- 2.1 All seconded staff will work within the Trust teams to which they have been allocated. They will be accountable on a day to day basis to the appropriate line manager within the Trust. This will be for the purposes of:
- Performance management
 - Caseload/work allocation
 - Day to day management, e.g. supervision, annual leave arrangements, return to work interviews following sickness etc.
- 2.2 Professional accountability for qualified social workers will be to the **Associate Director for Social Work** for Mental Health Services, **holding** a social work qualification. They will act as professional supervisor and will support and advise on professional issues, and will support the Trust's line manager and member of staff in the performance management process.
- 2.3 The Council shall continue to deal with any Management Issues concerning a secondee during the Secondment Period, where relevant following consultation with the Trust.
- 2.4 The Trust shall use its reasonable endeavours to provide any information, documentation, access to its premises and employees and assistance (including but not limited to giving witness evidence) to the Council to deal with any Management Issues concerning a secondee whether under the Council's internal procedures or before any court of tribunal.
- 2.5 The Trust shall have day-to-day control of a secondee's activities but as soon as reasonably practicable shall refer any Management Issues concerning the Secondees that come to its attention to the Council.
- 2.6 Both parties shall inform the other as soon as reasonably practicable of any other significant matter that may arise during the Secondment Period relating to the Secondees or their employment.

3. **Progression, Development and Training**

- 3.1 Performance appraisals will be carried out by the line manager in the Trust following the Council's format and policies but in the case of those secondees holding a professional qualification, there will be input from the professional supervisor (see paragraph 2.2). The Trust will be expected to operate the Council's Social work progression arrangements within the framework of the Council's performance appraisal system. .
- 3.2 The responsibility for identifying training needs will be with the line manager in the Trust. The training needs of seconded staff will be identified and assessed through the Trust and a joint training plan will be drawn up accordingly and shared with the Council's Adults Workforce Development team to ensure identified training needs are met.
- 3.3 Seconded staff will be able to access any internal training activities run within the Council's Adult Social Services Department and attend all mandatory training including FACS and AMHPs training. Over time, all training and development needs will be co-ordinated through a multi-agency mental health workforce training and development plan.

4. **Terms and Conditions**

- 4.1 The secondee's contract of employment continues with the Council. If the secondment comes to an end because the Agreement comes to an end then seconded staff will return to a post managed by the Council.
- 4.2 The employee's terms and conditions of service, together with pension provision, remain intact, subject to any subsequent agreement by the employee to vary any existing terms and conditions.
- 4.3 The Trust shall not, and shall not require a secondee to do anything that shall, breach the secondee's contract of employment and shall have no authority to vary the terms of such a contract or make any representations to a secondee in relation to the terms of the same.
- 4.4 The Trust shall provide the Council with such information and assistance as it may reasonably require to carry out its obligations as the secondee's employer.
- 4.5 Any change in the contract of employment of a secondee during the Secondment Period shall be notified to the Trust.
- 4.6 All documents, manuals, hardware and software provided for the secondee's use by the Trust, and any data or documents (including copies) produced, maintained or stored on the Trust's computer systems or other electronic equipment (including mobile phones), remain the property of the Trust.
- 4.3 Payroll for seconded staff will remain the responsibility of the Council. Individual queries from secondees regarding their terms and conditions should be directed to the Council Payroll or HR Service.

5. **Workforce Information**

- 5.1 The Trust will collect and keep information concerning vacancies, retention and absence for seconded staff. It is recognised that the Trust will require data concerning seconded staff in order to support the planning and delivery of services, and this will be provided by the Council as required.
- 5.2 Both the Council and the Trust agree to protect any personal data held on seconded staff in accordance with the Data Protection Act 1998.

6. **Replacement of seconded staff**

- 6.1 Replacement of individual secondees after 1 April 2014 will be a joint process coordinated by the Trust with representatives from both the Trust and the Council on the appointment panel. The Council's recruitment procedures will be followed by the Trust.
- 6.2 Secondment arrangements for the new appointee will be as set out in this document and the contracts of employment will be with the Council.

7. **Health and Safety**

The Trust's Health and Safety policies and procedures will apply to all seconded staff and the Trust shall ensure that all seconded employees receive a full induction into these policies

8. Data Protection & Confidentiality

8.1 The Council confirms that the secondees have consented to the Trust processing data relating to the secondees for legal, personnel, administrative and management purposes and in particular to the processing of any "sensitive personal data" (as defined in the Data Protection Act 1998) relating to them.

8.2 The Council shall:

8.2.1 keep any Confidential Information relating to the Trust that it obtains as a result of a secondment;

8.2.2 not use or directly or indirectly disclose any such Confidential Information (or allow it to be used or disclosed), in whole or in part, to any person without the prior written consent of the Trust;

8.2.3 ensure that no person gets access to the Confidential Information from it, its officers, employees or agents unless authorised to do so; and

8.2.4 inform the Trust immediately on becoming aware, or suspecting, that an unauthorised person has become aware of such Confidential Information.

8.3 The Trust shall:

8.3.1 keep any Confidential Information relating to the Council that it obtains as a result of a secondment;

8.3.2 not use or directly or indirectly disclose any such Confidential Information (or allow it to be used or disclosed), in whole or in part, to any person without the prior written consent of the Council;

8.3.3 use its best endeavours to ensure that no person gets access to such Confidential Information from it, its officers, employees or agents unless authorised to do so; and

8.3.4 inform the Council immediately on becoming aware, or suspecting, that an unauthorised person has become aware of such Confidential Information.

9. Variation and Waiver

No modification, variation or amendment to this agreement shall be effective unless such modification, variation or amendment is in writing and has been signed by or on behalf of both parties.

10. Third Party Rights

The Contracts (Rights of Third Parties) Act 1999 shall not apply to this agreement. No person other than the Council and the Trust shall have any rights under it and it shall not be enforceable by any person other than the Council and the Trust.

11. Governing Law and Jurisdiction

This agreement and any dispute or claim arising out of or in connection with it or its subject matter or formation (including non-contractual disputes or claims) shall be governed by and construed in accordance with the law of England and Wales.

LOGO.

Adult and Community Services

Service / contact details ?
HR shared service

Date

Employee name
Employee address
Address
Address
Postcode

Dear

SECONDMENT TO SOUTH WEST LONDON AND ST GEORGES MENTAL HEALTH TRUST

We are writing to confirm the arrangements that have been agreed between us in connection with your secondment to South West London and St Georges Mental Health Trust (the Trust).

The London Borough of Merton and South West London and St Georges Mental Health Trust (the Trust) have entered into a partnership arrangement to maximise the effectiveness and efficiency of mental health service provision and ultimately to provide integrated health and social care. The arrangement is set out in a formal section 75 Agreement, in which it is confirmed that staff working in Mental Health related services for the Council will be seconded to the Trust to create a single management of Health and Social Care Staff.

This letter sets out the formal arrangements for your secondment from The London Borough of Merton (LBM), Adult and Community Services Department to South West London and St Georges Mental Health NHS Trust (the Trust). Please also refer to the attached Appendix 1 which is the Secondment Agreement between the Parties.

1. Post Details

You are seconded to the post of Social Worker in the [..... Team] based at [.....] and your duties will be as described in your job description/job profile. You shall remain employed by the LBM during the secondment and your current terms of employment shall remain unchanged, except as set out in this letter. In particular, your period of continuous service shall remain unbroken. At the end of the secondment, the LBM currently intends that you will return to your current position on the terms applying before the secondment, or a suitable alternative if that role no longer exists. However, this may change according to the needs of the business at that time.

2. Duration of the Secondment

The secondment arrangements for your post have been reviewed and will take effect from 1 April; 2014 and will remain in force for the duration of the Section 75 Partnership Agreement or as long as you have a contract of employment with LBM (the termination provisions within your current contract of employment shall apply). If the secondment comes to an end because the Partnership Agreement comes to an end then you will return to a post managed by LBM, as stated above. These arrangements between LBM and the Trust will be subject to periodic review.

3. Employment Status /management arrangements

3.1 As detailed above you will remain as an employee of the LBM and will be subject your current terms and conditions of employment, and the LBM's Codes of Practice, rules and regulations and any legislation applicable to LBM as a local authority. For the avoidance of any doubt nothing in this letter will be construed to have effect as forming or recording any relationship of employer and employee between you and the Trust.

3.2 You will be accountable on a day to day basis to your line manager (who may be either a Council or a Trust employee) who will also manage and direct your working arrangements, allocate work, agree annual leave, identify training needs, take any action required under the Council's staffing policies and procedures.

3.3 Notification of sickness absence should be made to your line manager in the first instance, who will ensure that any sickness absence is correctly reported and relevant forms completed and forwarded to the LBM HR Service for recording and sick pay purposes.

3.4 If you are absent from work at any time, notify both the Trust and LBM as soon as possible on the first day of absence.

3.5 In the event of an issue being raised under the Council's disciplinary, performance, absence management or grievance procedures, the matter will be handled through the line management of the Trust and, where appropriate and/or as required, in consultation with the LBM professional lead, with support and advice from LBM's HR Section. In most cases, the appointed Investigating Officer will be a Trust line manager however the LBM will have responsibility for decisions potentially resulting in a dismissal. Therefore, in these circumstances the Senior Manager hearing the case will be an employee of LBM, who has been authorised with the required delegated authority to dismiss from an LBM Director. The relevant Trust manager(s) and the Trust's HR Managers will be regularly informed of progress and the outcome of the hearing as appropriate.

3.6 While working under the terms of your secondment, you shall devote the whole of your time attention and skill to your duties and faithfully and diligently perform duties and exercise such powers as may from time to time be reasonably assigned to or vested in you by the Trust. You shall obey all lawful directions given to you by your line manager and the Trust.

3.7 If you are a recognised Trade Union steward your time off arrangements will be in accordance with the LBM agreement with the Unions.

3.8 You will be required to work at any of the Trust's premises as directed.

4. Pay Arrangements

4.1 Your salary will be paid by the LBM. The LBM's Payroll Section will make appropriate deductions in respect of PAYE, National Insurance contributions and superannuation contributions as appropriate.

4.2 You will receive the NJC annual pay award (when applicable) for the duration of the secondment.

4.3 Progression through the social work grade (applicable to social worker posts only) will be subject to the LBM's progression arrangements and criteria set out in the job profile. Assessment will be made by your line manager with input from your professional supervisor/ the professional lead of social work as appropriate, linking with the professional competencies framework and the LBM's performance appraisal scheme.

5. Appraisal and Training

5.1 Performance appraisals will be carried out following the LBM's format and policies.

5.2 You will have access to relevant training courses arranged by the LBM and will additionally be able to access any internal training activities run within the Trust. Nomination for courses will be by agreement with your line manager. Advice on professional development will be provided by the professional supervisor or the professional head of social work as appropriate.

6. Health and Safety / other policies

6.1 During your secondment the Trust's health and safety policies and procedures will apply to you. Arrangements will be made by the Trust to issue you with guidance and induct you into their procedures. In the event of an accident, assault, occupational disease or near miss you should report the incident to your line manager immediately and complete the Trust's Accident/Incident Report Form (WNS 002) which you should submit to your manager. However, a copy of the form (WNS 002) must be sent to Merton Council's Lead Health & Safety Adviser.

6.2 Other policies will be applied as appropriate see attached appendix [X] .

7. Confidentiality

7.1 Your contract currently requires you to keep the LBM's confidential information confidential. This is particularly important while you are on secondment to the Trust. All confidential records, documents and other papers together with any copies or extracts thereof, made or acquired by you in the course of your secondment shall be the property of the Trust, and must be returned to the Trust on the termination of your secondment.

7.2 During your secondment you may come across confidential information about the Trust. Accordingly, you agree not to disclose to a third party or make use of confidential information about matters connected with the Trust, (or related to a subsidiary, supplier, customer or client of the Trust), including without limitation information about patients, medical, scientific or technical processes, inventions, research activities, designs, business affairs, finances, employees or officers. Any breach of confidentiality will render you liable to disciplinary action and/ or to civil proceedings.

8. Data Protection

8.1 You consent to the LBM providing relevant information about you to the Trust in connection with the secondment [and, in particular, to it providing [DETAILS OF ANY SENSITIVE PERSONAL DATA] to the Trust to enable it to [DETAILS]].

9. Summary of Policies and Procedures

See attached Appendix

If you have any questions about any of the above or enclosed documentation, please contact the HR Shared Service for Merton Council;

Yours sincerely

SIGNATURE

FORM OF ACCEPTANCE

Two copies of this letter are enclosed. Please read the letter and the attachments included, and then sign both copies. **One copy is for your retention and the other should be returned to** Human Resources at the London Borough of Merton.

I have read and understood the above and confirm my agreement to secondment to the South West London and St Georges NHS Trust on the terms set out. I understand that I will remain employed by the London Borough of Merton during my secondment.

Signed Name: Date:

Yours sincerely

SIGNATURE

FORM OF ACCEPTANCE

Two copies of this letter are enclosed. Please read the letter and the attachments included, and then sign both copies. **One copy is for your retention and the other should be returned to** Human Resources at Merton Borough Council.

I have read and understood the above and confirm my agreement to secondment to the South West London and St Georges NHS Trust on the terms set out. I understand that I will remain employed by Merton Borough Council during my secondment.

Signed Name: Date:

Appendix

POLICIES AND PROCEDURES AS THEY WILL BE APPLIED TO YOUR SECONDMENT

Contracts	All Council employees remain on their substantive contracts with the Council but will sign a secondment agreement outlining arrangements during the period of the secondment.
Personal Files	Will be retained by the Council's HR Team although data will be provided to the Trust where appropriate in accordance with any data protection principles that they may reasonably require in connection with your secondment
Pension Arrangements	Staff will remain within their current pension scheme.
Consultation	Undertaken through existing processes in the partner organisations. Joint consultation will be undertaken where appropriate.
Pay & Allowances	Paid through systems and policies currently in place in the Council.
Job Evaluation	Undertaken by the Council.
Recruitment & Selection	The responsibility for recruitment to vacancies of Council funded posts will remain with the Trust, however relevant authorisation must be obtained in accordance with the agreed recruitment protocol
Health & Safety	Staff are required to work within the Trust's health and safety policies, procedures and codes of practice. A duty of care is owed by employers and the partner organisations wherever staff are working.
Communication	The Trust is responsible for communicating with staff and for ensuring joint communication when necessary. The Council is responsible for keeping its staff and the Trust up to date with relevant information.
Performance Management	Day to day supervision will continue to be undertaken in accordance with the line management structure. Staff from both organisations must ensure they undertake appropriate training in relevant policies and procedures around people management.
Induction	Joint induction programme. The Trust is responsible for induction taking place. All staff will have to attend induction programmes held by the Trust and Council staff will also undertake the Council's corporate induction programme.
Code of Conduct for employees	All staff will follow the Council's Code of Conduct.
Employees Disciplinary Code	The Council's policies and procedures will apply.
Harassment at Work Policy	The Council's policies and procedures will apply.
Grievance Procedure	The Council's policies and procedures will apply.
Whistle blowing policy and Procedure	The Council's policies and procedures will apply.

Sickness Absence	The Council's policies and procedures will apply.
Procedure for dealing with cases of unsatisfactory performance	The Council's policies and procedures will apply.
Probationary procedure	The Council's policies and procedures will apply.
Leave (Annual and Special Leave)	The Council's policies and procedures will apply
Job Descriptions	All employees can expect to have an up to date job description/job profile issued by the Council. Any significant changes to the job description will be consulted on under the Council's procedures and in liaison with the Trust
Equal Opportunities	Staff will be required to work under the terms of the Trust's equality policy (with reference to that of the Council). In cases of non-compliance assessment and consideration will be given to appropriate application of the disciplinary procedure.
Training & Development	Continuing professional development needs will be identified through supervision and appraisal processes. Staff will continue to have access to relevant training provided by the Council.
Standards Policies and Procedures	Social Care Services will be delivered in conformity with the standards, policies and procedures of the Council and any requirements of the Health Care and Professions Council. Other aspects of service to be delivered in conformity with Trust standards, procedures and policy.
Statutory functions under the Mental Health Act, 1983.	AMHP duties will continue to be undertaken as employees of the Council, acting in the independent role of the AMHP.
Health & Care Professions Council	All practicing qualified social workers must be registered with the HCPC and are required to adhere to the HCPC's standards of conduct, performance and ethics.

SCHEDULE 5:
RESOURCES

INTRODUCTION

This Schedule provides details of the budgets, goods and services to be made available by the Parties and also outlines the principles governing budget setting and accounting for the use of resources.

FINANCIAL PROCEDURES FOR THE OPERATION OF THE AGREEMENT

The JMG will agree by 28th February each year financial procedures and arrangements for the operation of this agreement for the following financial year (1st April to following 31st March). This will act as a Revised Annual Finance Agreement, which sets out the budget. This is in accordance with clause 10 of the Agreement.

The proposed budget for the following financial year will be presented to the JMG no later than 31st January and the budget will be agreed by the JMG no later than 28th February. The budget as agreed by the JMG will take into account effects on other budgets and other financial flows of the Parties.

All figures shown in this schedule are full year effect.

POOLED BUDGET SOURCES OF FUNDING

The funding comes from:

- The Council
- The Trust

THE DETAILED BUDGETS ARE AS FOLLOWS:

- The Council contribution to Pooled Fund - detail: Annex A
- The Trust contribution to Pooled Fund - detail: Annex B
- Financial Governance Framework for the Non-Pooled Delegated Budget – Annex C
- Staff Recharges Between the Parties as at 31/12/13 – Annex D

FINANCIAL PLANNING AND BUDGET SETTING PROCESS

The Parties will prepare planning assumptions of inflation allowances for pay expenditure together with proposed budget variations in respect of:

- growth and demographic change;

- service enhancements or reductions;
- required efficiency / quality improvements;
- cost pressure funding; and
- National initiatives.

These will be considered in the context of the overall budgets of the Trust or the overall Council budget, as applicable, and shall be presented to the JMG no later than 31st January for the following financial year's budget.

POOLED FUNDS

The Pooled Fund Manager shall ensure that any matters relating to the Pooled funds that might have a material effect on expenditure are identified and reported to the JMG no later than 31st January for the following financial year's budget.

These matters, together with the planning assumptions and proposed budget variations referred to in above, are to be considered by the JMG in its approval by 28th February of the budget for the following financial year.

As part of the annual budget setting process, the Parties shall ensure that their managers provide advice as necessary.

FINANCIAL PERFORMANCE / RISK MANAGEMENT ARRANGEMENTS

The Trust is the host for the operation of this agreement and will appoint a Pooled Fund Manager with responsibility for the integrated management of the Pooled Fund and Non Pooled Fund subject to the governance arrangements set out in Schedule 6 to this Agreement.

The Pooled Fund is comprised of contributions from both of the Parties and forms a single fund. The Pooled Fund is to be used solely to achieve the aims and objectives set out in Schedule 1 to this agreement and the Annual Plan referred to at Clause 10 of the Agreement.

The Pooled Fund Manager shall report monthly to the JMG on the information specified at Appendix to Schedule 6.

The Parties agree to provide all necessary information to the Pooled Fund Manager in time for the reporting requirements to be met.

The Pooled Fund Manager shall ensure that action is taken to manage any projected under or over spends from the budgets relating to the Pooled Fund or Non Pooled Fund reporting on the variances and the actions taken or proposed to the JMG.

If at any time during the financial year there is forecast a projected under or over spend within the Pooled Fund or Non pooled Fund , the Pooled Fund Manager will prepare an action plan to manage the under or over spend, for presentation to the JMG as quickly as possible. The JMG will consider the action plan, amend if appropriate and agree the actions to be taken.

The Pooled Budget Manager will provide monthly progress reports to the JMG on implementation of the action plan, until such time that the under or over spend has been dealt with to the satisfaction of the JMG.

PAYMENT MECHANISM

Invoicing between the Parties will happen monthly in arrears in accordance with invoices settled 30 days from the date of invoice.

RISK SHARING

Risk Sharing will be managed in accordance with Clauses 7 and 12 of the Agreement .

Any Performance Related Pay (PRP) or Recruitment and Retention payments will be borne by the Party that funds the post.

CONSTRUCTION OF BUDGET AND BASIS OF CONTRIBUTIONS

For the avoidance of doubt, any personal contributions payable by service users towards any Council services will continue to be collected by Council.

Each organisation will follow appropriate VAT rules that apply to their sector.

The Trust budgets do not take into account any changes needed for Payment by Results (PbR).

CONTRIBUTIONS

The budget amounts to be contributed by the Parties to the Pooled Fund and Non pooled Fund are as follows:

	Budget £000s
	(at 2013/14 price base)
Trust – Annex A	2,765
Council – Annex B	1,684
Total Pooled Fund	4,449

Council Contribution to Non Pooled Fund: £1,220,000 (at 2013/14 price base)

RESOURCES AVAILABLE OUTSIDE THE POOLED FUND

The Parties shall ensure access to the following resources outside the Pooled Fund as necessary for the purposes of this agreement:-

- Operations functions
 - Pooled Fund Manager

- Management function
- Reporting of KPIs via Performance Team
- IT functions
 - Access to IT and telephony
- Finance functions
 - Reporting
 - Forecasting
 - Invoicing
- Property functions
 - Maintenance of the property mentioned below in Accommodation Arrangements for Service
- Staff & HR Functions
 - Continuous employer support
 - Support for training and development

The Parties shall ensure access to the following systems as necessary for the purposes of this agreement:

- RiO - which will be the main system for maintaining patient/service users records
- Pulse
- My Dashboard
- Intranet (Council and Trust)
- Ulysses
- Care First
- Secure email systems

Accommodation Arrangements for Services

Premises

The Parties shall continue to provide or make available the premises that they provided or made available before the Commencement Date, with the same support services and facilities management.

The addresses of these premises are set out below:

For the Trust: TO BE COMPLETED

For the Council: **TO BE COMPLETED**

Accommodation for the Approved Mental Health Professional (AMHP) service is the responsibility of the Trust. Administrative support associated with the operation of the AMHP service will be the responsibility of the Council.

Annex A: Trust Budget 2013/14

Budget FTEs	Merton Assessment Team	Wimbledon R&S Team	Mitcham R&S Team	Morden R&S Team	Merton OP CMHT	Merton Adult HTT	Merton EIS	Merton DART (Exc CDS&SL)	Wilson Admin Group	Placement Review Team	Me M
Admin					2.29	2.00			3.50		
AHP	1.00		1.00	1.00	1.00		1.50				
Assistant Care Manager											
Employment Specialists											
Lead Social Worker											
Managers	1.00			1.00	0.75	0.50	0.50	0.50			
Nursing	1.00	2.50	3.00	2.52	5.00	10.00	2.00	5.00			
Psychology		1.00	1.00	1.00	1.00		0.50				
Snr Practitioners											
Social Worker AMHP											
Social Workers											
Support Workers		2.50	2.00	1.00	1.00	2.00	0.50				
Total FTE (exc Medical & Recharges to LBM)	3.00	6.00	7.00	6.52	11.04	14.50	5.00	5.50	3.50	0.00	
HR Schedule 4 - Total	3.00	7.50	10.00	8.52	11.69	19.00	7.00	5.50	4.50	1.25	
Less Recharges	0.00	-1.50	-3.00	-2.00	-0.65	-4.50	-2.00	0.00	-1.00	-1.25	
Revised Total	3.00	6.00	7.00	6.52	11.04	14.50	5.00	5.50	3.50	0.00	
Difference	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	

Budget £k	Merton Assessment Team	Wimbledon R&S Team	Mitcham R&S Team	Morden R&S Team	Merton OP CMHT	Merton Adult HTT	Merton EIS	Merton DART (Exc CDS&SL)	Wilson Admin Group	Placement Review Team	Me M
Admin					71	57			108		
AHP	39		40	49	57		65				
Assistant Care Manager											
Employment Specialists											
Lead Social Worker											
Managers	54			54	42	28	27	28			
Nursing	38	121	141	117	245	499	93	199			
Psychology		62	63	51	63		28				
Snr Practitioners											
Social Worker AMHP											
Social Workers											
Support Workers		73	59	27	27	64	15				
Total Pay (exc Medical & Recharges to LBM)	132	256	304	299	506	648	229	227	108	0	
Trust Contribution	132	256	304	299	506	648	229	227	108	0	

Notes

Excludes Medical staff supporting the teams & team's non pay budgets.

Excludes 2013/14 in-year savings programmes still in progress and budget setting changes for 2014/15 which will reduce the Trust contribution.

All staffing budgets to be revised for 2014/15 pay awards, changes to pay allowances and point of scale reviews.

Posts commissioned by LBM from the Trust in the Merton DART service are included under the Trust Budget Schedule rather than the Local Authority Budget Schedule. Although these posts are commissioned by LBM through the DART contract, these are not being treated as recharge posts.

Queries

(1) Posts in the Wilson Admin Group to be reviewed and transferred to teams as appropriate.

Annex B: Council Budget 2013/14

Budget FTEs	Merton Assessment Team	Wimbledon R&S Team	Mitcham R&S Team	Morden R&S Team	Merton OP CMHT	Merton Adult HTT	Merton EIS	Merton DART (Exc CDS&SL)	Wilson Admin Group	Placement Review Team
Admin	1.00		1.00		0.40				1.00	
AHP										
Assistant Care Manager					1.00					
Employment Specialists		1.00	1.00	1.00			1.00			
Lead Social Worker										
Managers		1.00	1.00		0.25	0.50				1.25
Nursing										
Psychology										
Snr Practitioners		1.00					1.00	2.00		
Social Worker AMHP							1.00			
Social Workers	1.00	2.00	3.00	1.00	3.00	1.00	1.00			
Support Workers		0.50	1.00	1.00		4.00	1.00			
Waldemar Road										
Total FTE	2.00	5.50	7.00	3.00	4.65	7.50	3.00	2.00	1.00	1.25

Budget £k	Merton Assessment Team	Wimbledon R&S Team	Mitcham R&S Team	Morden R&S Team	Merton OP CMHT	Merton Adult HTT	Merton EIS	Merton DART (Exc CDS&SL)	Wilson Admin Group	Placement Review Team
Admin	28		28		11				32	
AHP										
Assistant Care Manager					32					
Employment Specialists		53	39	35			39			
Lead Social Worker										
Managers		53	64		15	33				80
Nursing										
Psychology										
Snr Practitioners		49				48		88		
Social Worker AMHP						50				
Social Workers	42	76	113	32	130	44	36			
Support Workers		18	25	32		131	32			
Waldemar Road						12				
Total Pay	70	249	269	99	188	317	107	88	32	80
Local Authority Contribution	70	249	269	99	188	317	107	88	32	80

Notes

Excludes team's non pay budgets.

Excludes budget setting changes for 2014/15 which will change the Local Authority contribution.

All staffing budgets to be revised for 2014/15 pay awards, changes to pay allowances, point of scale review, etc.

Management: Agreed that the 0.50 fte Service Manager post be split 0.25 fte/0.25 fte across the Service Manager and Placement Review Team Manager posts.

E. Nutting, Placement Officer: Costs funded from under spends against the placement budget and therefore not included in the section 75 agreement.

D. McDowell, Placement Review Officer: This post is managed under Mitcham R&S Team in the Trust but reflected as part of the Placement Review Team in the Local Authority schedule (ab Waldemar Road £12k is a lump sum of funding and therefore currently does not have an fte aligned with it.

Posts commissioned by LBM from the Trust in the Merton DART service are included under the Trust Budget Schedule rather than the Local Authority Budget Schedule. Although these posts by LBM through the DART contract, these are not being treated as recharge posts.

Annex C: Financial Governance Framework for the Non-Pooled Delegated Budget

Principles

This financial governance framework follows these key principles:

- The Section 75 agreement is a Partnership with the aim being that Parties work together to ensure benefits arise for all. It is designed to both strengthen the delivery of existing efficiency and effectiveness plans and to deliver additional bottom line benefit across mental health and social care;
- Transparency, equity, accountability and control;
- To ensure that Personal Budgets and individual packages of care are funded in line with the statutory framework so that the NHS is meeting the cost of healthcare (e.g. NHS continuing healthcare) and the Council is meeting the cost of social care (e.g. cost of meeting assessed eligible social care needs);
- To ensure that the Trust maintains budgetary control over the social care commissioning budgets managed on behalf of the Council as a Non Pooled Fund;
- To ensure proper accountability and responsibility for financial assessment and income collections functions.

The financial governance framework includes details of the following:

- The responsibility and accountability of the Trust and the Council for the commissioned care service budgets and arrangements for care packages/Personal Budgets;
- The financial management arrangements, including Scheme of Delegation and definition of controllable and non-controllable budgets ;
- Financial planning arrangements;
- Financial reporting arrangements;
- Rules for sharing of costs, risks and benefits.

Responsibility and Accountability

The Trust will be responsible for:

- Assessing the eligible social care needs of service users and developing a Support Plan to meet those needs;
- Making a referral to the Council's Financial Assessment Team at the start of the needs assessment process;
- Providing information to service users about the Council's Contributions Policy;
- Identifying services to meet the assessed eligible care needs;
- Liaising with the Council's Brokerage Team about the care arrangements required;
- Reviewing the service user's needs to ensure these are being met by the care package/Personal Budget/residential care placement and to ensure that the services provide Value for Money;
- Recording of assessment, support plans and reviews on the Council's Framework-I system, as required;
- Highlighting any service quality issues or concerns about a care provider to the Council's QA team;
- Working with the Council's Financial Assessment and Debt Recovery Team to resolve issues relating to financial assessment and debt recovery;
- Managing and making decisions on the Non Pooled Fund on behalf of the Council, staying within the approved budget, providing a monthly year end forecast, recommending remedial action if an over spend is forecast and making the Council aware if assessed eligible social care needs cannot be met within the available budget;
- Requesting authorisation from the Council before making a decision to commit expenditure which exceeds the approved budget;

- Submitting an action plan for approval to the Council to address a forecast over spend on the budget if this exceeds the lesser of £100,000 or 2% of the approved budget.

The Council will be responsible for:

- carrying out a financial assessment visit, if required;
- completing a financial assessment and notifying the service user of their assessed contribution and recording the contribution on Framework-i;
- putting a Direct Debit Agreement in place to collect the contribution;
- responding to queries on the financial assessment calculation Contributions Policy;
- income collection and debt recovery action;
- providing a Brokerage Service to procure and contract for residential care placements and other care services under (council) managed Personal Budgets and recording that service on Framework-i ;
- issuing contracts to care providers agreed by the Trust;
- providing access to a Personalisation Support Service and a Pre-paid card to support service users choosing a Direct Payment;
- quality assurance and contract monitoring of care providers;
- providing monthly budget reporting of care purchasing commitments to the Trust;
- processing invoices from care providers for payment;
- negotiating annual price adjustments with care providers;
- authorising expenditure recommended by the Trust which cannot be met from within the approved Non Pooled Fund budget and agreeing action plans with the Trust to bring expenditure within approved budget limits.

Financial Management Arrangements

The delegated Non-Pooled Fund and Directly Contracted Council Funds will be separated into the following elements which will require different levels of financial control to apply:

- Non Pooled Fund Delegated to the Trust as a Commissioned Care Service Budget; and
- Directly Contracted Council Funds as Commissioned Care Service Budgets– not managed as budgets by the Trust.

The Non Pooled Fund as a Commissioned Care Service Budget will be ring-fenced for use to purchase care services to meet the assessed eligible care needs of service users assessed by the Integrated Health and Social Care teams, in line with the Council's eligibility criteria.

The Trust will put in place a scheme of delegation, agreed by the Council, to govern decision making by the Trust staff which promotes devolved decision making at team level, whilst ensuring adequate senior management oversight is maintained for individual high value commissioned care services (e.g. high cost placements and high value Personal Budgets).

The Directly Contracted Council Funds as a Commissioned Care Service Budget will relate to block contracts. These budgets will be ring-fenced so that they can only be used by the Council to purchase the services for which they are intended at an agreed fixed cost.

The Trust will be responsible for making optimal use of these resources, through access by the integrated staff teams but will not be responsible for managing these budgets.

The Trust will make spending decisions about individual care packages/Personal Budgets, from the Non Pooled Fund taking into account existing in-house care provision and block contract provision commissioned by the Council, framework contracts available for call off and the available resources for care purchasing to ensure optimal use of in-house and block provision.

Trust Scheme of Delegation

The Trust will put in place a Scheme of Delegation through the Pooled Fund Manager in order to cover authorisation of expenditure or allocation of Commissioned Care Services budgets on behalf of the Council from the Non Pooled Fund.

The Scheme of Delegation for access to Commissioned Care Service Budgets from the integrated staff teams will be agreed by the Council.

The Pooled Fund Manager will have oversight of the Non-Pooled Fund as a delegated budget.

The Trust cannot commit resources beyond the approved budget limit for the Non Pooled Fund without approval from the Council.

The process for gaining additional spending approvals from the Council beyond that of the Non Pooled Budget available shall be as follows:

Overspend Authorisation:

A decision to spend which is forecast to create up to £50,000 overspend on the total non-pooled budget at year end may be taken at the discretion of the pooled fund manager and reported (within a calendar month) to the DASS through the monthly finance reporting process and to the next JMG.

A decision to spend which is forecast to give rise to more than a £50,000 overspend on the total non-pooled budget at year end - or which will further increase overspend that has already reached £50,000 - may only be agreed if the pooled fund manager provides a rationale and the spend is agreed with the Merton DASS. The forecast will be reported (within calendar month) through the monthly finance process to the DASS, and to the next JMG.

The JMG will agree a management plan for any forecast overspend.

Financial Planning

The Council will provide not less than 1 month's notice before changing the level of the non-pooled fund as delegated budget.

Financial Reporting

Financial reporting will be aligned to the Integrated Performance Framework set out at Schedule 6 with different levels of reporting to ensure that performance is reported at the right level of detail to the various levels within the overall Partnership governance framework, with exception reporting and escalation as set out below.

The Council's Finance Team will provide monthly budget monitoring reports to the Trust.

The Trust will be responsible for providing monthly budget forecasts for year-end spend to the Council.

The financial reporting framework will include an escalation process so that performance is reported to the Joint Management Group for oversight to provide assurance that the required actions are being taken to control the budget where targets are not being met. The JMG will be responsible for working to resolve any issues.

Sharing Agreement for Costs, Risks and Benefits

Costs, risks and benefits arising from the S75 Partnership agreement will be shared between the Council and the Trust as set out in the Agreement.

For the Non Pooled Fund this will reflect the following overarching principles to govern the sharing of costs and benefits arising:

- The Trust will improve outcomes for residents within available budgets
- There will be a planned shift in Investment to early intervention and prevention activities with the aim of reducing long term care costs
- Benefits realised will be shared fairly and transparently, in accordance with risk sharing agreements.

A plan will be put in place annually to govern the non-pooled fund delegated budget within the first three months of commencement and this will take effect as a plan from 1 April 2014.

Incentive plan:

To incentivise management of the non-pooled budget to below the budgeted annual limit, the following is agreed:

- Up to £25,000 favourable* will all be reinvested in the partnership services through a plan to be agreed at JMG
- £25,000 - £50,000 favourable* will be 50% reinvested in the partnership services and 50% returned to London Borough of Merton
- More than £50,000 favourable* will be dealt with at the discretion of London Borough of Merton.

*Full year effect

Financial Assessments

The responsibility for financial assessments, income collection and debt recovery will be retained by the Council..

The Council will retain budgets for income from adult social care charges.

Annex E: Staff Recharges

Posts in which staff are recharged between the Trust and Local Authority - As at 31-12-13

Team (As Per Schedules Above)	Staff Group	Post Title	Current or Recent Incumbent	Total FTE	Trust Funded FTE	LBM Funded FTE	Employed By
Wimbledon R&S Team	Employment Specialist	Vocational Team Manager	TM	1.00		1.00	Trust
Wimbledon R&S Team	Support Worker	Support Worker	MDN	1.00	0.50	0.50	Trust
Mitcham R&S Team	Manager	Team Manager	Previous: CS	1.00		1.00	Trust
Mitcham R&S Team	Employment Specialist	Employment Specialist	JW	1.00		1.00	Trust
Mitcham R&S Team	Support Worker	Support Worker	CF	1.00		1.00	Trust
Morden R&S Team	Employment Specialist	Employment Specialist	SM	1.00		1.00	Trust
Morden R&S Team	Support Worker	Support Worker	RL & AM	1.00		1.00	Trust
Merton OP CMHT	Manager	Team Manager	MW	1.00	0.75	0.25	Trust
Merton OP CMHT	A&C	Admin Support	Contribution	2.69	2.29	0.40	Trust
Merton Home Treatment Team	Manager	Team Manager	BM (Prev: AT)	1.00	0.50	0.50	Trust
Merton Home Treatment Team	Support Worker	Support Worker	RB	1.00		1.00	Trust
Merton Home Treatment Team	Support Worker	Support Worker	AD	1.00		1.00	Trust
Merton Home Treatment Team	Support Worker	Support Worker	LP	1.00		1.00	Trust
Merton Home Treatment Team	Support Worker	Support Worker	AC	1.00		1.00	Trust
Merton EIS	Employment Specialist	Employment Specialist	AM (Prev: KM)	1.00		1.00	Trust
Merton EIS	Support Worker	Support Worker	EW	1.00		1.00	Trust
Wilson Admin Group (Morden R&S Team)	A&C	Admin Support	SM	1.00		1.00	Trust
Placement Review Team	Manager	Placement Review Officer	DM	1.00		1.00	Trust
Placement Review Team	Manager	Placement Team Manager	KS	0.25		0.25	Agency via Trust
Merton Mgmt	Manager	Operational Manager	GM	1.00	0.75	0.25	Trust
Wimbledon R&S Team	Short Term Cover	Social Worker	DU	1.00		1.00	Agency via Trust
Merton Assessment Team	Short Term Cover	Social Worker	RS	TBC		100%	Agency via Trust

Note 1

Note 2

Note 3

Note 1: Fte reflects current LBM fixed value contribution of £15k.

Note 2: Fte reflects current LBM fixed value contribution of £11k.

Note 3: AM providing part-time cover.

SCHEDULE 6

JOINT MANAGEMENT GROUP AND GOVERNANCE

JMG Membership

The membership of the JMG will be as follows:-

- The Trust's Chief Executive or a deputy to be notified in writing (or email) in advance of any meeting;
- The Council's Director of Adult Social Care or a deputy to be notified in writing (or by email) in advance of any meeting;

The role of the Pool Manager (non-voting) will be fulfilled by the Service Director of the Trust unless otherwise agreed under the terms of Clause 7.2 to the Agreement and who will also provide the Secretariat function to the JMG.

Role of JMG

The JMG shall:-

- Review for agreement annually an Annual Plan and Risk Assessment to be prepared by the Trust including consulting further where necessary on the Aims and Objectives at Schedule 1
- Review and agree annually the integrated performance framework as attached here
- Receive and review the necessary integrated performance information;
- Ensure the Pooled Fund is being managed so as to achieve the aims and objectives set out in Schedule 1 in the manner specified in Schedule 3
- Make such variations to this Agreement from time to time as it thinks necessary to deliver the NHS Health Care Functions in accordance with the NHS Commissioner Contract
- Make such variations to this Agreement from time to time as it thinks necessary to service delivery arrangements in order to ensure delivery of the activities delegated by the Council
- Agree in accordance with Clause 8.20 any arrangements for the appointment of new Staff to the Service
- Set such protocols and guidance as it may consider to be necessary to enable the effective management of the Pooled Fund and the Service
- Review on an on-going basis and annually for the purpose of Clause 10 the operation of this Agreement and the Secondment Agreement;
- Review and agree annually the revised budgets and finance procedures to be set out in Schedule 5 for the following year following confirmation by the Parties of their respective contributions in accordance with Clause 10
- Review the operation of the Single Assessment Process for all services where it applies and in particular (but without limitation) to ensure that it complies with all legal requirements;

- Provide an annual report on outcomes to the Trust's Board and the Council's Cabinet and Health and Wellbeing Board on the operation of the Section 75 agreement.
- Make such variations to this Agreement and its Schedules from time to time as it thinks fit;

JMG Support

The JMG will be supported by officers from the Council and the Trust from time to time and they may be involved in assisting the JMG in implementation of the Aims and Objectives set out in Schedule 1 and the preparation of annual revisions to Schedule 5 and the Performance Framework here at Schedule 6. In particular the meetings of the JMG shall be supported by nominated finance officers of both Parties.

Meetings

The JMG will meet regularly every 2 months and for a minimum of 6 times a year at a time to be agreed. The monthly reports of the Pool Manager referred to below will be available 10 days in advance of the meetings.

The quorum for meetings of the JMG shall be a minimum of both members, not counting the Pool Manager who will be a non-voting member.

Decisions of the JMG shall be made unanimously by those present

Minutes of all decisions shall be kept and copied by the Pool Manager to the Authorised Officers and the Trust's Board Secretary for inclusion on the next Trust Executive Team agenda, within five (5) working days of every meeting.

The Chief Executive of the Trust shall be accountable, within the Trust Governance Framework, as the "Authorised Officer" for the Trust.

Limitations on Authority

The JMG is authorised within the limits of delegated authority for its members (which is received through their respective organisations own scheme of delegation) to:-

- Agree pursuant to Clause 10 of the Agreement the respective contributions of the Parties for the budget and the revised Schedule 5;
- Agree solutions to commitments which exceed or are reasonable likely to lead to exceeding the contributions of the Parties to the aggregate contributions of the Parties to the Pooled Funds, to be confirmed or agreed by the Parties pursuant to Clause 10 ;
- To agree changes to the service delivery model ensuring that the proposed changes continue to deliver the activities delegated by the Council:

- To agree in accordance with Clause 8.20 any arrangements for the appointment of New Staff
- To agree the Annual Plan comprising the services, objectives, contributions and performance monitoring arrangements

The JMG shall not be responsible for the direct management of any NHS staff or Council staff who are not accounted for in Schedule 4 as amended from time to time, such staff remaining accountable to and the responsibility of their respective current employer at all times.

Staff accounted for in Schedule 4 shall be managed in accordance with arrangements set out in Clause 8; Schedule 4 and the appended Secondment Agreement.

Pool Manager

The Pool Manager may delegate the day-to-day management of pooled funds in accordance with Trust's Standing Financial Instructions, provided that the Pool Manager remains responsible at all times for the obligations set out in Clause 7 of the Agreement.

Information and Reports

The JMG members will be supplied with the financial and activity information, on a monthly basis, as outlined at here at Schedule 6 subject to any amendment in light of agreement of the Annual Plan as referred to above. These reports will have first been agreed by finance representatives of both Parties.

The Annual Plan, as revised annually thereafter, will be the basis for delivery by the Trust against the Agreement. This will include appropriate action to redress any shortfall in achieving any agreed national and local standards for service delivery. Any variation from it will need to be agreed by JMG.

The JMG will submit an annual report to the Trust's Board and the Council's Cabinet via the Authorised Officers.

In other circumstances and where any one JMG member requests, information received or a query raised at a meeting on matters of operational or financial performance will be directed in the form of a written briefing by the Pool Manager to the JMG and where requested to the Authorised Officers with a view to the Authorised Officers meeting and considering the issue before the date of the next subsequent scheduled meeting of JMG.

Plans and Review

The Pool Manager will refine any remaining Aims and Objectives set out on Schedule 1 into targets and performance measures to be agreed by JMG from time to time and in any event by 30th April 2014 and annually thereafter each March following a review to be led by the JMG in accordance with Clause 10 of the Agreement and to include an Annual workforce plan on the scope and coverage and skill mix proposed for the integrated teams.

INTEGRATED PERFORMANCE FRAMEWORK

A performance framework will be developed on an annual basis in order to measure progress against targets at Schedule 1.

The JMG will also review other performance of the Parties according to their individual Key Performance Indicators (KPIs) where these have a bearing upon performance of the Partnership or individual Party performance rating as affected by the Partnership.

The Pool Manager will provide regular monthly reporting to the Council on the Council KPI's to assist in tracking performance and to highlight matters for additional JMG discussion.

The Council KPI's will be agreed at least annually by the Council for the Trust to provide reports on.

Performance Indicators for 2014/15 will include:

1. Reports on Progress of targets and Objectives at Schedule 1.
2. Financial reporting on spend and forecast
3. Integrated Performance Indicators to be agreed from time to time between the Parties.

The Integrated performance Indicators set out in the attached are aligned to Merton Council agreed performance measures.

They are developed in order to meet statutory reporting requirements to the Dept of Health and management information required for Council officers and members. The measures are to be reviewed annually

Performance Reporting

Performance reporting will be aligned to financial reporting with different levels of reporting to ensure that performance is reported at the right level of detail to the various levels within the overall partnership governance framework, with exception reporting and escalation to the Joint Management Group in order to provide assurance that the required actions are being taken to improve performance where targets are not being met. The JMG will be responsible for working to resolve any issues.

HIGH LEVEL PERFORMANCE MATRIX

Theme	Target	Health/ Social care	RAG	Commentary
Safety	22 MH safeguarding referrals per 1/4	SC		
	60% of safeguarding referrals completed within 60 days	SC		
	80% of safeguarding investigation outcomes are either 'risk removed' or 'risk reduced'.	SC		
	1/4ly SI report presented to Board	H		
Workforce	AMHP workforce to increase to 10 by 31.3.15	SC		
	Social care workforce vacancy rate below 10%	SC		
	Healthcare vacancy rate below 10%	H		
Service	70% of those eligible will have a Personal Budget/Direct Payment within 6 weeks of assessment	SC		
	60% of care plans will reflect recovery plans	H		
	DToC rate below 5%	H		
	Employment rate of CPA caseload exceeds 10%	H/SC		
	Settled accommodation rate of CPA caseload exceeds 80%	H/SC		
	No of residential placements to reduce to 22 by 31.3.15	SC		
Reviews	100% of those with personal budgets will receive reviews every 12 months	SC		
	95% of those on CPA will be reviewed every 12 months	H		
	100% of carers will have an up to date review	SC		
Resources	Social Care staff budget managed within budget	SC		
	Social Care Commissioning budget managed within budget	SC		
	Health staff budget within partnership managed within budget	H		
Quality	Two wider engagement meetings involving service users and/or carers to take place each year.	H/SC		
	Team specific Real Time Feedback processes in place	H		
	Integrated audit agreed, and team based audit in place – report 6 monthly	H/SC		