

Merton Council Overview and Scrutiny Commission



Date: 11 March 2014

Time: 19:15

Venue: Committee rooms B & C - Merton Civic Centre

AGENDA

Page Number

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|----|---|--------------|
| 1. | Declarations of pecuniary interest - see note overleaf | |
| 2. | Apologies for absence | |
| 3. | Minutes of the meeting held on 30 January 2014 | 1 - 8 |
| 4. | Policing in Merton - Borough Commander | 9 - 36 |
| 5. | Monitoring the Council's equalities commitments | 37 - 76 |
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| 8. | Financial monitoring task group - note of meeting on 27 February 2014 | 353 -
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| 9. | Work programme 2013/14 | 357 -
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**This is a public meeting – members of the public are very welcome to attend.
The meeting room will be open to members of the public from 7.00 p.m.**

For more information about the work of this and other overview and scrutiny panels, please telephone 020 8545 3864 or e-mail scrutiny@merton.gov.uk. Alternatively, visit www.merton.gov.uk/scrutiny

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Overview and Scrutiny Commission membership

Councillors:

Peter Southgate (Chair)
Peter McCabe (Vice-Chair)
Iain Dysart
Samantha George
Suzanne Grocott
Jeff Hanna
Logie Lohendran
Russell Makin
Diane Neil Mills
Dennis Pearce

Substitute Members:

John Dehaney
Brenda Fraser
Mary-Jane Jeanes
Oonagh Moulton
Henry Nelless
John Sargeant

Co-opted Representatives

Peter Connellan, Roman Catholic diocese
Colin Powell, Church of England diocese
primary parent governor vacancy,
secondary parent governor vacancy

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.

What is Overview and Scrutiny?

Overview and Scrutiny describes the way Merton's scrutiny councillors hold the Council's Executive (the Cabinet) to account to make sure that they take the right decisions for the Borough. Scrutiny panels also carry out reviews of Council services or issues to identify ways the Council can improve or develop new policy to meet the needs of local people. From May 2008, the Overview & Scrutiny Commission and Panels have been restructured and the Panels renamed to reflect the Local Area Agreement strategic themes.

Scrutiny's work falls into four broad areas:

- ⇒ **Call-in:** If three (non-executive) councillors feel that a decision made by the Cabinet is inappropriate they can 'call the decision in' after it has been made to prevent the decision taking immediate effect. They can then interview the Cabinet Member or Council Officers and make recommendations to the decision-maker suggesting improvements.
- ⇒ **Policy Reviews:** The panels carry out detailed, evidence-based assessments of Council services or issues that affect the lives of local people. At the end of the review the panels issue a report setting out their findings and recommendations for improvement and present it to Cabinet and other partner agencies. During the reviews, panels will gather information, evidence and opinions from Council officers, external bodies and organisations and members of the public to help them understand the key issues relating to the review topic.
- ⇒ **One-Off Reviews:** Panels often want to have a quick, one-off review of a topic and will ask Council officers to come and speak to them about a particular service or issue before making recommendations to the Cabinet.
- ⇒ **Scrutiny of Council Documents:** Panels also examine key Council documents, such as the budget, the Business Plan and the Best Value Performance Plan.

Scrutiny panels need the help of local people, partners and community groups to make sure that Merton delivers effective services. If you think there is something that scrutiny should look at, or have views on current reviews being carried out by scrutiny, let us know.

For more information, please contact the Scrutiny Team on 020 8545 3864 or by e-mail on scrutiny@merton.gov.uk. Alternatively, visit www.merton.gov.uk/scrutiny

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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.

OVERVIEW AND SCRUTINY COMMISSION

30 JANUARY 2014

(19.15 - 21.30)

PRESENT: Councillors Peter Southgate (in the Chair), Iain Dysart, Samantha George, Suzanne Grocott, Jeff Hanna, Logie Lohendran, Russell Makin, Diane Neil Mills and Dennis Pearce

ALSO PRESENT: Councillor Mark Allison

Paul Dale (Interim Assistant Director of Resources), Caroline Holland (Director of Corporate Services) and Julia Regan (Head of Democracy Services)

1. DECLARATIONS OF PECUNIARY INTEREST - SEE NOTE OVERLEAF (Agenda Item 1)

None.

2. APOLOGIES FOR ABSENCE (Agenda Item 2)

Apologies were received from Councillor Peter McCabe, who was substituted by Councillor John Dehaney. Apologies were also received from co-opted members Peter Connellan and Colin Powell.

3. MINUTES OF THE MEETING HELD ON 26 NOVEMBER 2013 (Agenda Item 3)

The minutes were agreed as a correct record of the meeting.

As a matter arising, Councillor Diane Neil Mills requested further detail on housing benefit spend for each housing sector. Councillor Samantha George asked that this be included in Merton Priory Homes' report to the Sustainable Communities Overview and Scrutiny Panel meeting if it hasn't been received before then. **ACTION:** Director of Corporate Services

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

It was agreed to take agenda items 4, 5 and 6 together.

The Director of Corporate Services, Caroline Holland, outlined the content of the reports. She said that some information was still awaited on business rates and the pension fund valuation. It is expected that revised figures containing the most recent assumptions will be provided to Cabinet on 17 February. She drew attention to the uncertainties for 2016/17 and 2017/18 pending the next government's

comprehensive spending review and that this may pose further financial challenges for the council.

In response to questions, Caroline Holland provided further detail on the assumptions behind estimates for business rates and the relationship between inflation, interest rates and reserves and balances.

Corporate Services savings proposals (pages 30, 32-41)

The Commission discussed each of the Corporate Services savings proposals in turn. Points of clarification, comments made by the Commission and its decision on what to recommend to Cabinet on each is set out in the table below:

Business partners - amendment to previously agreed savings

Caroline Holland said that the 2014/15 saving had been moved to 2016/17 so that the business partners could continue to assist staff through organisational changes.

RESOLVED: to recommend that Cabinet accept this change to the savings proposal.

CS60 deletion of Assistant Director post

Caroline Holland explained the background to this proposal and explained that options were being kept open at present as to which post would be deleted, pending further detail on the direction of the customer contact programme.

RESOLVED: to recommend that Cabinet accept this saving, with the proviso that it should delete the post at the earliest opportunity when the post is no longer needed.

CS61 dividend income from CHAS 2013 Ltd

Caroline Holland said that CHAS accounts would be published and audited.

RESOLVED: to recommend that Cabinet accept this saving.

CS62 recharges to public health

The Interim Assistant Director of Resources, Paul Dale, said that there were contractual issues in relation to this item but that the saving would be taken earlier if possible.

RESOLVED: to recommend that Cabinet accept this saving and bring it forward

to 2015/16 if possible.

CS63 business improvement

Caroline Holland said that the posts to be deleted in systems development will be identified once a restructure has been put in place. In response to a question about the risk assessment for this saving, Caroline Holland agreed that it should be changed from high to medium risk.

RESOLVED: to recommend that Cabinet accept this savings proposal and change the risk rating to “medium”.

CS64 reduction of treasury running costs

Paul Dale explained how these savings would be made by streamlining processes once the new financial management systems are in place

RESOLVED: to recommend that Cabinet accept this saving and bring it forward if possible.

CS65 consolidation of budgets in resources division

CS66 review recharges to pension fund

CS67 reduction in bank and giro charges

RESOLVED: to recommend that Cabinet accept these saving and bring them forward as soon as there is an opportunity to do so.

CS68 reduction in interest charges

Caroline Holland said that the savings would be made by better matching lending and borrowing on short term cash markets, that this would be in addition to savings already achieved and that if there were further opportunities for saving then these would be taken.

Paul Dale undertook to confirm the base budget for this item. ACTION: Interim Assistant Director of Resources

RESOLVED: to welcome this proposal as an opportunity for making savings that don't impact on services and to recommend that Cabinet accept this saving.

CS69 cease councillors' courier service

Commission members said that they thought that the cost of posting large agendas would outweigh the small saving from ceasing the courier service.

RESOLVED: to recommend that Cabinet reject this saving.

CS70 administrative charge for paper invoices

Caroline Holland and Paul Dale said that the customers affected are those who have agreed to receive invoices by email and that this saving is linked to the introduction of new financial systems.

RESOLVED: to recommend that Cabinet accept this saving and bring it forward if possible.

CS71 delete two in-house IT trainers

Caroline Holland explained that deletions would be taken once the new social care system had bedded in and there was no longer need for the posts.

RESOLVED: to recommend that Cabinet accept this saving

CS72 consolidation of infrastructure & transaction division's revenue budgets

RESOLVED: to recommend that Cabinet accept this saving

CS73 saving from 4 borough legal service

Caroline Holland confirmed that the base budget relates to salaries for Merton and Richmond, that substantial savings have already been made, that the quality of the service has improved and costs reduced through the shared service arrangements. The saving relates to the Merton portion of the four borough service. Service level agreements and performance indicators are in place.

RESOLVED: to recommend that Cabinet accept this saving

CS74 review of learning and development spend

CS75 review of central operations transactions (COT) team staffing

RESOLVED: to recommend that Cabinet accept this saving

RESOLVED: that in its reference to Cabinet, the Commission will highlight the general principle of bringing forward budget savings whenever that can be done, including for the financial year 2014/15.

Safer Merton savings proposal (p45)

RESOLVED: to recommend that Cabinet accept this efficiency saving in the procurement of the CCTV maintenance contract (EV01).

Comments and recommendations from the overview and scrutiny panels

RESOLVED: to forward to Cabinet the comments and recommendations made by the overview and scrutiny panels, together with additional comments and recommendations made by the Commission as set out below.

Sustainable Communities Overview and Scrutiny Panel

Agreed to draw Cabinet's attention to the unanimity of the Sustainable Communities Overview and Scrutiny Panel in rejecting the savings relating to building and development control (EV03-07).

EV02 – parking permit changes

EV11 – on street pay and display charges

There were differing views expressed on the desirability of increasing parking charges. Caroline Holland explained that all departments have been given income targets and have developed alternative savings proposals where targets cannot be met.

One member urged officers to pursue efficiency savings and trading of services as an alternative. She said that it would be helpful to have a report at a future meeting setting out costs and fees for the service so these could be scrutinised in detail.

Another member said that he thought it was appropriate to increase charges in line with inflation, otherwise the real cost would decline. A third member added that the proposal was in line with the council's policy of encouraging fewer car journeys, with more use of public transport and car sharing.

It was moved and seconded that the Commission should recommend that in principle it disagreed with an automatic raising of charges as a means of closing the budget gap and to urge that alternative means are brought forward, in particular efficiency savings and value added services. A vote was taken, 5 members were in favour, 5 against and the Chair used his casting vote against the motion. The motion fell. Councillor Makin asked that his vote against the motion be recorded.

Another member suggested that parking meter charging periods and costs should be amended so that smaller denomination coins (5p and 10p) are not needed.

A number of members expressed concern about the impact of the increase in the charge for teacher parking permits.

RESOLVED:

To recommend to Cabinet that savings proposal EV02 should be amended to exempt teachers' parking permits from an increase in charges.

EV10 – Greenspaces

The Commission noted that the proposal had been rejected on ground of lack of detail last year and so was disappointed to see that this had not been provided.

Children and Young People Overview and Scrutiny Panel

Councillor Dysart said that although the Panel's reference in relation to CSF01 reflects the general view, he wished his reservations to be placed on record about the impact the savings proposal might have on staffing and on service standards.

Councillor Hanna, the Panel Chair, confirmed that savings proposal CSF03 for further reductions in staffing across the decision had not been approved by the Panel due to lack of detail on the proposal. Commission members concurred that further information should be provided to Cabinet before it makes a decision on this savings proposal.

RESOLVED: to recommend that Cabinet withdraw savings proposal CSF03 due to lack of detail at the present time and re-consider it next year.

Healthier Communities and Older People Overview and Scrutiny Panel

Some concerns were expressed regarding savings proposals for Commissioning and Placements (CH1, 2 and 3). Caroline Holland and Councillor Southgate said that the Director of Community and Housing had assured the panel that he was confident of being able to make the savings.

RESOLVED: to recommend that Cabinet should receive further detail about how savings CH1,2 and 3 will be achieved prior to making a decision.

Capital programme

The Commission scrutinised the capital programme in relation to Corporate Services and Safer Merton:

Officers undertook to check accuracy/rationale of the zeros against the invest to save items and the asbestos safety works in the corporate services capital programme (page 79) **ACTION:** Assistant Director of Resources

A building survey is currently underway and any asbestos related work that is identified would be brought forward in both revenue and capital programmes as required

Water safety works relate to water tanks, legionella prevention and similar work (page 79)

The spend on CCTV was noted (page82). Further information was requested on the location of the equipment. **ACTION:** Director of Environment and Regeneration.

Reserves and balances (page 480)

Caroline Holland made a number of points in response to questions:

The earmarked reserves for the Outstanding Council Programme Board will include salaries and other costs relating to making business cases for transformation projects and major change programmes

There will be a reduction over time in the specific project funding required for major transformation work

The local land charges reserve will be used once there has been a court decision on claims made

The energy renewable reserve will be used once the contract is let

The use of the apprenticeships reserve will depend on how the programme is taken forward. It has been successful so far so Caroline Holland anticipates that the reserves will be used.

The community care reserve has a number of potential calls on it but nothing planned at present

Caroline Holland said that the table is still draft and some figures will change once changes have been made to other parts of the budget. There are some negative figures in the final columns - these are wrong and will be corrected.

In response to a question about the level of reserves, Caroline Holland said that information will be provided on where Merton stands in relation to other authorities.

ACTION: Director of Corporate Services

She said that the earmarked reserves had been challenged by the auditors and that the council's explanations had been accepted.

5. SCRUTINY OF THE BUSINESS PLAN 2014-18: COMMENTS AND RECOMMENDATIONS FROM THE OVERVIEW AND SCRUTINY PANELS (Agenda Item 5)

See agenda item 4.

6. BUSINESS PLAN UPDATE - REPORT TO CABINET 20 JANUARY 2014 (Agenda Item 6)

See agenda item 4.

7. WORK PROGRAMME 2013/14 - INCLUDING CONSIDERATION OF CHANGE OF DATE FOR MEETING ON 30 APRIL 2014 (Agenda Item 7)

The draft work programme was agreed, subject to a change of date for the final meeting from 30 April to 7 April 2014.

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Committee: Overview and Scrutiny Commission

Date: 11 March 2014

Subject: Policing in Merton

Lead officer: David Palmer, Borough Commander, Merton

Lead member: Councillor Peter Southgate, Chair, Overview and Scrutiny Commission

Contact officer: Julia Regan, Head of Democracy Services,
julia.regan@merton.gov.uk, 0208 545 3864

Recommendations:

- A. That the Overview and Scrutiny Commission discuss and comment on the policing and crime data provided by the Borough Commander.
-

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. The data provided in this report arises from request made at previous meetings of the Overview and Scrutiny Commission plus a meeting between the Borough Commander, the Chair of the Overview and Scrutiny Commission and Councillor Jeff Hanna.

2 DETAILS

- 2.1. Appendix A contains a report from the Borough Commander on police numbers and how these have changed in Merton over the past two years.
- 2.2. Appendix B contains Metropolitan Police performance indicators for Merton and its statistical neighbours as well as totals for the Met as a whole, on a rolling twelve month basis (December 2013) plus the two previous months for Merton only.
- 2.3. The Borough Commander will attend the Commission's meeting on 11 March in order to answer questions on the information provided.

3 ALTERNATIVE OPTIONS

Commission members may choose to ask questions about other aspects of policing in Merton.

4 CONSULTATION UNDERTAKEN OR PROPOSED

- 4.1. The Borough Commander met with Councillors Peter Southgate and Jeff Hanna plus the Head of Democracy Services in order to ascertain the best way to meet the Commission's information requirements.

5 TIMETABLE

- 5.1. See action plan in the report

6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

6.1. There are no property or resource implications at this time.

7 LEGAL AND STATUTORY IMPLICATIONS

7.1. None for the purposes of this report.

8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION 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 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

None for the purpose of this report.

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

Appendix A – report on police numbers

Appendix B – MOPAC performance indicators

12 BACKGROUND PAPERS

12.1. None

Report On Police Numbers **Scrutiny Meeting March 2014**

The following report outlines changes to Police Numbers based on Merton Borough over the past two years. This has been produced to the best of our abilities and is as accurate as possible. However, it should be noted that this has been a period of significant change to both police numbers and the role, remit of Borough based resources and is therefore a much more complex picture than outlined below.

In particular, a number of units or roles have been moved away from falling under the remit of Merton Borough Police and placed into centrally or area based units. The figures are based on Budgeted Workforce Targets (BWT) ie how many officers we should have, rather than a reflection of how many officers were actually in post at a specific point in time. Two dates have been used 1.2.12 and 1.2.14 ie two years ago and our most recent figures.

In 2012 we had a BWT of 373 officers (of all ranks). Since that time there have been a number of units whose role no longer remain on Borough. These units are outlined below and amount to 41 police officer posts. All but 19 of these identified posts have now moved off the Borough with the remaining 19 due to go on the 24th Feb 2014. There have also been some slight changes to the rank structure removing some supervisors, but these have been made up for in gains in Police Constable numbers.

In effect 2012 numbers were 373 police officer posts (with 41 posts removed - now covered elsewhere) therefore the equivalent number would have been 332 within today's Borough Officer remit. By the end of Feb 2014 our BWT numbers will be 334. This shows an equivalent growth in 2 officer posts over the two year period.

BOCU BWT at 1.2.2012 = 373

We have had 41 posts have been removed since to other functions as below;

- STT - 11 (Safer Transport Team - now a separate Operation Command Unit)
- IBO - 5 (Integrated Borough Operations {Control room) - now Centrally Based)
- BIU - 10 (Borough Intelligence Unit - Now Area mostly Based)
- Ops/Duties - 6 (Duties planning - Now Area Based)
- TIB - 7 (Telephone Investigation Bureau - Now Centrally Based)
- CMU/CJU -2 (Crime Management Unit (mostly Centrally based small numbers remain and Criminal Justice Unit - now Area based at Sutton)

Therefore equivalent for BWT with removed posts now run centrally is BWT 332

BWT For 31.1.2014 is 351 (with a further 19 posts left to go of the 41 outlined above)

These 19 are;

- Duties/Ops - 4
- BIU - 11

IBO (now GPC) - 4
Total 19 officers

Therefore our new BWT as of 1.3.14 will be 351 - 19 = 334

This is a growth in posts on Merton Borough where the function has not been taken centrally of 2 Posts.

In fact the picture is more complex than this as in some areas we have had posts taken away (eg IBO - 9 posts but 4 given back for Hot Supervisor in the Grip and Pace Room, the replacement of part of the role of the IBO). Further, it should be noted that we no longer have custody sergeants at Merton, now based at Sutton Custody which would have accounted for a further 6 posts - so it could be argued we have gained 8 posts.

Again it is difficult to be too specific about remits that officers were working in previously when compared with today's figures. Comparatively speaking these are outlined below, showing those working in Criminal Investigation department (CID), Response Teams, Neighbourhood Policing Teams (previously Safer Neighbourhoods and the Task Force) and others not accounted for elsewhere.

The remits of the various units shown below have also changed during this time i.e. the CID now have a remit for dealing with all prisoners, but do not have to deal with some crime investigations they previously had to. Therefore the figures below are approximations based on current remits not on the remits of 2012. (So please note, that this means we would not have quoted SNT (now NPT) numbers in 2012 as 93 but this figure includes all the other posts which now fall under NPT that previously may have been shown within it, eg 'Partnership' and/or 'Task Force' which no longer have a separate line but fall within the new definition of NPT).

Totals

	CID	Response	NPT	Other Roles (STT, BIU etc)	
2012	75	145	93	60	= 373
2014	73	125	117	19	= 334
	-2	-20	+24	-41	overall change = - 41

Other remaining in 2014 are;

- SMT 7 (Senior Management Team)
- SMT support 3
- GPC 4 (Supervisors in our control room)
- PPD/CMU 4 (Public Protection Desk now MASH and Crime Desk, 2 in each)
- Federation 1 (Due to go over the next few months)

Current Vacancies as of 10.2.2014

- Sergeants 5
- PC's 6

There are currently an additional 3 funded Police Constables working on Merton BOCU not shown in the figure above.

Other Police Numbers BWT

	2012	2014	Difference	Vacancy 2014
Police Staff	46	26	- 20	4
PCSO and PAO	92	48	- 44	7
MSC (Specials) no BWT	94	52	- 42	N/A

Police Staff

Note Police Staff do not have a BWT but an affordable work force target that is similar to a BWT. Reductions shown above for Police Staff also reflect some of the movements of staff to central and area based units. The following accounts for 19.5 Posts

CJU 12 (Criminal Justice Unit) much of this has now moved to Sutton with a small team remaining of 20, 8 now remain on Merton

IBO 3 of our control room staff have been lost to Central control rooms

Duties and Ops 3 staff have moved to central posts

Property Staff 1.5 posts reduction as bulk relates to prisoner property now dealt with a Sutton.

PCSOs

Merton PCSO (unfunded numbers) are a BWT of 40. We also have a BWT of 8 Public Access Officer (who staff Station front offices) therefore a total of 48. We have 6 PCSO vacancies and 1 PAO vacancy currently. 18 of the reduction relate to Safer Transport PCSO's which are now in a central team. 3 from a victim focus desk now area based. We also have 2 additional funded PCSO's working in schools not shown above.

MSC

There has been a significant reduction in MSC (Specials) over this period for two main reasons. Firstly, previously there were a number of persons remaining on Merton records as MSC officers who were not meeting the minimum patrolling hours requirement. Those who have continued to fail to meet these have been removed. Secondly, as the MPS has recruited a significant number of Police Constables, one of the main areas for recruitment has been existing MSC (and previously PCSO) officers.

Conclusion

The overall impact of the LPM on resources Merton Borough over the two year period has been for Police officer numbers to increase by 2 (albeit that the role of 6 additional Sergeants is covered elsewhere). PCSOs have effectively reduced by 23 officers. Police staff numbers have shown little effective change when structural changes are taken into account.

David Palmer - Borough Commander Merton

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Tier Two

Weekly Charts

Rolling 12 Months Charts

Reset

Scorecard

Notes

MOPAC Crime	Offences			SD Rate		
	FY 11/12 [^]	Current R12	% Chg	FY 11/12	Current R12	
MOPAC 7	7,746	6,313	-18.5 %	11.1%	13.6%	
Burglary	2,232	1,795	-19.6 %	6.4%	8.1%	
Criminal Damage	1,637	1,218	-25.6 %	13.0%	14.8%	
Robbery	677	435	-35.7 %	12.0%	18.9%	
Theft From MV	1,445	1,284	-11.1 %	1.7%	5.1%	
Theft/Taking Of MV	431	291	-32.5 %	4.9%	6.9%	
Theft From Person	272	371	+36.4 %	5.1%	3.2%	
Violence With Injury	1,052	919	-12.6 %	34.3%	38.2%	
Increase Confidence	Target	Q2 12	% Chg	Target	Previous R12	
Police in my local area do a	66%	71%	+4.0% pt			
Reduce Cost	Target	Previous R12	% Chg	Target	Previous R12	
Delivery of the agreed						
Crime Type	Offences			SD Rate		Primary SD Rate
	Target	Previous R12	Current R12	Previous R12	Current R12	
TNO	13,692	11,944	-12.8 %	21.1%	20.3%	19.5%
Burglary	2,031	1,795	-11.6 %	18%	8.1%	5.2%
Burglary In a Dwelling	1,330	1,139	-14.4 %	15.9%	8.9%	4.7%
Burglary In Other Buildings	701	656	-6.4 %	8.4%	6.9%	6.1%
Criminal Damage	1,328	1,218	-8.3 %	13.3%	14.8%	13.3%
Robbery	571	435	-23.8 %	18%	18.9%	13.8%
Personal Robbery	529	412	-22.1 %	12.5%	18.4%	18.4%
Business Robbery	42	23	-45.2 %	33.3%	26.1%	33.3%
<i>Robbery of mobile phone *</i>	290	220	-24.1 %	11.7%	21.8%	-
Theft Of/From MV	1,908	1,575	-17.5 %	4.1%	5.5%	1.6%
Theft From MV	1,529	1,284	-16.0 %	4.3%	5.1%	1.2%
Theft/Taking Of MV	379	291	-23.2 %	3.4%	6.9%	3.4%
Theft From Person	326	371	+13.8 %	2.5%	3.2%	2.5%
<i>Theft of mobile phone *</i>	212	232	+9.4 %	1.4%	3.4%	-
Violence With Injury	966	919	-4.9 %	33.4%	38.2%	33.4%
Non-DV VWI	641	590	-8.0 %	26.7%	20.3%	26.7%
DV VWI	325	329	+1.2 %	46.8%	55.9%	46.8%
Domestic Violence	864	941	+8.9 %	47.0%	50.4%	47.0%
ASB	Previous R12	Current R12	% Chg	Target	Previous R12	Current R12
Total ASB Demand	6,866	6,508	-5.2 %			
ASB Repeat Callers	133	141	+6.0 %			
CCC Despatch	Previous R12	Current R12	% Chg	Target	Previous R12	Current R12
I Calls within 15 mins	90.9%	93.6%	+2.8% pt			
S Calls within 60 mins	88.2%	91.3%	+3.1% pt			
Satisfaction	Q2 12	Q2 13	% Chg	Target	Previous R12	Current R12
Overall Satisfaction	77.0%	82.0%	+5.0% pt			
Burglary	84.0%	88.0%	+4.0% pt			
Motor Vehicle Crime	77.0%	83.0%	+6.0% pt			
Violent Crime	71.0%	77.0%	+6.0% pt			

Key



Performance is at or above target
 Performance is below target but is at least half the improvement required to meet the target compared to the previous reporting period
 Performance is below target and less than half the improvement required to meet the target

Green is improving performance
 Red is worsening performance

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Notes

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Burglary	2,232	1,779	-20.3%
Criminal Damage	1,637	1,192	-27.2%
Robbery	677	420	-38.0%
Theft From MV	1,445	1,275	-11.8%
Theft/Taking Of MV	431	289	-32.9%
Theft From Person	272	364	+33.8%
Violence With Injury	1,052	891	-15.3%

Target	Q2 12	Q2 13	% Chg
Increase Confidence	65%	75%	+4.0% pt
Police in my local area do a	71%		

Reduce Cost	Previous R12	Current R12	% Chg
Delivery of the agreed			

Crime Type	Offences		% Chg
	Previous R12	Current R12	
TNO	2,035	1,779	-12.6%
Burglary	1,324	1,142	-13.7%
Burglary In a Dwelling	711	637	-10.4%
Burglary In Other Buildings			
Criminal Damage	1,282	1,192	-7.0%
Robbery	566	420	-25.8%
Personal Robbery	522	400	-23.4%
Business Robbery	44	20	-54.5%
Robbery of mobile phone *	284	213	-25.0%
Theft Of/From MV	1,941	1,564	-19.4%
Theft From MV	1,553	1,275	-17.9%
Theft/Taking Of MV	388	289	-25.5%
Theft From Person	332	364	+9.6%
Theft of mobile phone *	217	222	+2.3%
Violence With Injury	981	891	-9.2%
Non-DV VWI	658	557	-15.3%
DV VWI	323	334	+3.4%
Domestic Violence	895	924	+3.2%

ASB	Previous R12	Current R12	% Chg
Total ASB Demand	6,888	6,509	-5.5%
ASB Repeat Callers	133	150	+12.8%

CCC Dispatch	Previous R12	Current R12	% Chg
I Calls within 15 mins	91.1%	93.6%	+2.5% pt
S Calls within 60 mins	88.4%	91.4%	+3.0% pt

Satisfaction	Q2 12	Q2 13	% Chg
Overall Satisfaction	77.0%	82.0%	+5.0% pt
Burglary	84.0%	88.0%	+4.0% pt
Motor Vehicle Crime	77.0%	83.0%	+6.0% pt
Violent Crime	71.0%	77.0%	+6.0% pt

Crime Type	SD Rate		Primary SD Rate
	Previous R12	Current R12	
TNO	13.3%	9.6%	5.1%
Burglary	16.4%	10.3%	4.9%
Burglary In a Dwelling	7.6%	7.5%	5.3%
Burglary In Other Buildings			
Criminal Damage	13.5%	15.2%	13.5%
Robbery	15.9%	16.9%	15.7%
Personal Robbery	14.6%	16.5%	14.4%
Business Robbery	31.8%	25.0%	16.3%
Robbery of mobile phone *	14.1%	19.1%	31.8%
Theft Of/From MV	4.0%	5.6%	1.5%
Theft From MV	4.2%	5.2%	1.1%
Theft/Taking Of MV	3.4%	7.3%	3.4%
Theft From Person	4.2%	1.6%	4.2%
Theft of mobile phone *	3.2%	1.8%	-
Violence With Injury	34.4%	30.2%	34.4%
Non-DV VWI	27.5%	27.8%	27.5%
DV VWI	48.3%	55.4%	48.3%
Domestic Violence	47.7%	50.5%	47.7%

Please see the notes page for more information on the issue with TNO SD rates.

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Tier Two

Weekly Charts

Rolling 12 Months Charts

Scorecard

Notes

MOPAC Crime		Offences		
	FY 11/12	Current R12	% Chg	
MOPAC 7	7,746	6,110	-21.1 %	
Burglary	2,232	1,725	-22.7 %	
Criminal Damage	1,637	1,174	-28.3 %	
Robbery	677	398	-41.2 %	
Theft From MV	1,445	1,253	-13.3 %	
Theft/Taking Of MV	431	309	-28.3 %	
Theft From Person	272	349	+28.3 %	
Violence With Injury	1,052	902	-14.3 %	
Increase Confidence	Q3 12	Q3 13	% Chg	
Police in my local area do a	56%	76%	+7.0% pt	
Reduce Cost	Target	Previous R12	Current R12	% Chg
Delivery of the agreed				

Crime Type		Offences			Weekly Excpets		Trends		Primary SD Rate		
	Target	Previous R12	Current R12	% Chg				Previous R12	Current R12	Previous R12	Current R12
TNO	13,682	11,590	1,725	-15.3 %				21.7%	20.0%	21.7%	20.9%
Burglary	-5.0%	2,039	1,725	-15.4 %				13.3%	5.0%	10.5%	6.5%
Burglary In a Dwelling		1,311	1,117	-14.8 %				16.3%	4.7%	11.7%	6.3%
Burglary In Other Buildings		728	608	-16.5 %				7.8%	5.6%	8.2%	6.9%
Criminal Damage	0.0%	1,275	1,174	-7.9 %				13.7%	13.7%	14.6%	14.6%
Robbery	-5.0%	566	398	-29.7 %				16.3%	15.9%	15.8%	15.6%
Personal Robbery		520	383	-26.3 %				15.2%	14.8%	15.1%	15.1%
Business Robbery		46	15	-67.4 %				28.3%	28.3%	33.3%	26.7%
Robbery of mobile phone*		284	201	-29.2 %				13.4%	-	19.9%	-
Theft Of/From MV	-8.1%	1,902	1,562	-17.9 %				5.4%	2.0%	4.2%	2.9%
Theft From MV		1,527	1,253	-17.9 %				5.6%	1.4%	3.7%	2.1%
Theft/Taking Of MV		375	309	-17.6 %				4.3%	4.3%	6.1%	6.1%
Theft From Person	-15.4%	347	349	+0.6 %				3.2%	3.2%	1.7%	1.7%
Theft of mobile phone*		222	221	-0.5 %				3.2%	-	1.8%	-
Violence With Injury	-5.0%	964	902	-6.4 %				36.0%	36.0%	37.7%	37.7%
Non-DV VWI		637	567	-11.0 %				27.9%	27.9%	28.7%	28.7%
DV VWI		327	335	+2.4 %				51.7%	51.7%	52.8%	52.8%
Domestic Violence		910	918	+0.9 %				48.9%	48.9%	50.4%	50.4%
ASB		Previous R12	Current R12	% Chg							
Total ASB Demand		6,901	6,385	-7.5 %							
ASB Repeat Callers		130	154	+18.5 %							
CCC Dispatch		Previous R12	Current R12	% Chg							
I Calls within 15 mins		91.1%	93.9%	+2.8% pt							
S Calls within 60 mins		88.5%	91.5%	+3.0% pt							
Satisfaction		Q3 12	Q3 13	% Chg							
Overall Satisfaction		78.0%	83.0%	+5.0% pt							
Burglary		85.0%	87.0%	+2.0% pt							
Motor Vehicle Crime		78.0%	85.0%	+7.0% pt							
Violent Crime		69.0%	77.0%	+8.0% pt							

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Tier Two

Weekly Charts

Rolling 12 Months Charts

Scorecard

Notes

MOPAC Crime	Offences			SD Rate			
	FY 11/12	Current R12	% Chg	FY 11/12	Current R12		
MOPAC 7	411,038	358,014	-12.9 %	12.3%	13.8%		
Burglary	96,230	86,038	-10.6 %	10.2%	11.8%		
Criminal Damage	72,927	56,376	-22.7 %	12.9%	15.7%		
Robbery	38,915	28,874	-25.8 %	15.6%	14.3%		
Theft From MV	73,354	64,533	-12.0 %	4.0%	3.9%		
Theft/Taking Of MV	26,183	20,559	-21.5 %	7.7%	6.7%		
Theft From Person	42,078	43,811	+4.1 %	2.8%	2.6%		
Violence With Injury	61,351	57,823	-5.8 %	31.4%	36.7%		
Increase Confidence	Q3 12	Q3 13	% Chg	Target	Previous R12	Current R12	% Chg
Police in my local area do a	64%	68%	+4.0% pt				

Crime Type	Offences			SD Rate		Trends	
	Target	Previous R12	Current R12	% Chg	Weekly Excpits	Primary SD Rate	Current R12
TNO	784,136	698,861	-10.9 %	-8.2 %	20.9%	22.6%	19.7%
Burglary	-6.0%	93,690	86,038	-8.2 %	18%	11.2%	6.0%
Burglary In a Dwelling		61,487	55,161	-10.3 %	12.1%	11.0%	5.5%
Burglary In Other Buildings		32,203	30,877	-4.1 %	9.4%	13.3%	6.8%
Criminal Damage	-0.9%	61,228	56,376	-7.9 %	15%	14.1%	14.0%
Robbery	-5.0%	35,514	28,874	-18.7 %	18%	15.1%	14.0%
Personal Robbery		33,106	26,930	-18.7 %	14.4%	13.3%	13.3%
Business Robbery		2,408	1,944	-19.3 %	24.9%	28.3%	23.8%
<i>Robbery of mobile phone*</i>		18,044	13,914	-22.9 %	20%	14.3%	-
Theft Of/From MV	-5.0%	91,660	85,092	-7.2 %	10%	6.2%	3.1%
Theft From MV		69,155	64,533	-6.7 %	5.9%	3.9%	1.9%
Theft/Taking Of MV		22,505	20,559	-8.6 %	7.2%	6.7%	6.6%
Theft From Person	-11.9%	49,310	43,811	-11.2 %	5%	2.8%	2.3%
<i>Theft of mobile phone*</i>		35,188	30,868	-12.3 %	5%	2.4%	-
Violence With Injury	-5.3%	58,312	57,823	-0.8 %	40%	33.8%	33.8%
Non-DV VWT		40,081	37,937	-5.3 %	27.2%	29.2%	27.2%
DV VWT		18,231	19,886	+9.1 %	55%	48.5%	48.5%
Domestic Violence		49,139	54,264	+10.4 %	44.4%	45.0%	44.4%

ASB	Offences			SD Rate	
	Target	Previous R12	Current R12	% Chg	Weekly Excpits
Total ASB Demand		390,264	346,208	-11.3 %	
ASB Repeat Callers		10,735	9,792	-8.8 %	

CCC Dispatch	Offences			SD Rate	
	Target	Previous R12	Current R12	% Chg	Weekly Excpits
I Calls within 15 mins		89.0%	93.0%	+4.0% pt	
S Calls within 60 mins		86.1%	91.2%	+5.2% pt	

Satisfaction	Offences			SD Rate	
	Target	Previous R12	Current R12	% Chg	Weekly Excpits
Overall Satisfaction	75.0%	79.0%	79.0%	+4.0% pt	
Burglary	81.0%	84.0%	84.0%	+3.0% pt	
Motor Vehicle Crime	70.0%	79.0%	79.0%	+9.0% pt	
Violent Crime	72.0%	74.0%	74.0%	+2.0% pt	

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Tier Two

Weekly Charts

Rolling 12 Months Charts

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Scorecard

Notes

MOPAC Crime		Offences			SD Rate		
	FY 11/12	Current R12	% Chg	Target	FY 11/12	Current R12	
MOPAC 7	6,439	6,147	-4.5 %		15.0%	16.2%	
Burglary	1,513	1,767	+16.3 %		6.5%	14.3%	
Criminal Damage	1,673	1,388	-17.0 %		16.0%	13.4%	
Robbery	317	261	-17.7 %		30.0%	19.5%	
Theft From MV	1,126	1,080	-4.1 %		0.6%	3.9%	
Theft/Taking Of MV	529	470	-11.2 %		5.9%	9.1%	
Theft From Person	158	156	-1.3 %		5.7%	3.2%	
Violence With Injury	1,123	1,025	-8.7 %		40.6%	40.5%	
Increase Confidence	Q3 12	Q3 13	% Chg	Target	Previous R12	Current R12	% Chg
Police in my local area do a	69%	70%	+1.0% pt				

Crime Type	Offences			Trends	SD Rate			Primary SD Rate
	Target	Previous R12	Current R12		Target	Previous R12	Current R12	
TNO		12,521	11,676		24.4%	25.5%	22.4%	23.9%
Burglary	-10.4%	1,704	1,767	↕	18%	14.3%	6.7%	5.3%
Burglary In a Dwelling		1,007	1,144	↕		17.0%	8.0%	5.1%
Burglary In Other Buildings		697	623	↕		5.7%	4.9%	5.6%
Criminal Damage	-4.7%	1,589	1,388	↕	15%	13.4%	14.3%	13.4%
Robbery	-5.0%	240	261	↕	18%	15.8%	15.8%	17.2%
Personal Robbery		210	217	↕		15.2%	15.2%	16.6%
Business Robbery		30	44	↕		20.0%	20.0%	20.5%
Robbery of mobile phone*		89	95	↕	20%	14.6%	15.8%	-
Theft Of/From MV		1,706	1,550	↕	10%	7.5%	4.1%	4.3%
Theft From MV	-8.0%	1,213	1,080	↕		7.0%	2.2%	2.1%
Theft/Taking Of MV	-3.8%	493	470	↕		8.7%	8.7%	9.1%
Theft From Person	-10.6%	177	156	↕	5%	4.5%	4.5%	3.2%
Theft of mobile phone*		95	68	↕	5%	5.3%	1.5%	3.2%
Violence With Injury	-7.8%	1,134	1,025	↕	40%	44.2%	44.2%	40.5%
Non-DV VWI		708	633	↕		36.6%	36.6%	32.1%
DV VWI		426	392	↕	55%	56.8%	54.1%	54.1%
Domestic Violence		1,189	1,275	↕	52.9%	47.1%	52.9%	47.1%

ASB		Offences			SD Rate		
	Previous R12	Current R12	% Chg	Target	Previous R12	Current R12	
Total ASB Demand	7,801	6,778	-13.1 %				
ASB Repeat Callers	179	171	-4.5 %				
CCC Dispatch	Previous R12	Current R12	% Chg	Target	Previous R12	Current R12	% Chg
I Calls within 15 mins	89.2%	92.8%	+3.6% pt				
S Calls within 60 mins	88.9%	92.6%	+3.7% pt				
Satisfaction	Q3 12	Q3 13	% Chg	Target	Previous R12	Current R12	% Chg
Overall Satisfaction	78.0%	79.0%	+1.0% pt				
Burglary	82.0%	82.0%	0.0% pt				
Motor Vehicle Crime	77.0%	83.0%	+6.0% pt				
Violent Crime	76.0%	72.0%	-4.0% pt				

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Tier Two

Weekly Charts

Rolling 12 Months Charts

Reset

Scorecard

Notes

MOPAC Crime	FY 11/12	Offences Current R12	% Chg
MOPAC 7	11,750	10,223	-13.0%
Burglary	3,424	3,065	-10.5%
Criminal Damage	2,592	2,035	-21.5%
Robbery	701	539	-23.1%
Theft From MV	2,093	1,949	-6.9%
Theft/Taking Of MV	746	592	-20.6%
Theft From Person	305	360	+18.0%
Violence With Injury	1,889	1,683	-10.9%
Increase Confidence	Q3 12	Q3 13	% Chg
Police in my local area do a	62%	67%	+5.0% pt

Crime Type	Target	Previous R12	Current R12	% Chg
TNO	-6.0%	20,403	19,391	-5.0%
Burglary	-6.0%	3,385	3,065	-9.5%
Burglary In a Dwelling	-6.0%	2,126	2,020	-5.0%
Burglary In Other Buildings	-6.0%	1,259	1,045	-17.0%
Criminal Damage	-1.4%	2,195	2,035	-7.3%
Robbery	-5.0%	602	539	-10.5%
Personal Robbery	-5.0%	539	477	-11.5%
Business Robbery	-5.0%	63	62	-1.6%
Robbery of mobile phone*	-5.0%	278	224	-19.4%
Theft Of/From MV	-5.4%	2,708	2,541	-6.2%
Theft From MV	-5.4%	1,954	1,949	-0.3%
Theft/Taking Of MV	-7.9%	754	592	-21.5%
Theft From Person	-14.8%	378	360	-4.8%
Theft of mobile phone*	-14.8%	218	190	-12.4%
Violence With Injury	-5.0%	1,555	1,683	+8.2%
Non-DV VVI	-5.0%	1,040	1,008	-3.1%
DV VVI	-5.0%	515	675	+31.1%
Domestic Violence	-5.0%	1,507	1,777	+17.9%
ASB		Previous R12	Current R12	% Chg
Total ASB Demand		10,349	8,858	-14.4%
ASB Repeat Callers		222	221	-0.5%
CCC Dispatch		Previous R12	Current R12	% Chg
I Calls within 15 mins		87.4%	92.0%	+4.6% pt
S Calls within 60 mins		87.6%	93.4%	+5.8% pt
Satisfaction		Q3 12	Q3 13	% Chg
Overall Satisfaction		77.0%	79.0%	+2.0% pt
Burglary		82.0%	82.0%	0.0% pt
Motor Vehicle Crime		69.0%	82.0%	+13.0% pt
Violent Crime		80.0%	72.0%	-8.0% pt

Weekly Expts	Trends	Primary SD Rate
Target		Previous R12
18%	▲	20.8%
15%	▲	12.6%
18%	▲	20.9%
20%	▲	28.6%
10%	▲	3.1%
5%	▲	2.4%
5%	▲	5.4%
40%	▲	38.6%
55%	▲	51.1%
		51.4%

Weekly Expts	SD Rate	Primary SD Rate
Current R12	Current R12	Current R12
10.2%	9.6%	7.7%
11.4%	10.6%	8.6%
8.1%	7.5%	6.1%
12.6%	13.1%	12.6%
22.3%	16.0%	20.9%
30.2%	29.0%	20.0%
24.8%	17.4%	28.6%
3.2%	3.1%	3.1%
2.4%	1.4%	2.2%
5.4%	8.8%	5.4%
2.4%	3.3%	2.4%
2.3%	2.2%	-
38.6%	40.1%	38.6%
32.4%	31.2%	32.4%
51.1%	53.5%	51.1%
51.4%	48.6%	51.4%

Weekly Expts	SD Rate	Primary SD Rate
Target	Current R12	Current R12
18%	22.0%	21.1%
15%	9.6%	4.8%
18%	10.6%	4.3%
20%	7.5%	5.7%
10%	13.1%	13.1%
5%	16.0%	15.4%
5%	20.0%	13.6%
40%	29.0%	29.0%
55%	17.4%	-
	3.1%	2.7%
	1.4%	1.2%
	8.8%	7.6%
	3.3%	2.3%
	2.2%	-
	40.1%	40.1%
	31.2%	31.2%
	53.5%	53.5%
	48.6%	48.6%

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Corporate Dashboard

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Tier Two

Weekly Charts

Rolling 12 Months Charts

Scorecard

Notes

MOPAC Crime	FY 11/12	Offences Current R12	% Chg	Target	FY 11/12	SD Rate Current R12	Target
MOPAC 7	17,333	15,334	-11.5%			15.3%	
Burglary	4,492	3,872	-13.8%			13.6%	
Criminal Damage	3,544	2,827	-20.2%			15.5%	
Robbery	1,834	1,593	-13.1%			18.6%	
Theft From MV	2,871	2,754	-4.1%			1.9%	
Theft/Taking Of MV	995	715	-28.1%			8.0%	
Theft From Person	795	846	+6.4%			2.4%	
Violence With Injury	2,802	2,727	-2.7%			34.9%	
Increase Confidence	Q3 12	Q3 13	% Chg	Target	Previous R12	Current R12	% Chg
Police in my local area do a	62%	62%	0.0% pt	66%			

Reduce Cost	Target	Previous R12	Current R12	% Chg
Delivery of the agreed				

Crime Type	Offences			Trends	SD Rate			Primary SD Rate		
	Target	Previous R12	Current R12		Target	Previous R12	Current R12	Target	Previous R12	Current R12
TNO		31,561	28,205			22.0%	22.6%		20.7%	21.4%
Burglary	-5.0%	4,077	3,872	↔	18%	12.0%	13.6%	↔	5.6%	6.1%
Burglary In a Dwelling		2,882	2,660	↔		11.5%	12.3%	↔	4.2%	5.0%
Burglary In Other Buildings		1,195	1,212	↔		13.2%	16.7%	↔	9.1%	8.5%
Criminal Damage	-1.1%	3,003	2,827	↔	15%	14.3%	15.5%	↔	14.3%	15.5%
Robbery	-10.3%	2,050	1,593	↑	18%	12.7%	18.6%	↔	10.9%	16.9%
Personal Robbery		1,894	1,459	↔		12.0%	17.5%	↔	10.3%	16.1%
Business Robbery		156	134	↔		21.2%	30.6%	↔	18.6%	25.4%
Robbery of mobile phone *		1,064	754	↔	20%	13.3%	20.3%	↔	-	-
Theft Of/From MV		3,707	3,469	↔	10%	4.1%	3.1%	↔	3.3%	3.0%
Theft From MV	-5.0%	2,781	2,754	↔		2.7%	1.9%	↔	1.7%	1.7%
Theft/Taking Of MV	-4.9%	926	715	↔		8.4%	8.0%	↔	8.0%	7.7%
Theft From Person	-9.5%	859	846	↔	5%	5.0%	2.4%	↔	2.7%	2.4%
Theft of mobile phone *		600	594	↔	5%	4.0%	1.7%	↔	-	-
Violence With Injury	-6.5%	2,766	2,727	↔	40%	33.3%	34.9%	↔	33.3%	34.9%
Non-DV VWI		1,725	1,648	↔		27.0%	26.0%	↔	27.0%	26.6%
DV VWI		1,041	1,079	↔	55%	43.7%	47.5%	↔	43.7%	47.5%
Domestic Violence		2,449	2,703	↔		42.7%	42.3%	↔	42.7%	42.3%
ASB		16,988	14,343							
Total ASB Demand		16,988	14,343	↔						
ASB Repeat Callers		427	406	↔						
CCC Dispatch		Previous R12	Current R12	% Chg						
I Calls within 15 mins		88.0%	93.8%	+5.7% pt						
S Calls within 60 mins		89.8%	95.2%	+5.4% pt						
Satisfaction		Q3 12	Q3 13	% Chg						
Overall Satisfaction		77.0%	80.0%	+3.0% pt						
Burglary		80.0%	86.0%	+6.0% pt						
Motor Vehicle Crime		75.0%	78.0%	+3.0% pt						
Violent Crime		74.0%	75.0%	+1.0% pt						

Key

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- Green is improving performance
- Red is worsening performance

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Tier Two

Weekly Charts

Rolling 12 Months Charts

Reset

Scorecard

Notes

MOPAC Crime	Offences		
	FY 11/12	Current R12	% Chg
MOPAC 7	5,239	4,243	-19.0 %
Burglary	1,323	1,143	-13.6 %
Criminal Damage	1,176	908	-22.8 %
Robbery	248	142	-42.7 %
Theft From MV	743	583	-21.5 %
Theft/Taking Of MV	162	120	-25.9 %
Theft From Person	448	462	+3.1 %
Violence With Injury	1,139	885	-22.3 %
Increase Confidence	Q3 12	Q3 13	% Chg
Police in my local area do a	75%	79%	+4.0% pt

Target	SD Rate		Target	Previous R12	Current R12	% Chg
	FY 11/12	Current R12				
	14.0%	16.5%				
	7.1%	11.7%				
	14.5%	18.2%				
	18.5%	22.5%				
	4.4%	5.7%				
	11.7%	7.5%				
	2.2%	3.7%				
	32.0%	34.9%				

Crime Type	Offences			Weekly Expts	Trends	SD Rate			Primary SD Rate
	Target	Previous R12	Current R12			% Chg	Target	Previous R12	
TNO		10,327	9,255						
Burglary	-8.5%	1,383	1,143			21.6%	10.2%	11.7%	20.9%
Burglary In a Dwelling		846	689			18%	10.6%	9.6%	6.3%
Burglary In Other Buildings		537	454			15%	9.5%	15.0%	5.9%
Criminal Damage	-3.5%	1,039	908			15%	16.3%	18.2%	16.3%
Robbery	-5.0%	220	142			18%	15.9%	22.5%	15.9%
Personal Robbery		203	126			14.8%	29.4%	19.8%	14.8%
Business Robbery		17	16			29.4%	14.1%	43.8%	29.4%
Robbery of mobile phone *		99	62			20%	14.1%	27.4%	-
Theft Of/ From MV		800	703			10%	6.4%	6.0%	4.9%
Theft From MV	-5.0%	667	583			5.4%	5.7%	5.7%	3.6%
Theft/Taking Of MV	-0.6%	133	120			11.3%	11.3%	7.5%	11.3%
Theft From Person	-13.1%	552	462			5%	2.9%	3.7%	2.7%
Theft of mobile phone *		388	265			5%	2.6%	4.5%	-
Violence With Injury	-5.0%	967	885			40%	32.1%	34.9%	32.0%
Non-DV VWI		736	647			27.3%	27.3%	27.4%	27.2%
DV VWI		231	238			55%	47.2%	55.5%	47.2%
Domestic Violence		633	623			43.8%	43.8%	50.6%	43.8%

ASB	Offences		
	Previous R12	Current R12	% Chg
Total ASB Demand	5,771	5,000	-13.4 %
ASB Repeat Callers	122	112	-8.2 %
CCC Dispatch	Previous R12	Current R12	% Chg
I Calls within 15 mins	90.2%	93.2%	+3.0% pt
S Calls within 60 mins	88.3%	94.6%	+6.3% pt
Satisfaction	Q3 12	Q3 13	% Chg
Overall Satisfaction	77.0%	83.0%	+6.0% pt
Burglary	84.0%	87.0%	+3.0% pt
Motor Vehicle Crime	72.0%	88.0%	+16.0% pt
Violent Crime	76.0%	75.0%	-1.0% pt

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Tier Two

Weekly Charts

Rolling 12 Months Charts

Scorecard

Notes

MOPAC Crime	Offences			SD Rate			
	FY 11/12	Current R12	% Chg	FY 11/12	Current R12		
MOPAC 7	13,610	10,744	-21.1 %	10.3%	13.5%		
Burglary	3,607	2,885	-20.0 %	7.5%	9.7%		
Criminal Damage	2,336	1,475	-36.9 %	9.8%	17.9%		
Robbery	1,166	881	-24.4 %	18.6%	15.7%		
Theft From MV	2,956	2,289	-22.6 %	1.4%	4.6%		
Theft/Taking Of MV	1,341	989	-26.2 %	4.4%	6.3%		
Theft From Person	655	576	-12.1 %	5.5%	3.3%		
Violence With Injury	1,549	1,649	+6.5 %	35.2%	35.1%		
Increase Confidence	Target	Q3 12	% Chg	Target	Previous R12		
Police in my local area do a	5.6%	55%	+3.0% pt				
		58%					
Reduce Cost	Target	Previous R12	% Chg	Target	Previous R12		
Delivery of the agreed							
Crime Type	Offences			SD Rate		Primary SD Rate	
	Target	Previous R12	Current R12	% Chg	Previous R12	Current R12	Current R12
TNO	22,715	20,052	-11.7 %	21.3%	25.1%	20.2%	23.9%
Burglary	3,434	2,885	-16.0 %	18%	8.0%	4.3%	4.9%
Burglary In a Dwelling	2,749	2,261	-17.0 %	7.9%	9.4%	3.7%	4.2%
Burglary In Other Buildings	685	624	-8.9 %	8.6%	10.9%	6.6%	7.4%
Criminal Damage	1,636	1,475	-9.8 %	15%	13.1%	13.0%	17.1%
Robbery	1,038	881	-15.1 %	18%	17.5%	17.1%	15.3%
Personal Robbery	950	814	-14.3 %	16.5%	15.4%	16.2%	15.0%
Business Robbery	88	67	-23.9 %	28.4%	19.4%	27.3%	19.4%
Robbery of mobile phone*	541	393	-27.4 %	20%	17.0%	-	-
Theft Of/From MV	3,886	3,278	-15.6 %	10%	4.8%	2.5%	2.8%
Theft From MV	2,672	2,289	-14.3 %	3.6%	4.6%	1.3%	1.6%
Theft/Taking Of MV	1,214	989	-18.5 %	7.4%	6.3%	5.2%	5.7%
Theft From Person	748	576	-23.0 %	5%	3.7%	3.7%	3.3%
Theft of mobile phone*	470	360	-23.4 %	5%	2.3%	-	-
Violence With Injury	1,538	1,649	+7.2 %	40%	32.8%	32.8%	35.1%
Non-DV VWI	986	987	+0.1 %	24.8%	29.0%	24.8%	29.0%
DV VWI	552	662	+19.9 %	55%	46.9%	44.1%	44.1%
Domestic Violence	1,549	1,868	+20.6 %	41.2%	40.8%	41.2%	40.8%
ASB	Previous R12	Current R12	% Chg				
Total ASB Demand	11,963	9,786	-18.2 %				
ASB Repeat Callers	302	256	-15.2 %				
CCC Despatch	Previous R12	Current R12	% Chg				
I Calls within 15 mins	89.4%	92.5%	+3.1% pt				
S Calls within 60 mins	82.1%	90.2%	+8.1% pt				
Satisfaction	Q3 12	Q3 13	% Chg				
Overall Satisfaction	77.0%	80.0%	+3.0% pt				
Burglary	79.0%	84.0%	+5.0% pt				
Motor Vehicle Crime	77.0%	80.0%	+3.0% pt				
Violent Crime	75.0%	74.0%	-1.0% pt				

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Scorecard

Notes

MOPAC Crime	FY 11/12		Offences		SD Rate	
	6,210	5,630	Current R12	% Chg	FY 11/12	Current R12
Burglary	1,559	1,438	1,438	-9.3%	12.4%	13.8%
Criminal Damage	1,621	1,254	1,254	-7.8%	6.9%	9.0%
Robbery	319	255	255	-22.5%	12.0%	12.5%
Theft From MV	1,264	1,239	1,239	-20.1%	20.4%	14.9%
Theft/Taking Of MV	278	249	249	-2.0%	1.6%	2.6%
Theft From Person	180	190	190	-10.4%	7.9%	6.0%
Violence With Injury	989	1,005	1,005	+5.6%	3.9%	8.9%
Increase Confidence	Target	Q3 12	Q3 13	% Chg	Target	Previous R12
Police in my local area do a	66%	74%	74%	0.0% pt		38.8%

Crime Type	Previous R12		Current R12		SD Rate		Primary SD Rate	
	11,387	10,355	1,438	% Chg	Previous R12	Current R12	Previous R12	Current R12
TNO	11,387	10,355	1,438	-9.1%	22.4%	22.7%	21.9%	22.1%
Burglary	1,526	1,438	1,438	-5.8%	9.4%	9.0%	6.2%	5.4%
Burglary In a Dwelling	880	808	808	-8.2%	9.1%	8.7%	4.5%	5.3%
Burglary In Other Buildings	646	630	630	-2.5%	9.9%	9.4%	8.5%	5.4%
Criminal Damage	0.0%	1,254	1,254	-4.3%	9.5%	12.5%	9.4%	12.5%
Robbery	-5.0%	308	255	-17.2%	24.0%	14.9%	24.0%	14.9%
Personal Robbery	263	224	224	-14.8%	24.3%	13.4%	24.3%	13.4%
Business Robbery	45	31	31	-31.1%	22.2%	25.8%	22.2%	25.8%
Robbery of mobile phone*	129	99	99	-23.3%	27.9%	15.2%	-	-
Theft Of/From MV	1,686	1,488	1,488	-11.7%	3.6%	3.2%	3.2%	2.9%
Theft From MV	1,456	1,239	1,239	-14.9%	2.5%	2.6%	2.1%	2.3%
Theft/Taking Of MV	230	249	249	+8.3%	10.0%	6.0%	10.0%	6.0%
Theft From Person	190	190	190	0.0%	3.2%	8.9%	3.2%	8.9%
Theft of mobile phone*	101	95	95	-15.8%	3.0%	5.9%	-	-
Violence With Injury	1,047	1,005	1,005	-4.0%	40%	35.4%	35.4%	30.8%
Non-DV VWI	685	623	623	-9.1%	27.4%	31.8%	27.4%	31.8%
DV VWI	362	382	382	+5.5%	55%	50.3%	50.6%	50.3%
Domestic Violence	1,001	969	969	-3.2%	49.1%	48.5%	49.1%	48.9%

ASB	Previous R12		Current R12		% Chg	
	6,240	5,762	5,762	% Chg	Target	Previous R12
Total ASB Demand	6,240	5,762	5,762	-7.3%		
ASB Repeat Callers	139	136	136	-2.2%		

CCC Dispatch	Previous R12		Current R12		% Chg	
	89.6%	93.6%	93.6%	% Chg	Target	Previous R12
I Calls within 15 mins	89.6%	93.6%	93.6%	+4.0% pt		
S Calls within 60 mins	85.5%	91.8%	91.8%	+6.3% pt		

Satisfaction	Q3 12		Q3 13		% Chg	
	80.0%	83.0%	83.0%	% Chg	Target	Previous R12
Overall Satisfaction	80.0%	83.0%	83.0%	+3.0% pt		
Burglary	89.0%	88.0%	88.0%	-1.0% pt		
Motor Vehicle Crime	78.0%	81.0%	81.0%	+3.0% pt		
Violent Crime	74.0%	79.0%	79.0%	+5.0% pt		

Weekly Excpets	Trends	
	▲	◆
TNO	▲	◆
Burglary	▲	◆
Burglary In a Dwelling	▲	◆
Burglary In Other Buildings	▲	◆
Criminal Damage	▲	◆
Robbery	▲	◆
Personal Robbery	▲	◆
Business Robbery	▲	◆
Robbery of mobile phone*	▲	◆
Theft Of/From MV	▲	◆
Theft From MV	▲	◆
Theft/Taking Of MV	▲	◆
Theft From Person	▲	◆
Theft of mobile phone*	▲	◆
Violence With Injury	▲	◆
Non-DV VWI	▲	◆
DV VWI	▲	◆
Domestic Violence	▲	◆
ASB	▲	◆
Total ASB Demand	▲	◆
ASB Repeat Callers	▲	◆
CCC Dispatch	▲	◆
I Calls within 15 mins	▲	◆
S Calls within 60 mins	▲	◆
Satisfaction	▲	◆
Overall Satisfaction	▲	◆
Burglary	▲	◆
Motor Vehicle Crime	▲	◆
Violent Crime	▲	◆

Reduce Cost	Target		Previous R12		Current R12		% Chg	
	Delivery of the agreed	74%	74%	74%	74%	74%	0.0% pt	
Increase Confidence	Target	Q3 12	Q3 13	% Chg	Target	Previous R12	Current R12	% Chg
Police in my local area do a	66%	74%	74%	0.0% pt				

Weekly Excpets	Trends	
	▲	◆
TNO	▲	◆
Burglary	▲	◆
Burglary In a Dwelling	▲	◆
Burglary In Other Buildings	▲	◆
Criminal Damage	▲	◆
Robbery	▲	◆
Personal Robbery	▲	◆
Business Robbery	▲	◆
Robbery of mobile phone*	▲	◆
Theft Of/From MV	▲	◆
Theft From MV	▲	◆
Theft/Taking Of MV	▲	◆
Theft From Person	▲	◆
Theft of mobile phone*	▲	◆
Violence With Injury	▲	◆
Non-DV VWI	▲	◆
DV VWI	▲	◆
Domestic Violence	▲	◆
ASB	▲	◆
Total ASB Demand	▲	◆
ASB Repeat Callers	▲	◆
CCC Dispatch	▲	◆
I Calls within 15 mins	▲	◆
S Calls within 60 mins	▲	◆
Satisfaction	▲	◆
Overall Satisfaction	▲	◆
Burglary	▲	◆
Motor Vehicle Crime	▲	◆
Violent Crime	▲	◆

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Tier Two

Weekly Charts

Rolling 12 Months Charts

Reset

Scorecard

Notes

MOPAC Crime	Offences			SD Rate		
	FY 11/12	Current R12	% Chg	FY 11/12	Current R12	
MOPAC 7	13,181	11,982	-9.1 %	12.5%	13.1%	
Burglary	3,146	3,063	-2.6 %	14.0%	9.2%	
Criminal Damage	2,268	1,773	-21.8 %	11.7%	16.8%	
Robbery	1,214	949	-21.8 %	17.2%	15.0%	
Theft From MV	3,275	2,625	-19.8 %	2.7%	4.5%	
Theft/Taking Of MV	952	828	-13.0 %	8.6%	5.8%	
Theft From Person	813	1,276	+56.9 %	6.4%	5.6%	
Violence With Injury	1,513	1,468	-3.0 %	33.9%	41.6%	
Increase Confidence	Target	Q3 12	% Chg	Target	Previous R12	Current R12
Police in my local area do a	66%	69%	0.0% pt			

Crime Type	Offences			SD Rate			Primary SD Rate		
	Target	Previous R12	Current R12	Target	Previous R12	Current R12	Target	Previous R12	Current R12
TNO	26,016	22,381	-14.0 %	18.3%	20.0%	15.6%	18.3%	20.0%	19.2%
Burglary	3,437	3,063	-10.9 %	13.6%	9.2%	4.0%	13.6%	9.2%	7.1%
Burglary In a Dwelling	1,928	1,682	-12.8 %	20.1%	7.8%	4.3%	20.1%	7.8%	5.9%
Burglary In Other Buildings	1,509	1,381	-8.5 %	5.2%	10.9%	3.7%	5.2%	10.9%	8.5%
Criminal Damage	1,958	1,773	-9.4 %	14.4%	16.8%	14.4%	14.4%	16.8%	16.8%
Robbery	1,259	949	-24.6 %	16.8%	15.0%	9.4%	16.8%	15.0%	14.8%
Personal Robbery	1,135	863	-24.0 %	16.2%	12.6%	8.7%	16.2%	12.4%	12.4%
Business Robbery	124	86	-30.6 %	33.4%	33.4%	15.3%	33.4%	33.4%	38.4%
Robbery of mobile phone *	629	468	-25.6 %	21.5%	11.1%	-	21.5%	11.1%	-
Theft Of/From MV	3,994	3,453	-13.5 %	6.2%	4.8%	2.4%	6.2%	4.8%	2.4%
Theft From MV	2,902	2,625	-9.5 %	6.5%	4.5%	1.6%	6.5%	4.5%	1.5%
Theft/Taking Of MV	1,092	828	-24.2 %	5.1%	5.8%	4.7%	5.1%	5.8%	5.2%
Theft From Person	1,505	1,276	-15.2 %	10.8%	5.6%	2.8%	10.8%	5.6%	5.1%
Theft of mobile phone *	1,118	963	-13.9 %	13.4%	5.4%	-	13.4%	5.4%	-
Violence With Injury	1,436	1,468	+2.2 %	40%	41.6%	32.0%	40%	41.6%	41.6%
Non-DV VWI	1,015	958	-5.6 %	24.8%	30.3%	24.8%	24.8%	30.3%	30.3%
DV VWI	421	510	+21.1 %	49.4%	62.9%	49.4%	49.4%	62.9%	62.9%
Domestic Violence	1,344	1,404	+4.5 %	46.7%	58.3%	46.7%	46.7%	58.3%	58.3%
ASB	Previous R12	Current R12	% Cha	Previous R12	Current R12	% Cha	Previous R12	Current R12	% Cha
Total ASB Demand	12,043	10,530	-12.6 %						
ASB Repeat Callers	327	243	-25.7 %						
CCC Despatch	Previous R12	Current R12	% Cha	Previous R12	Current R12	% Cha	Previous R12	Current R12	% Cha
I Calls within 15 mins	88.5%	95.4%	+6.9% pt						
S Calls within 60 mins	85.0%	94.6%	+9.6% pt						
Satisfaction	Q3 12	Q3 13	% Cha	Q3 12	Q3 13	% Cha	Q3 12	Q3 13	% Cha
Overall Satisfaction	74.0%	80.0%	+6.0% pt	74.0%	80.0%	+6.0% pt	74.0%	80.0%	+6.0% pt
Burglary	75.0%	85.0%	+10.0% pt						
Motor Vehicle Crime	72.0%	81.0%	+9.0% pt						
Violent Crime	76.0%	74.0%	-2.0% pt						

Key



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Committee:	Overview and Scrutiny Commission
Date:	11 March 2014
Subject:	Progress report on implementation of the Equality Strategy 2013-17
Lead officer:	Yvette Stanley, Director Children, Schools and families
Lead member:	Councillor Edith Macauley, Cabinet Member for Community Safety, Engagement and Equalities
Contact officer:	Evereth Willis, evereth.willis@merton.gov.uk ; 020 8545 4637

Recommendations: That Members of the Overview and Scrutiny Commission:

- A. Note and comment on the progress made on the implementation of the Equality Strategy 2013-17.
-

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 To provide the Overview and Scrutiny Commission with a progress report on the implementation of the Equality Strategy 2013-17.

2. DETAILS

Background

Progress on the implementation of the Equality Strategy and action plan

- 2.1 The Equality Act 2010 introduced the Public Sector Equality Duty (PSED) which requires the local authority, when exercising its functions, to have due regard to the need to eliminate discrimination, harassment and victimisation and to advance equality of opportunity and foster good relations between persons who share a “protected characteristic” and those who do not. “Protected characteristics” are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 2.2 The Equality Act 2010 also requires the council to publish equality objectives every four years to demonstrate how it will meet the PSED. The equality strategy outlines the Council’s ‘Equality Objectives’ as the following five themes:
- Tackling Inequality
 - Service Access
 - Improving Engagement
 - Promoting Community Cohesion
 - Workforce Development
- 2.3 Council approved the Equality Strategy 2013-17 in February 2013. The strategy is a four-year strategy that sets out what we will do to tackle discrimination and inequality and promote equal opportunities in Merton. The strategy also sets out the council’s equalities objectives as required by the Equality Act 2010.

- 2.4 The Equality Strategy Action Plan sets out the actions we will take to meet our equality priorities both corporately and departmentally.
- 2.5 The approach of the strategy is a departure from the structure of the previous Corporate Equality Scheme. Instead of including objectives against each protected characteristic, generic themes have been identified and they in turn were informed by using available statistical evidence and priorities highlighted in departmental service plans.
- 2.6 Delivery against the Equality Strategy action plan is monitored by the Corporate Equality Steering Group through regular updates from departmental equality representatives, and the Joint Consultative Committee (JCC) with Ethnic Minority Organisations also monitors implementation of the strategy.

Progress to date

- 2.7 The Equality Strategy action plan (attached at Appendix I) includes activities that are linked to departmental service plans.
- 2.8 Key developments to note include:
- A workshop was held to brief commissioning and procurement staff on embedding equalities considerations into the procurement process. All contracts include equalities considerations that are assessed at tender evaluation
 - Detailed analysis of the census data has fed into the Policy Network and departments are being given information to aid them to support service planning and consider the implication of demographic change on future service needs.
 - All fire fighters in Merton have now been trained and referral pathways are now being finalised to enable them to signpost residents that may want support to lead healthy lifestyles e.g. stop smoking.
 - Merton's School Improvement Service continues to give support to schools to improve achievement levels for all and to close the gap in achievements for target groups. Merton school achievement data for the 2012/13 academic year shows a rise in the attainment of 5+GCSEs A*-C to 63%; this is above the national average of 59%. At key stage 2, Pupil Premium pupils, and Looked After Children (LAC) in Merton schools, exceed the national average for their groups in progress and attainment. Merton's BME pupils also exceed the national average for their group with the exception of Black pupils who are below national for progress in maths and for key stage 2 attainment, and 'mixed' pupils who are also below for the latter. At key stage 4, Pupil Premium pupils are above national for progress, and for attainment of 5+GCSEs A*-C. Looked after children are above national for progress. BME pupils' attainment is above national for their ethnic group, with the exception of Black pupils (56% compared to 58% nationally). Non-statemented pupils' (School Action) progress and attainment is above national groups.

- Merton's Short Breaks Service continues to work to ensure sufficient and suitable short breaks provision to enable parents and carers of disabled children to continue to care, and/or provide more effective care for their child, and so that disabled children and young people have the chance to do something they enjoy. Work in 13/14 has focused on developing and updating the written statement of short breaks offer and preparation for the offer of individual budgets from April 2014. The team has managed to ensure improved take-up of the on site service at Cricket Green Special School by Tamil parents. Equalities work is now focusing on a needs analysis of provision segmenting take up by 'race' and by type of disability.
- Our Children's Centre services continue to work to increase take up of services by families from deprived areas, in order to improve outcomes for all young children in the foundation years, with a focus on those most requiring additional support to secure good outcomes. The take up of services overall by target families, and the completion rate of evidence based parenting programmes, are both on track to meet end of year targets. The Children's Centre offer includes a service specifically for Polish families and for Tamil families, and these are both well used. The take-up rate of 2 year old funded nursery places is increasing and work is focused on raising awareness of the programme amongst parents and practitioners.
- Our Access to Resources team works to increase the capacity of local placements to meet the needs of Looked After Children (LAC). Being placed locally gives looked after children the best chance of continuing in the same school, and having appropriate contact with family and friends. The LAC Placements Sufficiency Strategy 2012 identified a number of actions for improvement based on an analysis of data from March 2012. Actions included a need for more foster carers for teenagers, and for Asian children. The refreshed strategy (2014/15) based on March and September 2013 data shows that: fewer children are placed more than 20 miles from Merton, in spite of an overall increase in the number of LAC; more teenagers (age 11-15) are placed locally; more Asian children are placed locally; and the proportion of Asian or Asian British foster carers is in line with the looked after child population. The strategy has informed a refreshed improvement action plan for the coming year.

- We continue to support the range of participation opportunities for young people to ensure that they have a voice in decisions that affect their lives, and develop skills and confidence to make a positive contribution. Our young advisors programme has trained a new set of advisors this year to focus on health and well-being matters in the borough. The 'One Mitcham' Young Advisors were awarded the 'best new team' award by the National Young Advisors Charity, and have been supported to feedback issues on anti-social behaviour to a number of MPs. The work of the Young Advisors has included: Mitcham regeneration; the refresh of the Merton Community Plan; youth volunteering strategy; health and well-being; and anti-bullying. Merton's Youth Parliament meets every 2 weeks and is following a schedule of discussions on a range of topics. They were involved in a formal debate with local council party leaders and other local MPs on a range of issues of importance to young people. This year the Your Shout group for young people with learning disabilities has contributed issues to the Transition Review, finalised a leaflet to promote their work and encourage broader membership of the group, and started work on a DVD which will be used to raise awareness of issues for disabled young people. Our Children in Care Council (CICC) for looked after children (LAC) now has a set programme of regular meetings in each school holiday; levels of attendance have also improved. Meetings this year have focused on reviewing and improving the CICC website to improve LAC children and young people's access to information. Care leavers have been involved in a range of activities including independence courses, driving experience, work experience, and a summer day trip.
- Merton's Youth Justice Service continues to implement programmes to ensure high risk children and young people, and their families, take part in interventions which prevent the onset of anti social behaviour and youth offending, and reoffending. Current data shows that first time entrants to the youth justice service is set to be below the target set for the year.
- The roll out of the Schools and libraries Reading initiative has been implemented in 26 schools to date with 9826 children signed up and actively using their local library.
- HealthWatch was a key partner in the Merton Partnership conference on health inequalities
- We currently have 31 Apprentices in Merton (4 of whom were Looked After Children)

2.9 The following areas are a key focus for the remainder of 2013/14 and will continue to be addressed in 2014/15:

- Improve outreach to Small/Medium Enterprises and BAME organisations
- Increase the take up of learner support fund to support childcare costs
- Raise awareness of mental health issues to ensure all employees and managers have an understanding of the impact in the workplace
- Raise the priority for disabled access to Raynes Park and Motspur Park stations with Network Rail
- Utilising Census data to inform service planning



3. ALTERNATIVE OPTIONS

- 3.1 The Equality Act 2010 requires the council to prepare and publish equality objectives and subsequently at least four-yearly. Failure to do so would mean the Council is not fulfilling its legal obligations and could be subject to legal action.

4. CONSULTATION UNDERTAKEN OR PROPOSED

The Joint Consultative Committee with Ethnic Minorities will be given a progress report on the Equality Strategy.

5. FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 5.1 Delivery of the Equality Strategy action plan is within existing resources.

6. LEGAL AND STATUTORY IMPLICATIONS

- 6.1 On 6 April 2011 the Equality Act 2010 introduced the Public Sector Equality Duty (PSED) which requires the Local Authority, when exercising its functions, to have due regard to the need to eliminate discrimination, harassment and victimisation and to advance equality of opportunity and foster good relations between persons who share a “protected characteristic” and those who do not. “Protected characteristics” are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 6.2 Delivery of the commitments in the Equality Strategy action plan and the publication of an Equality Strategy setting out our equality objectives fulfil the Council’s legal obligations relating to equalities legislation.

7. HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

- 7.1 By setting out its equalities commitments in the Equality Strategy the Council is re-affirming its commitment to human rights, equality and community cohesion.

8. CRIME AND DISORDER IMPLICATIONS

- 8.1 There is a risk of increased hate crime activity directed towards certain groups if there is no commitment to eliminate discrimination and harassment.

9. RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

- 9.1 There is a risk to the Council’s reputation if it fails to produce and publish equalities objectives. Additionally there is a risk of claims of discrimination based on age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

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

- Appendix I – Progress update of the Equality Strategy 2013-17 Action Plan

11. BACKGROUND PAPERS

- Equality Strategy 2013-17

http://www.merton.gov.uk/council/plansandpolicies/equality_strategy_2013-17_final_v2.pdf

Priority Area	Key activity	Performance Measure	Department/Division	Update
Equality Objective 1- Tackling inequality				
1.1 Schools attainment - improving attainment levels for all and narrowing the gap in achievements for some groups				
1.1.1 Deliver support to schools to narrow gaps in progress and achievement.	Deliver training, and provide support, including pupil tracking, to improve the progress and outcomes of all pupils, including those from target groups: those from Black and minority ethnic groups (BME), Pupil Premium (those eligible for free school meals and Looked After Children), non stated pupils with Special Educational Needs, and LAC.	Key stage progress measures for target groups. Key stage outcomes for target groups.	Children Schools and Families - Merton School Improvement	<p>Performance data - 2012/13 academic year.</p> <p>Key stage 2 – Expected progress for pupil premium pupils is above national for all subjects (reading writing and maths), and 68% attained expected level at key stage 2 compared to 63% nationally. Attainment and progress for LAC in Merton schools exceeds national. -BME pupils achieved above national for their ethnic group in all progress and attainment levels, with the exception of Black pupils who are behind the national for progress in maths (87% compared to 89%) and for key stage 2 attainment (72% compared to 73%), and ‘mixed’ pupils who are behind national for the latter (73% compared to 77%).</p> <p>Key stage 4 – Expected progress, and attainment of 5+GCSEs A*-C, is above national for pupil premium pupils and LAC. Non- stated pupils’ (School Action) progress and attainment is above national groups. BME pupils’ attainment is above national for their ethnic group, with the exception of Black pupils where</p>

Priority Area	Key activity	Performance Measure	Department/Division	Update
				56% compared to 58% nationally achieved 5+GCSEs A*-C. The CSF Department equalities plan for the coming year is being drafted; Black pupils and Pupil Premium pupils will remain a focus of targeted work.
1.2 Improving outcomes - targeting services to improve the outcomes for those most in need.				
1.2.1 Continue to develop a spectrum of short break provision for children and young people with SEND/challenging behaviour.	Continue to commission and contract manage service providers ensuring that provision has the capacity to meet the range of needs of Merton's disabled children and young people, from moderate to severe.	Take up of short breaks.	Children Schools and Families Special Educational Needs and Disabilities Integrated Service.	Work in 13/14 has focused on developing and updating the written statement of short breaks offer and preparation for the offer of personal budgets from April 2014. The team has managed to ensure improved take-up of the on site service at Cricket Green Special School by Tamil parents. Equalities work is now focusing on a needs analysis of provision segmenting take up by 'race' and by type of disability. December 2013 data: 459 children and young people participated in a commissioned short break; this equates to 1361 activities/contacts.
1.2.2 Monitor data to improve inclusion or performance of specific groups of learners.	Review data on achievement and provide support to under-performing groups in order to bridge the gap.	Successful outcome of enrolments and courses running	Community and Housing – Merton Adult Education (MAE)	Data will be captured within the end of academic year self assessment report.

Priority Area	Key activity	Performance Measure	Department/Division	Update
	Review data on protected characteristics that are collected and reported on and measure against targets set. Address any imbalance.			
1.2.3 Discuss community issues / relations in respect of harassment and hate crimes in safeguarding meetings.	Discuss the gathering of information for those protected characteristics currently not recorded and identify the best way forward.	Successful outcome of enrolments and courses running	Community and Housing – Merton Adult Education (MAE)	MAE support service group to discuss / capture at monthly meetings.
1.2.4 Develop courses to challenge typical stereotyping and market appropriately i.e. Men in the Kitchen – encouraging men to take up childcare courses and women into woodwork etc	<p>Monitor support (ALS or other) provided for learners and measure impact through learner achievement.</p> <p>Set challenging goals across departments and monitor results.</p> <p>Review Census results data and how our community is</p>	Successful outcome of enrolments and courses running	Community and Housing – Merton Adult Education (MAE)	Curriculum framework being developed for the 14/15 academic year due to be completed by July 2014.

Equality Strategy Action Plan – Appendix 1

Priority Area	Key activity	Performance Measure	Department/Division	Update
	reflected. Discuss performance in equality meetings and action plan for renewed activity if not being met.			
1.2.5 Collection of customer profile data (e.g. ethnicity) at point of referral	Inputting appropriate information onto initial contacts and analysis of information	Numbers and profiles of customers being referred for assessments will be known and inequalities highlighted	Community and Housing – Access and Assessment	A baseline for current performance is to be established and monitoring will be put in place to demonstrate improvement.
1.2.6 Merton Employment team to undertake some equality analysis of referrals for the past 12 months. Especially with regard to age, gender and race.	The analysed data will be used to identify groups that are currently being underrepresented or not being referred for employment opportunities	Increased marketing and referral for employment opportunities, for the identified groups.	Community and Housing - Direct Provision	Initial indications show an under-representation of females and BME groups.
1.2.7 Assess extent to which providers meet the requirements	Use of contract monitoring tools (such as audit visits and customer surveys) to	Appropriate services are available to all customers	Community and Housing - Commissioning /Procurement	On-going

Equality Strategy Action Plan – Appendix 1

Priority Area	Key activity	Performance Measure	Department/Division	Update
of customers from all equality groups	evaluate contract compliance and implement provider improvement plans where necessary.	including those from specific equality groups		
1.2.8 Ensure that equality issues are appropriately considered in each tender evaluation process	Assessment of bidders for minimum compliance to equalities requirements at the evaluation stage.	Compliance to minimum tender equality evaluation requirements.	Community and Housing - Commissioning /Procurement	On-going
1.2.9 An Equality Analysis (EA) to be completed for all procured services	If appropriate, a Method Statement to be devised specifically to the service relating to the outcomes of the EA and this to be evaluated according to an agreed evaluation criteria	Method Statement submission to be evaluated in line with the pre-determined tender evaluation matrix.	Community and Housing - Commissioning /Procurement	From April 2014
1.2.10 Improve availability of specialist providers for complex and challenging customers	Identify providers who can meet the needs of customers, conduct a market research/development exercise, with possibility to move to contracted services	Create own local indicators to measure improved service to complex and challenging customers	Community and Housing – Commissioning Brokerage	Ongoing market development work in progress to identify new providers and negotiate cost.
1.2.11	Brokerage to enter	A single tariff for	Community and Housing –	Negotiations completed with BME day

Equality Strategy Action Plan – Appendix 1

Priority Area	Key activity	Performance Measure	Department/Division	Update
Standardise charges for day services between Direct Payments and commissioned day services for BME customers	into negotiations with providers to establish a consistent tariff for this service	day services for BME customers, whether they are council commissioned or Direct Payments	Commissioning Brokerage	services to reduce daily rate to £31.37 for commissioned service only. Providers currently not willing to honour reduction via Direct Payments.
1.2.12 Tackle inequality through organisational commitment and responsive services	<p>Equality objectives to be included in new Homelessness Strategy.</p> <p>Meet the required standard for the Customer Service Excellence (CSE) Accreditation's equality strand</p> <p>Monitor equality outcomes of Housing Strategy, Homelessness Strategy, Tenancy Strategy, and other strategy action plans e.g. Affordable Warmth, Older People</p> <p>Monitor equality outcomes for projects – MASH and A10 Project</p> <p>Maximise development</p>	<p>Equality objectives set</p> <p>CSE standard met</p> <p>Equality outcomes highlighted in action plan monitoring reports</p> <p>Project outcomes analysed by equality categories</p> <p>Monitor completions</p> <p>RDS viewings monitored by</p>	Community and Housing - Housing	<p>Review of Homelessness Strategy currently underway and equality objectives being developed.</p> <p>Achieved CSE Accreditation in 2013.</p> <p>Outcomes of strategies monitored annually.</p> <p>Monitoring of projects completed.</p> <p>All housing developments are required to meet targets of 100% Life Time Homes & 10% wheelchair accessible.</p> <p>Completed</p>

Priority Area	Key activity	Performance Measure	Department/Division	Update
	of wheelchair accessible units and Life Time Homes Record all RDS viewings by equality categories to enable equality monitoring of RDS outcomes	equality categories		
1.2.13 Improve reading attainment levels for all Merton Primary School children	Roll out the Schools and libraries Reading initiative to all schools by July 2014.	95% of children in Merton Primary Schools are active users of their local library	Community and Housing - Libraries and Heritage Service	Implemented in 26 schools with 9826 children signed up and actively using their local library. Further roll out is planned in the coming months.
1.2.14 To ensure National Child Measurement Programme (NCMP) data is used to inform and target resources for tackling obesity	To ensure that commissioned services and other programmes to reduce obesity are effectively targeting those in need To produce a report identifying areas and schools with highest need	Monitor uptake of weight management services amongst those families with highest need	Community and Housing – Public Health	Reports to Children’s Trust Board and Health and Wellbeing Board. Data used to target Healthy Schools. Data also to be used to prioritise re-commissioning of Children’s Weight Management Services 2014/15.
1.2.15	Managing the delivery of drugs services and	As defined by the planning grids	Environment and Regeneration - Safer Merton	Services continue to be delivered to a high standard and this service will

Priority Area	Key activity	Performance Measure	Department/Division	Update
	ensuring high quality interventions	and performance targets set for the project		revert to Public Health (PH) in April 2014 when this action will become the domain of PH.
1.2.16	Ensuring equal access and services for those experiencing domestic abuse	As defined in the Domestic Violence (DV) action plan for the SM partnership	Environment and Regeneration - Safer Merton	Currently there is an audit commissioned to review services to DV victims across the council and partnership this in turn will improve the offer of services to victims.
1.2.17 increase the independence and mobility of disabled people by improving accessibility in the public realm in Merton	Progress issues identified by the Corporate Public Transport Liaison Group meetings Ensure that all new development complies with mobility requirements in respect of Planning and Building Control	TBC	Environment and Regeneration - TBC	All public transport providers are invited to this meeting and we use that to ensure they are informed of any issues. We are currently trying to raise the priority for disabled access to Raynes Park and Motspur park stations with Network Rail.
1.3 Anti-poverty initiatives				
1.3.1 Increase take up of children's centre services by families (with 0-4 year olds) from 30% most deprived areas.	-Improve completion of parenting programmes, and take-up of children's centre services and early years provision, by the most needy families through targeted outreach. -Continue to roll out	-Increase take up of children's centres services by target families. -Increase the proportion of parents completing parenting	Children Schools and Families - Early Years and Children's Centres Service.	December 2013 data shows the following: -Take up of children's centre services by families from areas of deprivation is 68.5%, this is well placed to meet the end of year target -Of parents taking an evidence based parenting programme 75% completed the course. This is well placed to

Priority Area	Key activity	Performance Measure	Department/Division	Update
	strategy for funded childcare places for identified 2 year olds	programmes. -Ensure good take up of 2 year old places.		meet the end of year target. -Take up of two year old funded nursery places is 413.
1.4 Health inequality - reducing health inequality and the issues affecting particular communities				
1.4.1 Develop a network of community champions who will work within existing voluntary sector groups (with a focus on the East) to support residents to lead healthy lifestyles.	Work with HRCH (LiveWell provider) to commission Merton Voluntary Services Council to deliver health champion programme, train 25 health champions and increase the number of residents from East Merton accessing health improvement services.	Contract signed 25 health champions in place and number of residents engaged.	Community & Housing -Public Health	The first cohort of groups are now being approached to take part in the programme, with training due to take place before the end of March 2014.
1.4.2 Introduce a more targeted approach to the NHS Health Check programme which gives priority to vulnerable groups at increased risk of cardiovascular	Plans to procure a software solution which will identify and invite eligible patients from vulnerable groups to have a check first over a rolling period	Software with this capacity procured and installed onto Providers systems GPs prioritise and provide NHS health checks for residents who	Community and Housing – Public Health	Proposal for software solution submitted to Local Medical Committee.

Priority Area	Key activity	Performance Measure	Department/Division	Update
disease.		meet prioritisation criteria		
1.4.3 To develop a Healthy Schools Programme targeting school clusters in areas of highest deprivation	To develop and commission a programme of practical support to schools in East Merton to deliver a range of Healthy Schools prevention activities.	Monitor uptake of weight management services amongst those families with highest need	Community and Housing – Public Health	Agreed to commission to co-create with schools and partners a programme for 2014/15. Commissioning an obesity prevention programme for 20 schools in East Merton.
1.5 Economic development – supporting business during the economic recession and encourage economic growth				
1.5.1	Implement the Economic Development Strategy	As defined by the action plan referenced in the Economic Development Strategy	Environment and Regeneration – Future Merton	Work is on going in line with the strategy Reviewed at the sustainable communities board.
1.6 Access to employment - developing the Employment and Skills plan				
1.6.1	Implement the Employment Skills Plan	As defined by the action plan referenced in the Employment Skills Plan	Environment and Regeneration – Future Merton	Work is on going in line with the strategy Reviewed at the sustainable communities board.
Equality Objective 2 - Service Access				
2.1 Undertaking Equality Analysis (EA) and targeting the gaps identified				
2.1.1 Increase the number and range of in house	Increase capacity and local placement choice to meet the	Recruit 3 x carer households for target group per	Children Schools and Families - Access to Resources Team.	Q3 data shows that 6 carer households have been approved this year, and 3 of these are for target

Priority Area	Key activity	Performance Measure	Department/Division	Update
local foster carers, as identified by the LAC sufficiency assessment (2012-15).	needs of older children and teenagers. Target recruitment of carers from an Asian background.	year Recruit at least 1 x Asian carer household per year.		groups, which meets the end of year target. In addition we are on target to recruit 16 carer households overall by the end of the year.
2.1.2	All Heads of Service will ensure that EAs lead to equality of service delivery	All reviews to be held at DMT each October prior to the new savings code commencement	All departments - Heads of Service across	EAs are being undertaken where appropriate.
2.1.3 Explore setting up service level agreements to secure regular placements with child minders, nurseries and other childcare providers to support learners with childcare needs.	Discuss with childcare settings who supply work experience placements for our existing courses	Achievement and completion of learners	Community and Housing – Merton Adult Education (MAE)	Achievement and completion of learners In communication with one local nursery and in process of contacting NCMA for contact details of local childminders. Dyslexia tutor has identified different resources to be used in classroom. i.e. materials to use for learners with dyslexia – different coloured card slide rules etc.
2.1.4 Promotion and awareness raising of equipment and	Practical demonstration and Classroom observations	Increased use of resources and learner success.	Community and Housing – Merton Adult Education (MAE)	Increased use of resources and learner success.

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Priority Area	Key activity	Performance Measure	Department/Division	Update
resources available to support additional learning needs	Promote in staff briefing (newsletter)			
2.1.5 Collection of customer profile data re those receiving social care assessments	Analysis of numbers of assessments carried out for different groups of clients (e.g. BME, different parts of the borough)	Increased assessments of the harder to reach client groups/parts of the borough	Community and Housing - Access and Assessment	Increased assessments of the harder to reach client groups/parts of the borough Need to establish baseline for current performance and monitoring for future improved performance.
2.1.6 Analyse outcomes of all nomination panels by equality client group for Supported Living service.	The outcomes for the past 12 months need to be collated.	The outcomes for the past 12 months need to be collated.	Community and Housing – Direct Provision	Work in progress
2.1.7 Ensure that services are accessible to all customers from different equality groups	Review of any formal & informal complaints received related to equalities and implement provider improvement plans where necessary	Increased uptake of services by customers from all equality groups	Community and Housing – Commissioning	On-going
2.1.8 Monitor service access to help ensure equality of	Produce annual equality monitoring report - lettings, supported housing,	Annual report completed and considered by HNMT	Community and Housing - Housing	Annual monitoring report completed and considered by HNMT Outcomes for Young Persons

Priority Area	Key activity	Performance Measure	Department/Division	Update
outcomes	<p>intermediate housing, homelessness, RDS, rough sleepers, affordable warmth, and develop actions to address any issues highlighted</p> <p>Analyse outcomes of all nomination panels by equality client group</p> <p>Complete analysis of housing-related Census 2011 data</p> <p>Include equality monitoring of Disabled Facilities Grant (DFG) in annual monitoring report</p>	<p>Annual monitoring report completed</p> <p>Analysis completed</p> <p>DFG outcomes added to annual monitoring report</p>		<p>Nominations Panel completed. Analysis of other panels yet to be completed.</p> <p>Analysis completed</p> <p>DFG outcomes to be added to annual monitoring report</p>
2.1.9 Increase access to libraries among older people and the working age population.	Consult with older people and the working age population to ascertain how we can improve services and better engage with underrepresented	To increase access to library services among under-represented target groups by 10%	Community and Housing - Libraries and Heritage Service	Consultation work scheduled for December 2014. Scoping session with the consultation team planned for April 2014.

Priority Area	Key activity	Performance Measure	Department/Division	Update
	audiences.			
2.1.10 Gain a greater understanding of the current use and future needs of pharmaceutical service in Merton.	Commission a Pharmaceutical Needs Assessment (PNA) that drives service improvement in Merton pharmacies, including public health commissioned activity e.g. stop smoking services and Emergency Hormonal Contraception and Chlamydia		Community and Housing – Public Health	An organisation has now been appointed, with the first PNA steering group to take place early March 2014.
2.1.11 Development and expansion of existing sexual health service in community pharmacies in Merton. Pharmacies will be selected based on their location in the deprived wards.	Commission 2 pharmacies as a pilot to provide a sexual health suite of services to include Emergency Contraception, Chlamydia testing, Chlamydia treatment and condom provision.		Community and Housing – Public Health	Emergency Hormonal Contraception (EHC) Patient Group Directions (PGD) developed and approved. Chlamydia treatment Patient Group Directions (PGD) in process of being developed.
2.1.12 Development of	The service is now providing opt out HIV		Community and Housing – Public Health	Conducting a review of CASH (Contraception and Sexual Health)

Priority Area	Key activity	Performance Measure	Department/Division	Update
Contraception and Sexual Health Service (CASH) provision in Merton.	testing and Chlamydia treatment, thereby offering more patient choice and access.			services to inform future commissioning. Discussions currently underway with Merton CCG and providers to negotiate 2014/15 specification.
2.1.13 Review of school nursing service	To ensure the service specification for school nursing services reflects the needs identified in the review		Community and Housing – Public Health	Discussions currently underway with Merton Clinical Commissioning Group and providers to negotiate 2014/15 specification.
2.2 Business Planning				
2.2.1	Savings all have Equality Analysis	100%	Corporate Services – Business Planning	Savings proposals accompanied by Equality Analysis.
2.3 Prevention and independence (Direct payments)				
2.3.1 Expand the Direct Payment Scheme to include Health Funding	A short life joint health and social care project group will implement personal health budgets via the Merton Direct Payments Team	Numbers of Merton residents receiving health funding via a personal budget	Community and Housing – Access and Assessment	The short life health and social care project group will be established by 14 March 2014.
2.4 Building equality considerations into Public Value Reviews (PVRs)				
2.4.1	PVRs all have Equality Analysis	100%	Corporate Services – Business Improvement	The future of the PVRs is being shaped by the information emerging from services' Target Operating Models. It is likely that this will become a targeted intervention that is deployed only where it adds value over and above the agreed programme of lean service/process

Priority Area	Key activity	Performance Measure	Department/Division	Update
				reviews. Where it is deployed Equalities Analysis will still be an important element to any resulting implementation plan. In the meantime, three pilot PVRs have been undertaken and each review considered equalities issues as part of the process.
2.5 Building equality considerations into the Commissioning process				
2.5.1 Equality proof Contracts	The evaluation process includes an assessment of equalities	100%	Corporate Services - Commercial Services	Workshop held to brief commissioning and procurement staff on embedding equalities considerations into the procurement process. All contracts include equalities considerations where appropriate and these are assessed at tender evaluation.
2.5.2 Improve outreach work	Hold workshops with Small/Medium Enterprises and BAME organisations to advise on the borough's commissioning process	1 annual event	Corporate Services - Commercial Services	An event is planned for September 2014.
Equality Objective 3 – Improving engagement				
Priority Area	Key activity	Performance Measure	Department/Division	
3.1 Young people – to ensure that the needs of all young people are represented.				
3.1.1 Continue to support and develop	-Continue to support Merton's Youth Parliament and	No of young advisors trained and active.	Children Schools and Families - Youth Inclusion	An additional group of young advisors has been trained in 13/14 to focus on health and well-being matters.

Priority Area	Key activity	Performance Measure	Department/Division	Update
participation/ governance opportunities for young people age 13-19.	Young Advisors to input into the planning and governance of services for children and young people.	No of members of Merton Youth Parliament.		<p>Another group will be trained by the end of the year. This builds on the work of two other groups of Young Advisors – one which focuses on regeneration work in Mitcham, and one on the borough’s youth volunteering strategy.</p> <p>Merton’s Youth Parliament meets every 2 weeks; there are 40 on roll with 25 regularly attending. This year’s activities have included a formal debate with local council party leaders and local MPs on a range of issues of importance to young people.</p>
3.1.2	Support delivery and development of the Your Shout Group and its contribution to the work of the Transition Partnership Board (TPB).	Your Shout to be represented at all Transition Partnership meetings.	Children Schools and Families - Youth Inclusion	The Your Shout Group continues to meet every month, and has been represented on 2/2 of the Transition Partnership Board meetings this year.
3.1.3	Establish clear and age appropriate material and accessible media to promote membership and attendance of Merton’s Children in Care Council.	Improved levels of participation in Merton’s Children in Care Council.	Children Schools and Families - Permanency, Placements and LAC	<p>Merton’s children in care council has improved the regularity of meetings and over the year have met during every school holiday.</p> <p>In addition the levels of attendance at each meeting has improved.</p> <p>Care leavers are involved in regular activities including independence courses, driving experience, and work</p>

Priority Area	Key activity	Performance Measure	Department/Division	Update
				experience,
<p>3.1.4 Increase take up of learner support fund to support childcare costs</p> <p>Meeting the needs of learners with childcare needs via the discretionary learning support grant.</p>	<p>Schedule mini open days taster sessions and engagement in events in communities with under represented</p>	<p>Spending childcare support fund</p>	<p>Community and Housing - MAE</p>	<p>To arrange text message to all eligible learners to inform them of support with childcare costs.</p> <p>New claims being processed due to promotion of childcare support in recent advice and guidance sessions.</p>
<p>3.1.5 To proactively engage young people in the shaping and delivery of library services.</p>	<p>To develop key volunteering roles for young people.</p> <p>To develop and deliver a programme of events for young people.</p>	<p>Ten young volunteers support the delivery of events in libraries.</p> <p>Eight young people events are hosted in libraries across Merton.</p>	<p>Community and Housing – Libraries and Heritage Services</p>	<p>New marketing and events work experience roles have been created and four young people have been recruited to these roles.</p> <p>Three YP events organised and delivered to date.</p> <p>Plans currently underway to deliver a comprehensive programme of YP events including writing, marketing and publishing workshops as well as poetry recitals, celebration events and more.</p>
3.2 Disabled people				

Priority Area	Key activity	Performance Measure	Department/Division	Update
3.2.1 All Saints Day centre to undertake an analysis of the stakeholders who use the premises for community events.	Collation of the types of activity and the stakeholders using the centre.	Opportunities could be identified for wider engagement and involvement in activities for hard to reach groups.	Community and housing – Direct Provision	The data is currently being compiled
3.2.2	Conduct a survey of disabled clients' use of transport services, analyse the results to produce an action plan	Annual survey	Environment and Regeneration – Transport Services	We also have Community Plan Transport Group which has reps from Older persons forum and Disability – there is a conference where this will be discussed in March 2014.
3.3 Carers/Links and other groups, Older People				
3.3.1	To ensure that Healthwatch which starts in April 2013 reflects the diverse population of Merton	Contract award and specification 2012-13.	Community and Housing – Public Health	Health Watch launched and reporting regularly on work programme to Health and Wellbeing Board.
3.4 BAME engagement e.g. BAME Governors				
3.4.1	Work in partnership with MUN to ensure BAME engagement embedded in service improvement	BAME Plan link in thematic partnership plans	All Departments – Heads of Service	Where appropriate the priorities identified in the BAME plan have been embedded in partnership plans.
3.5 Voluntary and Community Sector support for engagement				
3.5.1 Ensure that any forum or consultative group has a true representation of the local	Review membership of all existing customer forums	Representation of all groups in the local community within customer forums	Community and Housing - Commissioning	To be incorporated in the Customer Engagement Framework which is being developed for implementation in 2014/15.

Equality Strategy Action Plan – Appendix 1

Priority Area	Key activity	Performance Measure	Department/Division	Update
community				
3.5.2 Establish an Adult Social Care Customer Engagement Framework	Detail all customer forums, frequency, membership, aims & objectives, communication channels e.g. social networking	More effective and equitable customer engagement	Community and Housing - Commissioning	This is being developed for implementation in 2014/15.
3.5.3 Ensure actions from the consultation and Engagement Strategy is implemented		Monitored via the Departmental Equalities Group	Community and Housing - Commissioning	On-going
3.5.4 Improve engagement through user consultations & satisfaction surveys	<p>Continue engagement with older people through the Older People's Housing Forum</p> <p>Identify housing and support need of older people</p> <p>Collect equalities data for all satisfaction surveys</p> <p>Analyse Housing Options Survey by equality categories</p> <p>Visit one new</p>	<p>Forum meetings held</p> <p>Needs assessment completed</p> <p>Survey analysed by equality categories</p> <p>Evidence obtained from providers</p> <p>Satisfaction survey completed</p>	Community and Housing - Housing	<p>Forum meetings held</p> <p>Needs assessment scheduled for early 2014-15</p> <p>Data collected</p> <p>Survey analysed by equality categories</p> <p>Evidence obtained from providers</p>

Priority Area	Key activity	Performance Measure	Department/Division	Update
	housing schemes a year after completion to assess satisfaction			
3.5.5 Forge new partnerships within the community to meet the needs of our learners.	<p>Enhance 'wider participation' and 'bridging the gap' plans to keep abreast of our changing community and their requirements.</p> <p>Gather feedback from partnerships and action / implement changes where needed.</p>	Capture progress via the termly self assessment review process and detail key finding within the annual self assessment report	Community and Housing - MAE	Reviewed current widening participation strategy due to complete by June 2013
3.5.6 Provide updates on the diversity of learners and staff for those protected characteristics currently recorded.	<p>Support a wide range of local community events that bring people from different backgrounds together. Eg Mitcham carnival.</p> <p>Celebrate and inform on a range of subjects in respect of equality and diversity.</p> <p>Improve evidence gathering on partnership work and community cohesion</p>	Capture progress via the termly self assessment review process and detail key finding within the annual self assessment report	Community and Housing - MAE	<p>Established a new CV Fresh start employability project supporting young people living in disadvantaged wards back into work. Since commencement in early Feb have signed up 34 young people, many of whom have secured interviews.</p> <p>Diversity data captured in the annual self assessment report 12-13 academic year report due for completion in March 2014</p>

Priority Area	Key activity	Performance Measure	Department/Division	Update
	<p>and document in SAR appendices.</p> <p>Gather evidence on balancing diverse and sometimes conflicting interests.</p> <p>Enhance communication of how different groups of learners are able to access learning.</p> <p>Finance work already being done in line with Neighbour Learning for Disadvantaged Communities grant funding guidance.</p> <p>Display posters and informative information across college, and within briefings on subjects such as Black History Month, LGBT week etc.</p>			<p>New ESOL and Health courses being developed due to be launched in April with courses taking place out in the community including at the Morden Mosque.</p>

Priority Area	Key activity	Performance Measure	Department/Division	Update
3.5.7 Work with Health Watch to consult on all Public Health work, especially Joint Strategic Needs Assessment (JSNA)	Public Health uses consultations (e.g. focus groups) to ensure that needs/public health services reflect different communities	All needs assessments incorporate feedback from consultation exercises and used in service design	Community and Housing – Public Health	Public Health consultation event on the JSNA in partnership with Health Watch held autumn 2013. Health Watch also a key partner in Merton Partnership Conference on Health Inequalities.
3.5.8 Improve engagement with the community and the work delivering crime and disorder interventions.	Setting up new partnership engagement methods	Number of meetings number of attendees	Environment and Regeneration – Safer Merton	Currently setting up the local safer neighbourhood board in partnership with the Metropolitan Police Service (MPS) and the Mayors Office for Policing and Crime (MOPAC).
3.6 Lesbian Gay Bisexual and Transgender (LGBT) community				
3.6.1 Increase the civic participation of the LGBT community	Regular consultation and involving the LGBT forum in discussions about strategies and changes to council policy.	Quarterly meetings to be attended by officers cross the council to consult service issues	All departments – Heads of Service	The LGBT forum receives items to consult on, most recently Scrutiny panel review topic suggestions.
Equality Objective 4 – Promoting Community Cohesion				
Priority Area	Key activity	Performance Measure	Department/Division	
4.1 Celebrating diversity				
4.1.1	To ensure that all local demographic changes are fed into		All Departments – Heads of Service	Detailed analysis of the census data has fed into the Policy Network and departments are being given

Priority Area	Key activity	Performance Measure	Department/Division	Update
	the service plans, user surveys and customer charters to improve service delivery			information to support service planning.
4.1.2 Use locality structure as a springboard for adopting a community outreach/asset based approach to supporting customers	<p>Maximise social capital, informal networks, focus on strengths and abilities of customers</p> <p>Promote connectedness through the Ageing Well Programme and locality based social work and occupational therapy teams</p>	<p>Reduced reliance on funded statutory services</p> <p>Positive outcomes from the Ageing Well Programme</p> <p>Reduced customer isolation</p> <p>Increase in signposting, information and advice</p>	Community and Housing – Access and Assessments	Existing metrics for the Ageing Well Programme, Health Integration, Mertoni and customer feedback from Satisfaction Surveys to be collated as evidence of improvement.
4.1.3 Increase opportunities for integration	<p>Work with Faith in Action to improve engagement with people from A10 countries</p> <p>Publish Merton's Gypsy & Traveller</p>	<p>A10 Project outcomes monitored</p> <p>Strategy published</p> <p>Mapping of</p>	Community and Housing - Housing	<p>A10 Project outcomes monitored</p> <p>Strategy to be updated and published</p> <p>Mapping of schemes initiated</p>

Priority Area	Key activity	Performance Measure	Department/Division	Update
	Strategy Promote employment and training opportunities for young people through MYSHF	schemes completed		
4.1.4 To develop and deliver a programme of activities that promotes community cohesion and interfaith dialogue and engage underrepresented groups.	Celebrate diversity by supporting a range of key initiatives such as Black History Month and Celebrating Age.	30 events held in libraries across Merton to promote community cohesion	Community and Housing - Libraries and Heritage Service	Extensive events programme delivered including: 19 BHM events 24 Celebrating Age events 12 events for the blind and partially sighted 3 LGBT events 9 celebratory events to bring together the local community.
4.2 Maximising the opportunity to work in partnership with each other in the community				
4.2.1 Continue work to prevent First Time Entrants (FTE) to the Youth Justice system.	Implement diversionary programmes and out of court disposals.	-Reduction in FTE to the Youth Justice system. -No of out of court disposals.	Children Schools and Families - Youth Justice Service	December 2013 data shows 65 first time entrants to the youth justice system. This is low and likely to end the year at below target set. The rate of out of court disposals will be reported at the end of 2013/14.
4.2.2 Develop a network of community champions who will work within	Engage community groups to work with community members as health champions	Contract signed, 25 health champions in place and number of	Community a Housing - Public Health	The first cohort of groups are now being approached to take part in the programme, with training due to take place before the end of March 2014.

Priority Area	Key activity	Performance Measure	Department/Division	Update
existing voluntary sector groups (with a focus on the East) to support residents to lead healthy lifestyles.		residents engaged.		
4.2.3 To support communities to take greater control over their lives, to include an understanding of key health issues.	8 additional ESOL classes with health messages will be offered in the community	Uptake of ESOL classes	Community a Housing - Public Health	Health Needs Assessment undertaken for East Merton. Partnership work on engaging communities currently being planned including Community Audit.
4.2.4 Work with Alzheimers Society and Imagine to ensure they are promoting community cohesion	Via Contract monitoring and commissioning	Reduced reliance on funded services and increased partnerships between provider organisations and the local community	Community and Housing - Commissioning	From May 2014, a formal contract monitoring framework will be established for these services and this action will be assessed through this.
4.3 Community Cohesion Strategy				

Priority Area	Key activity	Performance Measure	Department/Division	Update
4.3.1	Monitor the delivery of Community Cohesion Strategy action plan	Achieve annual targets	Corporate Services - Policy, Strategy and Partnerships	Implementation of the strategy is well underway. A progress report was presented to the Safer and Stronger Strategy Group in October 2013
4.4 Using the Annual Residents Survey (ARS) results to inform service delivery and improving perceptions				
4.4.1	Analyse ARS results to inform publicity campaign	Report produced and made available on the intranet	Corporate Services - Communications	The ARS 2013 results have been analysed and a report produced that is available on the council's web site.
4.5 Addressing demographic change				
4.5.1	Ensure Census 2011 information is made available locally	Briefings provided internally and to partners.	Corporate Services - Communications	The Policy, Strategy and Partnerships team has undertaken detailed analysis and produced Ward Profiles that are available on the Intranet.
4.6 Equal access to volunteering opportunities				
4.6.1	Promote volunteering opportunities using a variety of media	Quarterly	All Departments - Heads of Service	<p>There is on going discussion within the Target Operating Model work stream about how volunteering can improve service delivery across departments.</p> <p>The council continues to work with Merton Voluntary Services Council to promote volunteering to residents and staff through various media e.g. the Employee Volunteering Scheme.</p>
Equality Objective 5 – Workforce Development				
Priority Area	Key activity	Performance Measure	Department/Division	
5.1 Be an employer that recognises diversity and the talents that being different brings to the organisation and service delivery				
5.1.1	Implement and utilise the self service	Mini survey issued to the	Corporate Services - Human Resources	The section in I-Trent has been developed where staff are able to list

Priority Area	Key activity	Performance Measure	Department/Division	Update
	element of Learning and Development module	workforce to gather feedback on how the organisation utilises the skills they possess Relationship to results from Staff Survey on Question 65 (It's your ability that counts)		their skills. Will ensure this is measured by the biennial staff survey.
5.1.2 Establish a diverse workforce that is fair, consistent and supports equal opportunities.	Monitor workforce profiles Set up training modules on MOODLE to make it accessible to all staff regardless of the working arrangements	Evidence of completion (e.g certificate, staff records) ensuring staff compliance	Community and Housing - MAE	Moodle training to be organised with the Head of Support Services.
5.1.3 Ensure staff understand how to apply equality responsibilities to their day-to-day work	Arrange equality & diversity training / talk for all HN&E staff through team meeting	Staff completed training	Community and Housing - Housing	Session to be arranged for 2014.
5.1.4 Develop and	Equality and diversity training rolled out to	100% of library volunteers	Community and Housing - Libraries and Heritage Service	Volunteer E&D training scheduled for June 2014.

Equality Strategy Action Plan – Appendix 1

Priority Area	Key activity	Performance Measure	Department/Division	Update
deliver equality and diversity training for library volunteers.	all library volunteers.	receive training in equality and diversity.		27 staff have received Mental Health Awareness training with 15 more staff scheduled to complete this training by end March 2014.
5.1.5 Establish a diverse workforce profile that is reflective of the local community it serves in accordance with the Equalities Act 2010	Set up systems and processes to identify gaps of inequality and disadvantages between local communities and the social care workforce	Detailed analysis of workforce profile	Community and Housing – Adult Social Care Commissioning	Analysis of workforce profile underway as part of the Current Operating Model (TOM People Layer). First draft submitted on 10 February 2014.
5.1.6 Develop an inclusive learning and development action plan	Develop or adapt competency framework to ensure workforce’s thorough understanding of equality and diversity and it’s application in service delivery Raise the standard of care and support in the sector by ensuring that care and support workers keep their	Measurements against competency framework post training and evaluation, robust supervision sessions and annual appraisals Data on uptake and post-programme	Community and Housing – Adult Social Care Commissioning	Competency Framework is currently a Work In Progress First draft of qualified social worker supervision policy and procedure drawn up in conjunction with CSF Methods for up-skilling staff and managers currently being explored.

Priority Area	Key activity	Performance Measure	Department/Division	Update
	skills up-to-date Build managers' confidence and skills in managing a diverse workforce	evaluation Increased confidence for managers when seeking advice and guidance		
5.1.7 To support front line staff from a range of services to support health improvement agenda.	Train fire-fighters, gym staff and council staff to be able to identify and signpost those residents that may want support to lead healthy lifestyles e.g. stop smoking.	Number of staff who are trained in Merton.	Community and Housing – Public Health	All fire fighters in Merton have now been trained and referral pathways are now being finalised. Training for library staff, gym staff and other front line staff is now being planned.
5.1.8 To create a healthy work environment for staff	To promote and provide opportunities for staff to become healthy through understanding challenges staff face and coordination of sessions tailored for staff	Survey complete Number of activities provided for staff Uptake to activities	Community and Housing – Public Health	A number of initiatives are underway including a stop smoking group for staff and a Livewell clinic at the Civic Centre.
5.2 Learning and Development - developing staff from under-representative groups into senior management roles				
5.2.1	To ensure recruitment strategy has strong	Short and long lists that are	Corporate Services - Human Resources	Departments need to look at their workforce profile to identify under

Priority Area	Key activity	Performance Measure	Department/Division	Update
	focus on delivering staff profile more reflective of the communities we serve at all levels.	representative of all the equality strands where possible		representation and Recruitment and HR managers can insert a welcome clause that encourages application from the particular group.
5.2.2	To deliver equalities training to all staff	Annual Training Report	All Heads of Service	Online diversity training available for managers and staff. Pilot in Legal Services
5.3 Pathways into employment for disabled residents i.e. work experience/ mentoring				
5.3.1	Work with partners and disabled residents to raise awareness of employment pathways across all directorates	Taster sessions to be run in February 2013. Success of taster sessions evaluated and action plan developed and in place	Corporate Services - Human Resources Chair of Disability Employees Forum, All Heads of Service	Taster session will take place in Sept/October 2014. A mentoring programme will be launched in September to support participants. Create opportunities where participants can have 'real' experience – built into recruitment training programme.
5.4 Apprenticeships for young people (e.g. looked after children, those with mental illness, young offenders)				
5.4.1	Increase the number of young people in apprenticeships with sustainable jobs	Work with both internal and external partners to ensure recruitment processes are effective and efficient Incorporate evaluation from	Corporate Services - Human Resources	We have currently 31 Apprentices in Merton (4 from the LAC) We have 3 vacancies at interview stage – 2 in Accountancy and 1 in Future Merton Within the last year 1 apprentice has gained FT employment with the Council and 1 a fixed term contract

Priority Area	Key activity	Performance Measure	Department/Division	Update
		apprentices, partners and appointing managers to develop an action plan to support the sustainability of the programme.		
5.5 Raising awareness of mental illness				
5.5.1	Raise awareness of mental health issues to ensure all employees and managers have an understanding of the impact in the workplace	Bite-size sessions established to raise awareness for managers and employees The feedback from managers and employees incorporated into a programme that meets the needs of the organisation. Evaluation to take place up to and including Level 3	Corporate Services - Human Resources Chair of Disability Employees Forum	Workshops planned in May for managers. The session will be delivered by HML – the Council’s Occupational Health provider.
5.6 Valuing staff diversity / staff appreciation of diversity in the community				

Equality Strategy Action Plan – Appendix 1

Priority Area	Key activity	Performance Measure	Department/Division		Update
5.6.1 Improve capacity of managers to operate effectively as leaders of a diverse workforce, delivering services to a diverse customer base.	Deliver values driven leadership programme to managers.	Completion of programme	Children, Schools and Families - Commissioning, Strategy and Performance.		This was completed in 2012/13. The focus of continued work is to deliver individual coaching to key managers.
5.6.2	Develop a programme to give all staff diversity training.	Evaluate the impact of the diversity training	Environment and Regeneration -Merton	Transport Services	Diversity workshops have been delivered in Transport Services at Garth Road and is continuing to be undertaken in partnership with HR.

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Committee: Overview and Scrutiny Commission

Date: 11th March 2014

Agenda item: Customer Contact Programme Update

Wards: All

Subject:

Lead officer: Sophie Ellis, Assistant Director of Business Improvement

Lead member: Cllr Allison, Deputy Leader and Cabinet Member for Finance

Contact officer: Evette McDonald (Programme Manager, Customer Contact)

Recommendations:

- A. Commission to note and comment on progress to delivering the Customer Contact programme.
-

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. The purpose of this report is to provide the Commission with a progress update on the Customer Contact programme and to highlight, for information, the key next steps. The programme last reported to the Commission on 16th July 2013.
- 1.2. Since the last update the programme has commenced a competitive dialogue procurement exercise to procure enabling technology that will provide:
 - (i) Integration of systems to deliver a personalised view of customer data
 - (ii) Improved access to information for both staff and citizens
 - (iii) A transactional website/portal
 - (iv) Electronic document management
- 1.3. The programme has undertaken further customer insight analysis. This builds on and extends existing analysis undertaken as part of the options appraisal prior to the Cabinet report of July 2012. It is designed to ensure the programme is informed by an accurate understanding of customers' behaviours and motivations in their interactions.
- 1.4. An ownership and communications plan has been developed to communicate with key stakeholders and help manage and deliver change required, whilst fostering a sense of ownership in the strategic outcomes.
- 1.5. Further visits to three Local Authorities (Croydon, Bexley and Kingston) have been undertaken by members of the Programme Board in order to ensure Merton benefits from the good practice of other local authorities.
- 1.6. The remainder of this report sets out the activities that are planned and underway to give a sense of the progress that is being made under each of the programme workstreams.

2 ACTIVITY TO DATE

- 2.1. The programme is organised into five streams of activity: procurement, ICT, communications and change, business analysis and customers. This report adopts this structure to provide a thorough briefing on progress in each of the workstreams.
- 2.2. In terms of overall programme management, a small team of officers – 1 Programme Manager and 0.5 FTE Programme Support Officer – work to coordinate and drive activity and ensure appropriate governance is supported and that routine progress reports are considered by both the Programme Board and Merton 2015 Board.

Procurement

- 2.3. Following the successful market engagement day held in June last year the programme moved into the formal procurement process by publishing a contract notice in the Official Journal of the European Union (OJEU) on 18 July (reference 2013/S 140-244037) starting the Competitive Dialogue process. There was a very positive response to the tender opportunity with 31 organisations submitting pre-qualification questionnaires. Following a rigorous evaluation of submissions five organisations were short-listed to take part in the dialogue process with scores ranging from 67% - 84%.
- 2.4. An invitation to participate in dialogue (ITPD) and an invitation to submit outline solutions (ISOS) was issued to the five bidders on 23 October 2013 commencing the dialogue phase of the procurement, subsequently referred to as the ISOS phase in this report. These documents can be found in appendix A and B.
- 2.5. During the ISOS phase three separate dialogue meetings were held with each of the five individual bidders. The meetings were attended by representatives from the Council reflecting the areas of business most impacted by the programme. These meetings provided an opportunity to explore the Council's requirements in a discussion that was informed by what the market has to offer.
- 2.6. The ISOS phase came to a close on 20 December 2013 with four of the bidders formally submitting outline solutions. The submissions then underwent a rigorous evaluation by Members of the Programme Board based on affordability and their ability to meet the outline requirements provided by the council. These requirements are referred to in 2.12 below. Three bidders have been shortlisted to be invited to the next phase of the procurement process. There will be an update at the meeting on this.
- 2.7. The next stage of procurement is scheduled to commence when the Council issues the invitation to submit detailed solutions (ISDS) in March 2014.
- 2.8. In order to prepare for the next phase of procurement, a more detailed specification of requirements has been prepared, involving requirements gathering from all services areas across the council.
- 2.9. The ISDS phase will include further dialogue meetings which will build on the ISOS dialogue and submissions, exploring and shaping solutions to ensure that they provide the required functionality and are underpinned by a

- robust legal and commercial framework. The ISDS phase will culminate in the submission of detailed solutions from bidders.
- 2.10. There will then be a further short period of dialogue to address any outstanding issues both in terms of functionality and value for money. At this point dialogue will be closed and the Council will issue a call for final tender (CFT).
- 2.11. In line with the published evaluation criteria, the CFT will undergo a final evaluation to identify the Most Economically Advantageous Tender (MEAT). This will enable the programme team to make an award recommendation to the Council in order for the programme to move onto the implementation phase.

ICT

- 2.12. As part of the ISOS stage of the procurement, the programme team along with key stakeholders produced an outline requirements document to provide bidders with sufficient information for them to prepare for initial dialogue, so that they could engage effectively with Council officers and advisers to develop their outline solutions. It describes the broad requirements of Merton for electronic service delivery (eSD), which is seen as a key enabler for offering customer self-service, giving customers a personalised view of relevant information and achieving channel shift, as defined in Merton's Customer Contact Strategy. This document can be found in appendix C.
- 2.13. A key output for the ICT workstream has been a comprehensive picture of the Council's current IT infrastructure and system architecture, that is to say the business systems currently in place and how they are used and interact with each other. This has been made available to all bidders to ensure solutions take account of this and plan adequately for integration. Through dialogue a key activity for the ICT workstream will be to develop a picture of the planned infrastructure and system architecture as a result of the programme and plan for its maintenance and support.
- 2.14. Commencement of the second stage of dialogue will see bidders provided with the council's detailed requirements. These have been developed with stakeholders from services across the organisation, including group offices to capture Member requirements, and have been informed by the first phase of dialogue. These requirements will be further refined in dialogue with the remaining three bidders to enable them to build upon their ISOS submissions, adding an additional level of detail to their solution.

Communications and change

- 2.15. Throughout the latter part of 2013, short term dedicated resources were secured within the programme to develop a comprehensive ownership and communications plan that sets out clearly what activity is to be undertaken to ensure that change is well managed and that all relevant stakeholders are fully engaged and involved in the design and implementation of the programme at appropriate stages. This responds directly to the concerns of

- OSC to ensure that the programme is not approached as an IT replacement initiative, but rather addresses the more challenging – and critical – task of changing the way contact with customers is approached.
- 2.16. The aim of this plan is to help ensure that the programme delivers its objectives and that the council realises the benefits of the changes made to its interaction with customers.
- 2.17. The draft plan identifies three broadly distinct areas of communication and engagement:
- (i) Communicate regularly and in an engaging way with staff, managers and stakeholders, with the content and method to be tailored to the needs and perceptions of each audience
 - (ii) Engage with senior stakeholders and with services managers and team leaders to work through the process of change. Aiming to ‘co-build’ and agree new solutions, how they will be implemented and how to measure success.
 - (iii) Engaging at an early stage with customers and volunteers to ensure changes meet their needs and will be easy and intuitive to use, and to understand how we can provide digital support and assistance to those that need it.
- 2.18. To date the programme has delivered nine workshops with approximately 150 attendees from across the council at the 2013 annual the staff conference and held two initial engagement workshops with staff from Children, Schools and Families and Community and Housing.
- 2.19. This engagement with services and staff has already started to foster an increased sense of ownership and commitment, and staff and managers understand that the programme does not have a ‘one size fits all’ approach but, based on analysis, is working to design solutions that work in each area. Those interested have been encouraged to act as a champion or catalyst for change, to challenge previously held misconceptions and help shape changes in their area of work.
- 2.20. A content plan of features to be published monthly has been developed and agreed with key services across the organisation. The focus is on services and people involved in some aspect of change to Customer Contact, from senior leadership and service managers to frontline staff and volunteers, using examples from across a range of capabilities to convey key messages on customer contact.
- 2.21. The Ownership and Communication plan is currently with the programme board for sign off and will be provided to the committee at a later date.

Business Analysis

- 2.22. Services across the council have been refreshing their target operating models and planning for future service delivery over recent months.
- 2.23. The programme supports the Customer and Channels layer of the TOM, as well as elements of the Technology layer by providing the IT infrastructure and capacity to implement channel shift.

- 2.24. The recently developed TOMs indicate a strong demand for channel shift across the organisation, but particularly in areas where services are highly transactional and we are working to ensure that the Customer Contact programme supports and enables the delivery of the agreed transformation and the achievement of savings in a number of service areas.
- 2.25. As corporate lead for the Channels layer, the programme manager is tasked with ensuring that the plans developed by services/departments for channels both informs and is informed by the Customer Contact Strategy and the organisations overarching strategic direction of travel in terms of channel shift.
- 2.26. A high proportion of the departmental/service level TOM layer strategies incorporate activity (channel shift, self-serve) that is dependent on the deliverables of this programme.
- 2.27. The Business Analysts assigned to programme have continued to work with services in identifying and validating the potential short term improvements in their area that can be enabled by Customer Contact as well as supporting the implementation where appropriate.

Customers

- 2.28. We commissioned a project on Customer Insight that was completed by Red Quadrant in January 2014. The brief was to provide a detailed understanding of the three-way relationship between Merton's customers, channels and services, in order to inform the design and implementation of the customer contact programme. The resulting report is appended as appendix D.
- 2.29. The project has delivered a detailed analysis of the Merton Customer base, using customer segmentation and this has already been shared among service teams, and integrated with the work on Target Operating Models. Some key observations include that although no two councils or their customers are identical, compared with similar local authorities Merton currently sees relatively greater use of the telephone and postal channels, and relatively low face to face volumes, indicating that the authority is already well along its channel shift journey. Although the website general design is not seen as an issue, relatively few services are directly delivered end-to-end on the web.
- 2.30. The top 5 customer groups from the 'Mosaic' segmentation analysis were:
- Group G: young, well-educated city dwellers – 41.8%
 - Group I: lower income workers in urban terraces in often diverse areas – 18.4%
 - Group E: middle income families living in moderate suburban semis – 15.7%
 - Group C: wealthy people living in most sought after neighbourhoods – 8.6%
 - Group N young people renting flats in high density housing – 5.9%

- 2.31. The analysis indicates Merton residents have a high propensity for e-service access and self-service and defines three distinct groups within Merton in relation to adopters of digital services; these are early adopters, tentative adopters and naturally resistant to digital self-service. Early adopters were the largest grouping, with 66% of Merton's population having a high likelihood to self-service which can be contrasted with only 5.9% stating they are actively non-receptive to the internet. The analysis pointed towards a preference for transactions online as opposed to face to face, with 24.3% of Merton's residents actively preferring the internet as a service channel.
- 2.32. Recommendations have been made on how customer insight, customer demand and channel management can be embedded within the organisation, and become part of 'business as usual'. A particularly important recommendation is on the use of a dashboard to track key customer benefits and Merton's success in achieving operational goals in channel shift, cost reduction and self-service.
- 2.33. Very few, if any, public sector organisations have reached an operational state where a true understanding of customers and customer demand for services lies at the heart of decision making, is embedded in the business planning cycle or is a fundamental part performance management.
- 2.34. The real transformation required to deliver the outcomes and benefits we want for our customers is in how Merton Council develops a rich and deep insight into its customers and their needs, and uses this to help ensure Council services fit usefully into their lives.
- 2.35. The key longer term organisational challenge is to transition from one where 'customer services' is considered the domain of a specialist section of the organisation, offering a fragmented service to some service areas, to Merton becoming a customer centric organisation where everyone in the organisation understands their role in offering excellent customer service.

3 NEXT STEPS

- 3.1. The importance of Customer Insight, and the potential of creative use of technology in both meeting the expectations of our customers and also reducing the cost in delivering services have both been key drivers for the Customer Contact programme. Although Merton is not currently at the forefront in these areas, we plan to learn from both the achievements, and mistakes, of other authorities as well as the private sector:
- 3.2. The programme will assist the Council to effectively integrate Customer Insight into normal operational, in other words 'business as usual'. This will include an ongoing understanding of customer demand and an approach to reporting against key customer metrics that allows managers to track and respond to our customers.
- 3.3. We will make every effort to understand the discrete services that are appropriate to offer across various customer contact channels, and to understand them end-to-end from the perspective of the customer.
- 3.4. We will focus on removing as much avoidable contact as possible.

- 3.5. By developing a deep understanding of our customers, we will design in the kind of assistance that is most appropriate for each service and/or customer segment.
- 3.6. In the coming months we will build on the customer contact strategy, producing a concise customer vision, a set of customer principles to be applied, and the clear measurable cashable and non-cashable benefits we plan to deliver.
- 3.7. We will engage with a wide range of stakeholders through a series of workshops, to define and agree the measurable benefits we will deliver. We will not aim at a set of static, long term goals alone, but at a process of year on year, measurable improvement.
- 3.8. Although the benefits may not be expressed as cashable savings, when identifying the benefits the programme will be accountable for, we will identify and agree with the Customer Contact Programme Board which of these benefits can result in cashable savings, how these savings can be realised, and the officer(s) that should be accountable.

4 ALTERNATIVE OPTIONS

- 4.1. Feasible and cost-effective alternatives for the technology enabler have been and will continue to be explored as part of the competitive dialogue process, ensuring the Council will be able to identify the solution which best meets the Council's requirements in terms of cost and quality.

5 CONSULTATION UNDERTAKEN OR PROPOSED

- 5.1. The governance arrangements for the programme are designed to ensure that services across the organisation are fully engaged in the development of the approach.
- 5.2. Governance for the programme consists of a Programme Board (management and control focus) chaired by Caroline Holland, Corporate Services Director (programme sponsor), a Programme Steering Group (design and delivery focus) chaired by Sophie Ellis, AD Business Improvement and five workstreams led by steering group members.
- 5.3. An ownership and communication plan has been developed and service and customer groups will be engaged as part of the programme using a phased approach.
- 5.4. It may be necessary to undertake formal consultation to reflect specific changes to how services are delivered via specific access channels as the programme progresses and the programme will provide regular updates to the Commission in this regard.

The programme provides weekly updates to internal stakeholders and a wider monthly update via the intranet.

6 TIMETABLE

- 6.1. The Customer Contact Programme is a three year programme and the activities, milestones and deliverables of the first phase have been planned.
- 6.2. The outputs of the analysis and design phase, including the procurement process, will inform the timescales for the rest of the programme. A high level view of the procurement timetable can be found below:

Completion of Activity Target Date	Activity
March 2014	Invitation to Submit Detailed Solutions
April 2014	Invitation to Submit Detailed Solutions return date
May 2014	Call for Final Tenders
June 2014	Call for Final Tenders return date
July 2014	Preferred bidder announced.
July 2014	Chief Officer/Cabinet Approval
August 2014	Contract Award
September 2014	Detailed implementation plan (to emerge once supplier identified)

7 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 7.1. An initial programme budget of £2.3m has been approved (Cabinet 12th July 2012), along with up to £1.2m for Electronic Document and Records Management (Cabinet 18th February 2013). The cost implications of this are being addressed as part of the programme planning activity.
- 7.2. The programme will continue to work with services to assess potential savings from self-service and channel shift. The business case for the programme – in relation to benefits and savings – will be updated once the cost of technology become clear as part of the procurement exercise.
- 7.3. Any property implications are likely to come from the assessment of the provision of face-to-face services in specific locations across the borough. It is expected that any such implications will be managed and aligned with any existing property rationalisation plans, e.g. the flexible working programme.

8 LEGAL AND STATUTORY IMPLICATIONS

- 8.1. Legal input is required as part of the procurement exercise and they working with the programme team in developing a suitable contract with the chosen supplier.

- 8.2. There may be some impact on the provision of some statutory services, e.g. Regulatory services, but this will be established and managed through the engagement of the relevant services and will depend on whether specific processes can feasibly be delivered through different channels and by different means.

9 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

- 9.1. There are not expected to be any human rights issues from the programme.
- 9.2. An Equality Analysis has been completed for the programme
- 9.3. Community and other key stakeholder groups will be engaged as part of the programme and any implications will be managed with the relevant officers in the Council.

10 CRIME AND DISORDER IMPLICATIONS

- 10.1. There are not expected to be any crime and disorder implications.

11 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

- 11.1. All risks, assumptions, issues and dependencies are being actively managed as part of the programme.
- 11.2. There are not expected to be any H&S implications.

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

- A. Invitation to participate in dialogue
- B. Invitation to submit outline solutions
- C. Outline requirements
- D. Customer insight report

13 BACKGROUND PAPERS

- 13.1. Previous Cabinet Report (for information only; not provided)
- 13.2. Previous OSC report (for information only; not provided)
- 13.3. Evaluation papers (confidential, not provided)

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Customer Contact Programme: Invitation to Participate in Dialogue



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1. Executive Summary

The mix of how our customers want to access services is changing. The solutions we are looking to procure will underpin our capability in delivering services to our residents and other customers across multiple channels whilst recognising that a large and growing number of people find it easier and more convenient to access the services they need through digital channels. In parallel with this trend, the financial pressures on all Local Authorities mean that we have to find more efficient ways for customers to access our services.

So our aim is to put in place a platform that will support and enable the efficient and effective access to our services. We aim to encourage high uptake of digital channels by making these the customer's first choice for accessing our services. Of course we also need to ensure that all channels are integrated and accessible so that we deliver an effective customer experience across all the channels our customers use.

Other documents you should refer to are:

- Outline Requirements
- Merton's [customer contact strategy](#).

2. Important Notices

Previous documents and this Invitation to Participate in Dialogue (ITPD) contain details of the procurement process that the Council anticipates following and the various requirements and disclaimers. The Council only wishes to continue the dialogue process with bidders that are agreeable to these arrangements and that can meet the Council's affordability envelope. Bidders will be deemed to have accepted the terms and requirements of the proposed procurement process if they choose to continue to participate in the dialogue process following receipt of this ITPD.

Bidders are advised to study all sections of this ITPD carefully as it contains important information in relation to the process and timetable to be followed and the basis on which the award of a contract may be made. Failure to follow the instructions in this ITPD could mean that an organisation or its submissions are rejected or disqualified. Bidders' attention is particularly drawn to the section on procedural and statutory information.

As indicated in the pre-qualification questionnaire (PQQ), the bidders' attention is drawn to the sections within the procedural and statutory information which relate to bidders' on-going obligations with respect to the basis on which it was selected. In particular if any information supplied in the PQQ responses has changed or changes

in the dialogue or Final Tender stages, bidders are required to notify the Council immediately.

3. Background

3.1. Merton, the organisation

The Council comprises 60 elected Councillors, representing 20 wards and five groups. The current composition of the Council is:

- [Conservative](#) - 21 councillors
- [Independent member](#) - 1 councillor
- [Labour](#) - 28 councillors
- [Liberal Democrat](#) - 2 councillors
- [Merton Coalition](#) - 5 councillors
- [Merton Park Ward Independent Residents](#) - 3 councillors

Full Council usually meets five times a year, and is responsible for agreeing the Council tax and setting the overall direction of the Council.

A cabinet of nine Labour Councillors makes the majority of decisions throughout the year, with Overview and Scrutiny arrangements to hold Cabinet to account.

Regulatory committees are appointed by Council and carry out planning and licensing functions.

The Council had a net revenue budget of £151m in 2012/13 with around 45% of this being spent on social care.

4,081 FTE or 5,513 headcount (as at Jan '13) employees provide a range of public services, from street cleaners and town planners to teachers and social workers, who work in the four departments, including Merton's schools:

- Children, Schools and Families (CSF)
- Environment and Regeneration (E&R)
- Community and Housing (C&H)
- Corporate Services (CS) – where Business Improvement and Customer Services sit

3.2. Merton, the place

Merton is an outer London borough, situated to the south-west of the capital. It is suburban in nature, with many residents commuting into and out of the borough to work. Sixty-seven per cent of residents work outside the borough, one of the highest

figures in London. It has a population of 199,693 (2011 Census), and the population is younger than the national average with a median average age of 34.

According to the Office for National Statistics, in 2009 around 80% of households in London had home internet access with over 75% of the same population accessing the web in the last 3 months. This usage figure varies from 96% accessing the web in the last 3 months for the 16-24 age group down to 30% of the over 65s. Seventy-three per cent of the population accesses the web every day.

Broadband coverage in Merton is widespread. In 2009, 40% of the population were able to access the internet via a mobile phone or other portable connection. Eighty per cent of the UK population owned a mobile phone in 2008 and 81% of the population in London currently have access to digital TV channels.

Statistics indicate that in the highest income decile group, 98% of households owned a home computer and 96% had an Internet connection in 2008. This compares with 33% of households in the lowest income decile group who owned a home computer and 26% who had an Internet connection. Whilst it is difficult to find specific figures for the availability of communications technologies in Merton, a survey of 380 visitors to the Link in 2010 showed that 52% of Merton residents using the Link had internet access.

A defining characteristic of the borough is the disparity between the more prosperous west and the poorer, more deprived east of the borough. This presents particular challenges for the local area and the delivery of this strategy will seek to provide a range of choices of access designed to ensure that no individual, group or community is disadvantaged through lack of access to the services that are needed.

Further details are included within the Council's Business Plan:

www.merton.gov.uk/businessplan

4. The Contract

The Council wishes to procure a contract for the delivery, installation (where appropriate), commissioning and configuration of an enterprise electronic service delivery platform and implementation support services to assist with delivery of the Council's [customer contact strategy](#).

We are seeking a supplier who understands and can contribute to our progressive business vision through identifying and commissioning cost effective, innovative solutions and services.

The enterprise electronic service delivery platform will comprise a mix of existing components and new components to be supplied as part of this procurement. The successful supplier will need to work with the Council and existing suppliers to

develop, implement, manage and support the platform as a whole. Over the period of the contract existing components may need to be refreshed or replaced.

As such the Council requires a loosely coupled architecture to facilitate the evolution of the platform. The Council is keen to stay aligned with relevant (emerging) standards and initiatives from Her Majesty's Government especially with regard to identity assurance (<http://www.publications.cabinetoffice.gov.uk/la-ida-review/>)

For the purposes of this procurement, the traditional government based definition of electronic service delivery is implied. This is the provision of government services to the customer through the internet or other electronic means. This can either be through direct provision to the customer (self-service) or mediation where a member of staff acts on behalf of the customer. There is an implied requirement that, where possible, electronic service delivery is automated and therefore the integration of specific IT systems is a key aspect of the programme.

5. Contract and Operating Model

The Council are intending to develop and refine the scope and nature of the contract through the competitive dialogue process. Due to the range of options for the delivery of this service, the Council will look for Bidders to bring forward and develop appropriate solutions to meet its needs and requirements within the scope of this notice through the competitive dialogue process. Dialogue will be used to shape the scope and services solution not to develop a contract document.

The provider will be expected to be flexible and be capable of responding to the changing environment and requirements of the Council to ensure the delivery of excellent services to customers.

A key principle of the contract will be monitoring the performance of the provider. A payment mechanism will be developed which will identify minimum acceptable levels for service delivery and a plan for improvement of those services over the duration of the contract.

6. Outline of the procurement process

The Council will procure its new partnership through the Competitive Dialogue Procedure under Regulation 18 of the Public Contracts Regulations 2006 (as amended). The procurement stage began with the publication of an OJEU Notice dispatched by the Council on 18th July 2013 (reference 2013/S 140-244037). This procedure is being used to ensure that the Council and potential partners can work jointly to shape the chosen solution.

6.1. Council needs and requirements

This ITPD specifies in section four the needs and requirements of the Council taken together with the Outline Requirement document that will be issued by the Council.

These should be read in conjunction with the information provided in the OJEU Notice and Memorandum of Information issued 18th July 2013. Where there is any conflict between those documents and this, the ITPD documentation and the detailed specifications shall take precedence. The purpose of the dialogue stage is to initiate and develop dialogue with bidders with a view to identifying the Most Economically Advantageous Tender (MEAT) which best meets the Council's needs and requirements. Dialogue will continue with bidders until the Council declares by notice to the bidders that it has been concluded.

This section sets out a summary of the remainder of the Competitive Dialogue Procedure. The summary and timetable is presented to ensure bidders are fully aware of the expectations the Council is placing upon them. Bidders should note, however, that the process and timetable is provided as a guide and whilst the Council does not currently intend to depart from these, they reserve the right to do so at any time. In particular the Council may alter the phasing proposed if it becomes appropriate to do so having received submissions at any stage.

The remaining key stages of the procurement process are set out below. The Council reserves the right to terminate, amend or vary the procurement process in writing.

6.2. Pre-qualification

Interested parties were provided with the PQQ. The PQQ sought responses from interested parties on their technical capacity or professional ability and their economic and financial standing.

31 parties submitted a response to the PQQ; the Council evaluated the PQQ responses and selected the 5 bidders as being the highest ranking qualified candidates. This ITPD is only being issued to those bidders.

6.3. Stage 1 – Invitation to Submit Outline Solutions (ISOS) phase

The Council will circulate a programme of the meetings it intends to hold with bidders at this stage. The Council may supplement these if it considers that it would be beneficial in understanding bidders' proposals before moving to the next phase of dialogue. The Council may also require the submission of supplementary information from all or particular bidders during this or any phase.

During this initial stage the Council wishes to develop, compare and evaluate particular aspects of the bidders' proposed solutions against its needs and requirements. In order to enable the Council to do this bidders are required to submit their outline solutions in accordance with the instructions and requirements set out within the ISOS response document.

Please return your ISOS submissions by no later than: 20th December 2013

The Council may in its absolute discretion extend the deadline for receipt of submissions and will notify bidders if this is the case.

Clarification questions should be received no later than 17:00 on 13th December 2013 and should be submitted via the messaging facility within the London Tenders Portal. The Council will respond to all reasonable queries as soon as possible. The Council reserves the right to issue the response to any query to all bidders. If a bidder wishes the Council to treat a query as confidential and not issue the response to all bidders, it must state this when submitting the query. If, in the opinion of the Council, the query is not confidential, the Council will inform the bidder and it will have an opportunity to withdraw it. If the query is not withdrawn, the response will be issued to all bidders.

There will be a formal evaluation of the ISOS submissions. It is anticipated (and the Council reserves the right) that the number of solutions (and therefore bidders) may reduce at the end of this phase as a result of the evaluation of the outline solutions submissions against the applicable award criteria (See Section 8 - Evaluation). The Council anticipate that this may result in the three (3) top ranking bidders being taken through to the next stage.

6.4. Stage 2 – Invitation to submit detailed solutions (ISDS) phase

It is anticipated that following the ISOS phase the remaining bidders will be required to develop in more detail their solutions and proposals for the project. The dialogue will focus on detailed discussions to enable the Council to fully understand bidders' positions and solutions. It is proposed that the detailed contract terms will be released for comment at this stage. The bidders should continue to work on elements of their solution, building on the discussions and negotiations held throughout the procurement process so far, to inform their preparation of their detailed solution submissions and ultimately the Final Tender.

The Council will have a period of dialogue with each of the bidders submitting a response. Bidders need to ensure they have appropriate legal, technical and financial support available during this phase of the procurement and maintain continuity of these personnel throughout the process.

The dialogue will include a series of meetings with each Bidder to discuss particular aspects of the ITPD documentation in meetings to address:

- commercial and financial issues;
- added value – environmental sustainability, growth and innovation
- commercial and legal issues; and
- technical and service delivery issues

All bidders will be given the opportunity for equal contact time with the Council.

During the dialogue phases, the Council will seek to identify one or more solutions which it considers will meet its needs. The process may include the submission of further written proposals, presentations, interviews and site visits. More details with regard to the detailed solution submission requirements will be provided at this

stage. It is anticipated that there will be a formal evaluation of the ISDS submissions. As a result it is anticipated (and the Council reserves the right) that the number of solutions (and therefore bidders) may reduce at the end of this phase as a result of the evaluation of the ISDS submissions against the applicable award criteria (See Evaluation). The Council anticipate that this may result in the three (3) top ranking Bidders being taken through to the next stage.

It is expected that the end of the ISDS phase will represent the conclusion of Dialogue. The ISDS phase will therefore continue until the Council is satisfied that those bidders remaining at the end of the ITPD phase are in a position to submit fully developed Final Tenders which include all elements required and necessary for the project. At this point, the Council will formally declare that Dialogue has been concluded.

6.5. Stage 3 - Preparation and submission of Final Tenders

Once the Council has identified the solution or solutions which it considers will meet its requirements in accordance with the evaluation criteria and methodology set out in Section 8 of this ITPD, it will call for Final Tenders from those Bidders still in the competition Final Tender. Details of the procedure the Council will adopt in conducting the Final Tender process will be set out in the call for final tenders (CFT) that will be sent to the remaining Bidders.

Final Tenders must be complete and include all elements required and necessary for the project.

Bidders should note that there will be no opportunity for bidders to change the content of the contractual documents or raise any material issues after submission other than as stated in Stage 4 and 5.

6.6. Stage 4 – Clarification and evaluation of Final Tenders

Following submission of Final Tenders, the Council will ensure they have a clear understanding of the terms of all Final Tenders. Any necessary clarification and fine tuning of Final Tenders will be carried out with bidders prior to the completion of the Final Tender evaluation process.

Following submission of Final Tenders the Council may request a bidder to clarify, specify or fine tune its tender, but this must not involve modifying substantial aspects of the tender, or the CFT that may distort competition or have a discriminatory effect.

Final Tenders will be evaluated against the evaluation criteria and methodology as set out in this ITPD with the outcome that a bidder will be identified to go forward to the final phase of the procurement process prior to contract award (the "Preferred Bidder").

6.7. Stage 5 - Appointment of Preferred Bidder

During this stage, the Council will finalise any outstanding issues with the Preferred Bidder which it has not been possible to resolve at an earlier stage in the process.

This is referred to as “clarification or confirming commitments”. Again, under the rules governing the procurement procedure, this process must not involve modifying substantial aspects of the Preferred Bidder’s Final Tender or distort competition or have a discriminatory effect.

6.8. Stage 6 - Contract award

The contract award is subject to the formal approval process of the Council. Until all necessary approvals are obtained and the standstill period completed no contractual documentation will be entered into.

Once the Council has reached a decision concerning the contract award, it will notify all tenderers of that decision and provide for a standstill period of ten (10) calendar days before entering into any Agreement(s).

6.9. Explanation of the use of consolidation documents

During the dialogue stages the Council may require bidders to submit interim position statements (consolidation documents). The details to be included in a consolidation document will be notified to bidders at the time they are requested.

A consolidation document is intended to draw together the various discussions and negotiations which may have taken place to the date they are provided in order to:

- assist the bidders in the progress and preparation of their submissions; and/or
- to assist the Council in testing readiness to close the dialogue phase and invite Final Tenders;

Consolidation documents will not be evaluated for the purpose of de-selection.

Before the Council closes the dialogue it will need to be satisfied that each bidder is capable of submitting a Final Tender which will meet its overall needs and requirements. All issues which impact on price and/or risk must have been fully addressed by this stage.

It is the intention that the bidders ISOS and ISDS submissions will be updated and developed by using the consolidation documents.

It is not expected that the consolidated documents will have been fully developed into the form of the Final Tenders when they are first submitted by a bidder. Their principal purpose is to enable the Council and the bidder to monitor the bidder's progress in developing and finalising its position for the Final Tender, in particular to ensure that all issues which go to price and/or risk have been identified and concluded before the close of dialogue. Prior to the close of dialogue, bidders may be required to submit further iterations of the consolidated documents in order to demonstrate that all outstanding issues have been fully closed down and documented where appropriate.

7. Procurement Timetable

Date or Target Date	Activity
18 th July 2013	Contract Notice published with PQQ and Mol made available to potential suppliers.
26 th August 2013	PQQ return date.
23 rd October 2013	Invitation to Participate in Dialogue issued to shortlisted providers.
23 rd October 2013	Invitation to Submit Outline Solutions
20 th December 2013	Invitation to Submit Outline Solutions return date
February 2014	Invitation to Submit Detailed Solutions
April 2014	Invitation to Submit Detailed Solutions return date
May 2014	Call for Final Tenders
June 2014	Call for Final Tenders return date
July 2014	Preferred bidder announced.
July 2014	Contract Award.

The dates indicated above may be subject to change at the Council's discretion.

8. Evaluation

8.1. General

The contract will be awarded under the Competitive Dialogue Procedure of the Public Contracts Regulations 2006, and the Council, in accordance with those regulations, intends to award the contract to the bidder offering the most economically advantageous Final Tender assessed against the evaluation criteria.

The Council shall consider the solution or solutions submitted by each bidder in the course of the dialogue and may compare any or all of the solutions provided by one bidder with any or all of the solutions provided by other bidders. Bidders must submit responses in accordance with the requirements set out in this ITPD to ensure the Council has the correct information to make the evaluation.

The evaluation criteria will be used to evaluate the solutions submitted at each stage of the dialogue and the Final Tender. The submissions for all bidders will be scored against the evaluation criteria detailed in section 8.2 and the bidder ranked in numerical order against their score. The Council intends to invite a number of the highest ranking bidders (proposed 5 at ISOS, 3 at ISDS) to continue to participate in the procurement process.

Prior to evaluating submissions the Council will undertake an initial review to confirm completeness and compliance and may, at its discretion, reject a submission which is incomplete and/or non-compliant.

8.2. Evaluation Criteria

The award criteria layout is set out below:

Provision	Weighting
Total Cost of Service	40%
Quality	60%
TOTAL	100%

Tier 1	Tier 2		Tier 3		ISOS Questions	Word Count
	Outline requirements Reference	% Weighting	Outline requirements Reference	% Weighting		
Quality 60%	System Implementation - The participant approach to the implementation of their solution, including project/programme management approaches and timescale for delivery	15%			Please outline your approach to the implementation of your solution, including project/programme management, risk management, change control and timescales for delivery?	2000
	System Capability - As defined within High Level Specification and Functional Checklist (to be published as ISDS)	30%	1	Overarching requirements, as described in Section 1 of the High Level Specification, additional detail will be provided in a functional checklist at the Invitation to Submit Detailed Solutions (ISDS) stage	Please outline your approach to delivering the requirements set out in section 1 of the outline requirements? Within your response please ensure you address all the requirements detailed in this section: -Confidentiality and Data Security -Customer Access Channels -Approach to existing components	2000

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	2	e-Service Delivery - as described in Section 2 of the High Level Specification, additional detail will be provided in a functional checklist at the ISDS stage	4%	<p>Please outline your approach to delivering the requirements set out in section 2 of the outline requirements?</p> <p>Within your response please ensure you address all the requirements detailed in this section:</p> <ul style="list-style-type: none"> -Registration, verification and authentication -Customer portal -Customer account -Content Management System (CMS) Electronic Forms (eForms) -email 	2000
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	3	<p>Customer Management - as described in Section 3 of the High Level Specification, additional detail will be provided in a functional checklist at the ISDS stage</p>	5%	<p>Please outline your approach to delivering the requirements set out in section 3 of the outline requirements? Within your response please ensure you address all the requirements detailed in this section:</p> <ul style="list-style-type: none"> -Customer Relationship Management (CRM) -Unique Transaction Reference Number Generator -Customer Reporting -Customer Performance Management -Master data - customers -Master Data - addresses 	2000
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	4	<p>Corporate Systems - as described in Section 4 of the High Level Specification, additional detail will be provided in a functional checklist at the ISDS stage</p>	5%	<p>Please outline your approach to delivering the requirements set out in section 4 of the outline requirements? Within your response please ensure you address all the requirements detailed in this section: -Mapping/geographic information system (GIS) -e-bookings -e-payments -Telephony -Interactive Voice Response (IVR) -Simple Text Messaging</p>	2000
	5	<p>Systems Integration - as described in Section 5 of the High Level Specification, additional detail will be provided in a functional checklist at the ISDS stage</p>	5%	<p>Please outline your approach to delivering the requirements set out in section 5 of the outline requirements? Within your response please ensure you address all the requirements detailed in this section: -Integration with Line of Business including Middleware and Middleware and Extract, transform and load (ETL) services -Data Warehouse</p>	2000

			6	Document Management - as described in Section 6 of the High Level Specification, additional detail will be provided in a functional checklist at the ISDS stage	5%	Please outline your approach to delivering the requirements set out in section 6 of the outline requirements? Within your response please ensure you address all the requirements detailed in this section: -Electronic Document and Record Management System (EDRMS) -Scanning Business Process Management (BPM) and Enterprise Workflow	2000
			7	Mobile working - as described in Section 7 of the High Level Specification, additional detail will be provided in a functional checklist at the ISDS stage	4%	Please outline your approach to delivering the requirements set out in section 7 of the outline requirements?	2000
	System Support Post Implementation - The participants approach to the on-going delivery of their solution post implementation, including services levels and product development	10%		Systems support - to include training, documentation, interfaces, workflows etc. for new and changes to existing systems		Please outline your approach to system management including your approach to on-going delivery of your solution, service, product development and upgrades?	2000

	Price	40%					<p>Please outline your approach in respect of management and governance? Please provide a consolidated list of assumptions (whether financial or otherwise) in regards to your outline solution?</p>	2000	<p>Please confirm your solution can be delivered within the affordability envelope of £2 million</p>	n/a
	Affordability - ISOS only	40%						Detailed requirements will be		
	Set up Costs - ISDS and	ZZ								

	CFT only	%				provided within the Financial Model
	On-going Costs - ISDS and CFT only	YY %				Detailed requirements will be provided within the Financial Model
						Total Word Count
						20,000

8.3. Worked Example

Weightings %	ISOS Questions	Worked Example									
		Scored out of 5					Weighted Scores				
		Bidder A	Bidder B	Bidder C	Bidder D	Bidder E	Bidder A	Bidder B	Bidder C	Bidder D	Bidder E
15%	Please outline your approach to the implementation of your solution, including project/programme management, risk management, change control and timescales for delivery?	5	2	2	3	4	15	6	6	9	12
2%	Please outline your approach to delivering the requirements set out in section 1 of the outline requirements? Within your response please ensure you address all the requirements detailed in this section: -Confidentiality and Data	3	3	1	1	3	1.2	1.2	0.4	0.4	1.2

Weightings %	ISOS Questions	Worked Example																			
		Scored out of 5					Weighted Scores														
		Bidder A	Bidder B	Bidder C	Bidder D	Bidder E	Bidder A	Bidder B	Bidder C	Bidder D	Bidder E										
	Security -Customer Access Channels -Approach to existing components																				
4%	Please outline your approach to delivering the requirements set out in section 2 of the outline requirements? Within your response please ensure you address all the requirements detailed in this section: -Registration, verification and Customer portal -Customer account -Content Management System (CMS) -Electronic Forms (eForms) -eMail	3	2	2	4	3	2.4	1.6	1.6	3.2	2.4	1.6	1.6	3.2	2.4	1.6	1.6	3.2	2.4	2.4	
5%	Please outline your approach to delivering the requirements set out in section 3 of the outline	5	2	1	2	3	5	2	1	2	3	5	2	1	2	3	5	2	1	2	3

		Worked Example									
Weightings %	ISOS Questions	Scored out of 5					Weighted Scores				
		Bidder A	Bidder B	Bidder C	Bidder D	Bidder E	Bidder A	Bidder B	Bidder C	Bidder D	Bidder E
	<p>requirements? Within your response please ensure you address all the requirements detailed in this section:</p> <ul style="list-style-type: none"> -Customer Relationship Management (CRM) -Unique Transaction Reference Number Generator -Customer Reporting -Customer Performance Management -Master data - customers -Master Data - addresses 										
5%	<p>Please outline your approach to delivering the requirements set out in section 4 of the outline requirements? Within your response please ensure you address all the requirements detailed in this section:</p> <ul style="list-style-type: none"> -Mapping/geographic information system (GIS) -e-bookings -e-payments -Telephony 	3	2	2	1	3	3	2	2	1	3

Weightings %	ISOS Questions	Worked Example									
		Scored out of 5					Weighted Scores				
		Bidder A	Bidder B	Bidder C	Bidder D	Bidder E	Bidder A	Bidder B	Bidder C	Bidder D	Bidder E
5%	<ul style="list-style-type: none"> -Interactive Voice Response (IVR) -Simple Text Messaging <p>Please outline your approach to delivering the requirements set out in section 5 of the outline requirements? Within your response please ensure you address all the requirements detailed in this section:</p> <ul style="list-style-type: none"> -Integration with Line of Business including Middleware and ETL services. -Data Warehouse 	4	2	1	3	3	4	2	1	3	3
5%	<p>Please outline your approach to delivering the requirements set out in section 6 of the outline requirements? Within your response please ensure you address all the requirements detailed in this section:</p> <ul style="list-style-type: none"> -Electronic Document and Record Management System (EDRMS) -Scanning 	4	2	2	3	3	4	2	2	3	3

Weightings %	ISOS Questions	Worked Example																		
		Scored out of 5					Weighted Scores													
		Bidder A	Bidder B	Bidder C	Bidder D	Bidder E	Bidder A	Bidder B	Bidder C	Bidder D	Bidder E									
	-Business Process Management (BPM) and Enterprise Workflow																			
4%	Please outline your approach to delivering the requirements set out in section 7 of the outline requirements?	4	2	1	3	3	3.2	1.6	0.8	2.4	2.4	2.4	6	6						
10%	Please outline your approach to system management including your approach to on-going delivery of your solution, service, product development and upgrades?	4	2	2	3	3	8	4	4	6	6	6								

Worked Example											
Weightings %	ISOS Questions	Scored out of 5					Weighted Scores				
		Bidder A	Bidder B	Bidder C	Bidder D	Bidder E	Bidder A	Bidder B	Bidder C	Bidder D	Bidder E
5%	<p>Please outline your approach in respect of management and governance?</p> <p>Please provide a consolidated list of assumptions (whether financial or otherwise) in regards to your outline solution?</p>	4	2	1	3	3	4	2	1	3	3
40%	Please confirm your solution can be delivered within the affordability envelope of £2 million	Yes	Yes	No	Yes	Yes	40	40	0	40	40
		Total Scores (out of 100)					89.8	64.4	19.8	73	79

A rating of 0-5 is used for evaluating each tender submission. Panel members were required to score each tenderer's response to the qualitative criteria. The rating scale and a description for the range of scores are shown below.

The rating scale used to score is as follows:

Score	Description
0	Very poor: Does not address criteria/question
1	Poor: Unsatisfactory response, suggesting the bidder would have serious difficulties delivering the required outputs and/or the bidder has not suggested any viable solutions to meet the Council's needs and requirements.
2	Average: Response indicates that the bidder would meet only the Council's basic needs and requirements. Considerable work would be needed with the bidder to expand on the bidder's solutions to meet all the Council's needs and requirements.
3	Good: Acceptable response indicating that the bidder would be likely to meet some of the Council's needs and requirements but further work would be required to ensure that all the solutions are met consistently.
4	Very Good: Good response clearly indicating that the bidder has understood the Council's needs and requirements. Small amount of further work may be required in some areas.
5	Outstanding: Response indicating that the bidder has a wholly comprehensive understanding of the Council's needs and requirements and can deliver all the solutions that are required.

Each scoring question will be independently evaluated by a minimum of two members of the Council team. Once individual evaluation in complete evaluators will work together to agree a moderated score. If for any reasons moderators are unable to agree on a moderated score, this will be escalated with the question moderated the Project's Procurement Working Group. All final moderated scores will be signed off by the Programme Board as part of the evaluation report.

8.4. Legal Documentation

The legal documentation will be issued during the ISDS phase and the Council will be looking to see if the bidder has accepted the proposals on the key terms of the legal documentation.

9. Financial Information

9.1. Affordability

Submissions need to match the Council's affordability envelope going forward details of which are provided in the ISOS. Any submissions that are not within the Council's affordability envelope at ISOS stage will not be taken forward to the next stage of the process.

The Council, in common with all public sector bodies, faces significant financial challenges in the coming years. Reductions in Government grants, coupled with our changing demographics, are placing particular pressure on budgets.

Bidders are reminded that the Council's budget and medium term financial strategy are published on the Council's website.

9.2. Third Party Income

Within submissions Bidders must state assumptions on third party income in relation to the contract and include a profile

9.3. Financial Model Compliance

It will be the responsibility of the bidder to ensure that any financial model submitted through the Competitive Dialogue is in compliance with UK GAAP, UK tax legislation and spread sheet modelling best practice.

9.4. Model Sensitivities

Any financial model should be capable of running sensitivities to changes in key model inputs and variables to a minimum of:

- Interest rates
- Inflation
- Discount rates
- Variation in pension bond
- Variations in staff numbers

9.5. Parent Company Guarantees

The Council has qualified the bidders on the assumption that, where the bidder is a subsidiary operating company, it will be guaranteed by the parent company. As a result, bidders should note that the Council will require each bidder to confirm the identity of the guarantor of its obligations under any Agreement(s) and prior to the award of any contract will be required to provide such a guarantee. This guarantor should be the ultimate parent company of the bidder. In the case of consortia, the Council will require confirmation that the consortium will provide either a parent company from the lead consortium member or an equivalent level of security.

The form of the parent company guarantee will be included in the ISDS documentation and bidders will be required to confirm their acceptance to the terms of such documentation.

10. Procedural and Statutory Information

10.1. English Law

This ITPD and any disputes concerning to it (including non-contractual disputes or claims) shall be governed by English law and subject to the jurisdiction of the English courts.

The contract will be governed by and constituted in accordance with the law of England and Wales and each party agrees to submit to the exclusive jurisdiction of the courts of England and Wales.

10.2. Continuation of PQQ Requirements

Bidders are reminded of the general legal notices issued with the memorandum of information (MoI) and PQQ and that these provisions continue to apply during the procurement process unless superseded by any instructions or guidance issued in this document for later formally issued by the Council.

Bidders are reminded that the Council reserves the right to return to any matters raised as part of the selection process and in the PQQ in particular where circumstances have changed in some material respect. The Council will wish to be satisfied that any statement made in the PQQ remains true and accurate in all material respects. For this reason, in addition to the general requirement to notify of changes at any time, bidders must confirm at the time of each submission and at the submission of Final Tenders of any material changes in relation to matters considered as part of the selection process.

10.3. Confidentiality and Freedom of Information Act 2000

The Solution and Declaration and if applicable Method Statements and the documentation issued by the LBM to the Bidder relating to the this ITPD and Services shall be treated by the Bidder as being private and confidential for use only in connection with the Competitive Dialogue Procedure and any resulting contract and shall not be disclosed in whole or in part to any third party without the prior written consent of the LBM.

The Contract and all copies are and shall remain the property of the LBM and must not be copied or reproduced in whole or in part, save for the Contractor's own purposes in supplying, delivering and (if applicable installing) the required Goods and/or supplying the required Services, and must be returned to the LBM on demand.

Attention is drawn to the provisions of the Freedom of Information Act 2000. The Act requires greater access for the public to information currently considered as confidential. A draft code of practice issued by the Information Commissioner states that "public authorities should not agree to hold information in confidence which is in fact not confidential in nature....any acceptance of confidentiality must be for good

reasons and capable of being justified to the commissioner” . The Act places a duty on public bodies to adopt publication schemes

10.4. Conflict of Interest

The Council requires all actual or potential conflicts of interest (including in particular those arising where a member of its supply chain or adviser put forward by one bidder is the same firm or company or is a member of the same group of companies as that put forward by another bidder or is working for the Council on this or similar schemes) to be resolved to the Council’s satisfaction prior to the delivery of the bidders’ bids in response to this ISDS. Bidders are responsible for ensuring no conflicts of interest exist between the Bidder and their advisors and the Council and its advisors. Any Bidder who fails to comply with this requirement may be disqualified from the procurement at the discretion of the Council.

10.5. Non-collusion

Any attempt by a Bidder or their advisors to:

- Fix or adjust the amount of his solution by or in accordance with any agreement or arrangement with any other bidder (other than a member of its own consortium); or
- Influence the contract award process in any way; or
- Enter into any agreement or arrangement with any other bidder that he shall refrain from making a solution or as to the amount of any solution to be submitted; or
- Cause or induce any person to enter such agreement or informs the bidder of the amount or approximate amount of any rival solution for the project; or
- Offer or agree to pay or give or pay or give any sum of money, inducement or valuable consideration directly or indirectly to any person for doing or having done or causing or having caused to be done in relation to any other solution or proposed solution for the works any act or omission; or
- Communicate to any person other than the Council the amount or approximate amount of his proposed solution (except where such disclosure is made in confidence in order to obtain quotations necessary for the preparation of the solution (for example, for insurance, a contract guarantee bond or performance bond),

May result in disqualification (without prejudice to any other civil remedies available to the Council and without prejudice to any criminal liability that such conduct by a bidder may attract).

Please refer to Appendix 1 – Non Collusive Tendering Declaration for completion with your submission.

10.6. Canvassing

Any bidder who, in connection with this project:

- Offers any inducement, fee or reward to any member or officer of the Council or any person acting as an advisor for the Council in connection with the project; or
- Does anything which would constitute a breach of the Bribery Act 2010 or under Section 117 of the Local Government Act 1972; or
- Contacts any officer of the Council prior to the contract being awarded about any aspect of the project in a manner not permitted by this ITPD (including without limitation a contact for the purposes of discussing the possible transfer to the employment of the bidder of such officer for the purpose of the project),

may be disqualified (without prejudice to any other civil remedies available to the Council and without prejudice to any criminal liability which such conduct by a bidder may attract).

10.7. Copyright

The copyright in this ITPD and associated documents is vested in the Council and may not be reproduced, copied or stored in any medium without the prior written consent of the Council except in relation to the preparation of a Solution. All documentation supplied by the Council in relation to this ITPD and the Associated Documents is and shall remain the property of the Council and must be returned on demand, without any copies being retained.

The Council reserves the right to require the assignment or grant of a royalty free non-exclusive licence of all intellectual property relating to or in connection with any Solution resulting in the award of the Contract.

10.8. Publicity

Bidders shall not undertake (or permit to be undertaken) at any time, whether at this stage or after any contract award, any publicity activity with any section of the media in relation to this project other than with the prior written agreement of the Council. Such agreement shall extend to the content of any publicity. In this clause the word 'media' includes (but is not limited to) radio, television, newspapers, trade and specialist press, the internet and email accessible by the public at large and the representatives of such media.

Bidders are reminded that the Council has obtained the Bidders' consent to publishing their identities in any manner notified to them from time to time during the Competitive Dialogue Procedure.

10.9. Vires

The Council believes that it has the appropriate powers to enter into a strategic partnership and if necessary a certificate as required by the Local Authority (Contracts) Act 1997 will be issued.

10.10. Council's Rights

The issue of this ITPD in no way commits the Council to award any contract pursuant to the bidding process. The Council is not bound to accept the lowest or any solution and reserves the right to accept any solution either in whole or in part or parts. Nothing in this ITPD shall oblige the Council to award a contract and the Council shall be able in its sole discretion to withdraw from Competitive Dialogue or negotiations at any stage. The Council reserves the right to:

- Subject to relevant legislation, at any time to reject any solution and/or to terminate discussions and Dialogue or negotiations with any one or more bidders;
- Disqualify any bidder who makes material changes to any aspect of either their PQQ submission or solution unless substantial justification can be provided to the satisfaction of the Council;
- Disqualify any Bidder that does not submit a response in accordance with the instructions in this ITPD;
- Withdraw this ITPD at any time, or to re-invite responses on the same or any alternative basis;
- Choose not to award any contract as a result of the current procurement process; and
- Make whatever changes it sees fit to the timetable, structure or content of the procurement process, depending on approvals processes or for any other reason.

10.11. Accuracy and Liability

The information has been prepared by the Council in good faith but does not purport to be comprehensive or to have been independently verified. Bidders should not rely on the information and should carry out their own due diligence checks and verify the accuracy of the information. Nothing in this ITPD is or shall be a promise or representation as to the future.

Bidders considering entering into a contractual relationship with the Council should make their own enquiries and investigations of the Council's requirements beforehand. The subject matter of this ITPD shall only have contractual effect when it is contained in the express terms of an executed contract.

None of the Council's members, directors, officers, employees, agents or advisors make any representation or warranty as to, or accept any liability or responsibility in relation to, the adequacy, accuracy, reasonableness or completeness of the information or any part of it (including but not limited to loss or damage arising as a

result of reliance by the bidder on the information or any part of it) other than in respect of fraudulent misrepresentation.

The invitation by the Council to a bidder to submit a solution does not mean that the bidder has satisfied the Council regarding any matter raised during pre-qualification, and the Council makes no representations or warranties regarding the bidder's financial status or stability, technical competence or ability in any way to carry out the project.

10.12. Consortia

The membership of any consortia, and the principal relationships between the members, may be changed in relation to this bid submission only with the prior consent of the Council, and subject to any replacement member being satisfactorily pre-qualified by the Council. The Council reserves the right to take this into account when determining whether or not to continue with the evaluation of a bid, and whether or not to enter into a contract with a consortia, where there has been a change in the control of the consortia or any of its members (direct or indirect) or a change in the principal relationships between the members.

For expressions of interest, responses and Final Tenders, the Council has drawn a distinction between prime and subcontracting arrangements and consortium arrangements. The Council recognises these terms are often used interchangeably by some Bidders and wishes Bidders to apply the following common terminology to company groupings in the future.

Where groups of companies come together specifically for the purpose of bidding for appointment as the service provider and envisage they will establish a special purpose vehicle as the prime contracting party with the Council, the Council will characterise these arrangements as consortium arrangements.

Where groups of companies come together specifically for the purpose of bidding for appointment as the service provider, but envisage that one of their number will be the service provider, the remaining members of that group will be subcontractors to the service provider.

The Council requires all Bidders (if they have not done so already) to identify which of these two arrangements apply in the case of their proposal and precisely which entity they propose to be the service provider.

The Council also recognises that Bidders may wish to extend or modify their groupings of subcontractors or consortium members to meet the existing and future requirements of the Council. To ensure all Bidders are treated in a transparent and non-discriminatory manner, the Council would like to give the guidance set out below.

Bidders should note that the principles set out below are provided only for guidance and do not constitute a definitive or exhaustive view of the approach the Council will

take in any individual circumstances. Bidders should notify the Council of any proposed changes to the identity of consortia or subcontractors.

The guidance is as follows:

- where an organisation has identified itself as a Bidder, the withdrawal of that organisation in favour of another member of that organisation's group of subcontractors or otherwise will be treated as the withdrawal of the Bidder itself and will result in the disqualification of the Bidder (and so its subcontractors);
- where an organisation has identified itself as a Bidder, it is at liberty, until the submission of its response, to revise the identity of its subcontractor grouping, provided this does not cause the Council to reconsider the basis on which the Bidder qualified and was selected;
- where two or more Bidders wish to consolidate their bids into one bid, specific guidance from the Council should be sought;
- where a group of organisations has identified itself as a consortium, the grouping may change (by addition or removal of consortium members), provided this does not change the fundamental character of the consortium or cause the Council to reconsider the basis on which that consortium qualified and was selected;
- generally, the Council will be more concerned with the loss of subcontractors or consortium members than with the addition of subcontractors or consortia members;
- once this ITPD has been issued and the CFT received, Bidders will be at liberty to continue to finalise their consortium or subcontracting arrangements until the contract award, unless changes to the constitution of those consortia or subcontracting arrangements would cause the Council to reconsider the basis on which the Bidder was allowed to continue in the procurement process; and
- once an Agreement has been awarded to a Bidder, the Council would not expect any changes in this group of subcontractors to occur without its consent and the Agreement will be drafted accordingly.

10.13. Bidding Process and Costs

The Council reserves the right at any time:-

- not to consider Solutions other than those specified;
- to negotiate with one or more of the Bidders during the Competitive Dialogue Procedure to obtain arrangements which best meet its requirements;
- to issue amendments or modifications to this ISDS and/or the Associated Documents at any time during the Competitive Dialogue Procedure;

- to require a Bidder and/or the members of the Bidder's Team to clarify their submission in writing and/or provide additional information (failure to respond adequately may result in a Bidder not being successful);
- to alter the timetable for the Competitive Dialogue Procedure;
- not to award the Contract; and/or
- to cancel or withdraw from the Competitive Dialogue Procedure at any stage.

Any costs or expenses incurred by any Bidder or the Bidder's Team or any other person will not be reimbursed by the Council and neither the Council nor any of their representatives or advisers will be liable in any way to any Bidder or the Bidder's Team or any other person for any costs, expenses or losses incurred by any Bidder or the Bidder's Team or any other person in connection with this Competitive Dialogue Procedure and/or the project.

10.14. Warranties

In delivering a Solution, the Bidder warrants and represents to the LBM that:

- (a) it has not done any of the acts or matters referred to in Section 5 Part 2 and has complied in all respects with, these Conditions of Tendering
- (b) all information, representations and other matters of fact communicated (whether in writing or otherwise) to LBM by the Bidder or its employees or officers in connection with or arising out of the Solution are true, complete and accurate in all respects;
- (c) it has made its own investigations and research and has satisfied itself in respect of all matters relating to the Solution and Statement of Requirements and has not delivered the Form of Tender and will not have entered into the Contract in reliance on any information, representations or assumptions (whether made orally, in writing or otherwise) which may have been made by LBM;
- (d) it has full power and authority to enter into the Contract and supply deliver and (if required) install the specified Goods and/or provide the specified Services and will if requested produce evidence of that to LBM;
- (e) it is of sound financial standing and its officers and employees are not aware of any circumstances (other than as may be disclosed in the audited accounts or other financial statements submitted) which may adversely affect its financial standing in the future;
- (f) it has and will have sufficient working capital, skilled employees, equipment, machinery and other resources available to it to supply deliver and (if required) install the specified Goods and/or provide

the specified Services in accordance with the Contract and to the Contract Standard for the Contract Period; and

- (g) it has obtained all necessary consents, licences and permissions to enable it to supply deliver and (if required) install the Goods and/or perform the Services and will throughout the Contract Period obtain and maintain all further and other necessary consents, licences and permissions to enable it to perform the Services.

Appendix 1 – Non-Collusive Tendering Declaration

I/We certify that we have submitted a bona fide tender and that we will not fix or adjust the amount of any tender by or under or in accordance with any agreement or arrangement with any other person. We also certify that we will not at any time before the hour and date specified for the return of the tenders;

communicate to any person the amount of the proposed tender, except where the disclosure, in confidence, of the approximate amount of the tender is necessary to obtain insurance premium quotations required for the preparation of the tender.

enter into any agreement or arrangement with any other person, whether that s/he shall refrain from tendering on this or any other contract, or as to the amount of any tender to be submitted or any other reason amounting to price-fixing or membership of a cartel.

offer to pay or give or agree to pay or give any sum of money or any consideration directly or indirectly to any person for doing or having done or causing or having caused to be done in relation to any other tender or proposed tender for this or any other contract or any act or thing of the sort described above.

In this declaration, the word 'person' includes any persons or any body or association, corporate or incorporate, and any agreement or arrangement includes any such transaction, formal or informal, whether legally binding or not.

DECLARATION OF INTEREST

QUESTION	YOUR ANSWER
Please state whether yourself, other Directors, Partners or any other staff have been or are currently employed by the London Borough of Merton	
Please state whether you have been or are currently a Councillor at the London Borough of Merton	
Please state details of any actual or perceived conflict of interest that may arise as a result of participating in this	

procurement process	
---------------------	--

You may answer on a separate sheet if you require more space. If not applicable please write N/A for the above 3 questions.

I/We the undersigned have read and agreed to the aforementioned declarations and agreements directly associated with the requirements contained within this ITT document.

SIGNED BY THE TENDERER [Authorised Person]	
SIGNATURE:	
DATE:	
FULL NAME:	
	[Please print clearly]
POSITION IN COMPANY:	
ADDRESS:	

WITNESS	
SIGNATURE:	
DATE:	
FULL NAME:	
	[Please print clearly]
OCCUPATION:	
ADDRESS:	

Appendix 2 – Conditions of Contract

This will be provided at ISDS stage of the Competitive Dialogue Process.

Appendix 3 - Glossary of Terms

Associated Documents	All associated tender documentation, guidance, clarifications, project documentation issued by the Council and any further information received via communication with the Council and/or all information available on the London Tenders Portal during the Competitive Dialogue Procedure.
CFT	Call for Final Tender to be issued by the Council to the Bidders in accordance with the Competitive Dialogue Procedure.
Dialogue	The dialogue phase of the Competitive Dialogue Procedure from distribution of the ITPD documentation until the Council closes the dialogue on or before submission of the Final Tenders.
Competitive Dialogue Procedure	The procurement process followed under Regulation 18 of the Public Contracts Regulations 2006 (as amended).
Contract	The contract to be entered into by the Council for the provision of Goods and Services.
Contract Close	The anticipated date for Contract award.
Contractor	The successful Bidder awarded the Contract pursuant to this project.
Evaluation Methodology	The methodology to be followed by the Council when evaluating Solutions as more particularly described in the tender documents distributed at each stage of the Competitive Dialogue Procedure.
Executive Summary	The executive summary to be submitted by Bidders when submitting their Solution.
ISDS	Invitation to Submit Detailed Solutions.
ISOS	Invitation to Submit Outline Solutions.

ITPD	Invitation to Participate in Dialogue.
MEAT	Most Economically Advantageous Tender.
Bidder(s)	An organisation that was selected at the PQQ stage and invited to participate in the Competitive Dialogue Procedure.
Bidder's Team	<p>The team bidding for the Project, including but not limited to, where the Bidder is:-</p> <ul style="list-style-type: none"> • a sole organisation (or a sole organisation supported by subcontractors that are not Significant Subcontractors), that sole organisation; • a consortium, each Consortium Member; • a prime contractor, the prime contractor and each Significant Subcontractor; • a partnership, each member of the partnership; • an incorporated company, the incorporated company; • a co-operative, the co-operative; • a joint venture, each member of the joint venture.
Preferred Bidder	The Bidders whose Solution is selected following the evaluation of the Final Tenders
PQQ	Pre-Qualification Questionnaire submitted by the Bidders.
Significant Subcontractor	The proposed subcontractors which will contribute significantly (in terms of value or the provision of the services (in whole or in part)) as defined in the PQQ.
Solution/Solutions	The solution/solutions submitted by Bidders throughout the Competitive Dialogue in response to the ISDS.
Data Room	Electronic information store within the London Tenders Portal.
Lead Bidder	A Bidder who leads the Tender, meets the technical requirement and so designated by other Member(s) in Bidding Consortium.
Consortium Member	A participant temporarily joined together contractually with other members to form a consortium for the performance of this task.
Final Tender	Final formal bid submission following close of Dialogue.

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Customer Contact Programme: Invitation to Submit Outline Solutions



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1. Invitation

This formal Invitation to Submit Outline Solutions (ISOS) is being issued to Bidders and represents the first stage of the Competitive Dialogue Procedure. The purpose of this ISOS is to initiate and develop dialogue with bidders with a view to identifying the MEAT which best meets the Council's requirements.

2. Instructions

2.1. Completing the invitation to outline solutions (ISOS)

In your response you should assume that the Council has no prior knowledge of your proposals. If information is relevant to more than one question you should repeat it, or as a minimum cross reference it.

Do not include general marketing or promotional material from your organisation in addition to or as answers to any of the questions in the ISOS unless specifically requested to do so. If such material is included it will be disregarded.

To ensure the probity of the tender evaluation process, bidders are requested **not to include** in the body of their response any information relating to the financial elements of this tender, included but not limited to details of:

- Service costs
- Savings values
- Savings per cent - including splits with any gain share mechanism

All financial information should be included within financial templates which will be made available in the electronic data room.

Please be aware that the Council may:

- Seek independent financial and market advice to validate information declared or to assist in the evaluation
- Undertake reference site visits to validate the outline solutions submissions

2.2. Instruction on completion and return of ISOS

The ISOS should be completed in accordance with the requirements set out within this ISOS response document and the provisions of the invitation to participate in dialogue (ITPD). The ISOS is made available on condition that it is used in connection with the solution and for no other purposes. Failure to follow the submission requirements may result in the rejection or disqualification of ISOS submissions. You should refer to the check list section to ensure that you have returned all the submission documents.

Please return your submission by no later than: 12 noon on 20th December 2013. Clarification questions should be received no later than 17:00 on 13th December 2013.

ISOS submissions must be returned through London Tenders Portal.

2.3. Content of Solutions

- Solutions must be provided in a typed A4 format, with font size to be 12 point and the font type to be Arial.
- Please do not refer the Council to company literature, brochures or any marketing or promotional material as answers to any of the questions. Such responses will be deemed inadequate and disregarded.
- Where it is necessary to refer to another section of the same Solution, Bidders shall include a logical and thorough cross referencing system based on page and question numbers.
- The Outline Solution shall be as concise as possible, whilst providing sufficient information to enable the Council to evaluate the Outline Solution in accordance with this ISOS.
- All answers are to be in English. Documents which are not in the English language must be accompanied by an English translation and a certificate by a bona fide independent translator attesting the authenticity of the translation.
- All prices must be provided in pounds sterling (£) and net of VAT.

2.4. Dialogue Meetings

The Council will provide further details of the dialogue meetings in documentation to be issued at each stage of the Competitive Dialogue Procedure.

The Council reserves the right to extend any time period and reduce or increase the amount of dialogue meetings if considered necessary during the Competitive Dialogue Procedure.

The Council will endeavour, as far as possible, to agree agenda items and confirm attendees before each dialogue meeting. In order for the discussions to be productive, it is assumed that each Bidder will be empowered to make decisions at the relevant dialogue meeting.

Points of clarification provided by the Council during the meetings will be shared with all Bidders unless a Bidder demonstrates to the Council's reasonable satisfaction that the information should be treated as confidential.

Whilst Bidders will be invited to discuss their Solution, nothing said or intimated by the Council at these meetings will constitute an approval of their proposals or an acceptance of their adequacy in meeting the project requirements. These meetings will be treated as confidential between the Council and each Bidder.

2.5. Debriefing Process

Bidders who are de-selected at any stage of the Competitive Dialogue Procedure will be entitled to receive full written feedback on their evaluated Solution following confirmation from the Council that de-selection has occurred.

2.6. Withdrawing from the Competitive Dialogue Procedure

Bidders may decline to take part in the Competitive Dialogue Procedure provided they alert the Council promptly in writing, giving reasons, and return to the Council all paper copies of any documentation they have accessed from the London Tenders Portal and confirm in writing to the Council that they have destroyed or deleted any electronically stored information they have downloaded and/or copied or otherwise utilised from the London Tenders Portal.

2.7. Evaluation

The underlying principle of the Evaluation Methodology is to select the MEAT (Most Economically Advantageous Tender) that meets the Council's requirements for the project. The Evaluation Methodology is designed to provide a structured and auditable approach to evaluating the Solutions submitted by Bidders.

The Evaluation Methodology set out in this section will be used to evaluate the Solutions at the ISOS stage. In addition to this, further detailed guidance will be provided to Bidders at the start of each stage of the Competitive Dialogue Procedure in the invitation and tender documentation.

At each stage during Competitive Dialogue, the Solutions will initially be reviewed to ensure that:-

- the Solution has been submitted on time and meets the Council's submission requirements/instructions which have been notified to Bidders;
- the submission is sufficiently complete to enable the Solution to be evaluated in accordance with the Evaluation Methodology (the Council, may at its discretion, request additional information in relation to a Solution where this requirement has not been substantially met); and
- the Bidder has not contravened any of the terms and conditions of the Competitive Dialogue Procedure.

The Council reserves the right to clarify any aspect of a Solution in order to determine if a Solution meets the requirements of the Council.

The Council reserves the right to insert additional requirements to be met in relation to the initial assessment in the later stages of the Competitive Dialogue Procedure. Further details will be provided to Bidders in the documentation issued at the start of each subsequent stage.

Submissions will be evaluated following the process and against the criteria detailed within the ITPD. It should be noted that while evaluation criteria will remain constant

throughout the process sub-criteria may be developed and refined at ISDS stage in order to obtain bid responses in respect of additional services or in response to submissions on added value.

3. Notices

3.1. Information provided during pre-qualification

Bidders should review the information submitted in pre-qualification questionnaires (PQQ) and confirm that there have been no significant changes. In the meantime, if details have changed bidders should indicate which areas are affected and provide details of the changes.

Selection information will not be re-evaluated unless there have been significant changes that impact on the basis of the selection stage outcome. This re-evaluation would not form part of the contract award evaluation process but relates to the requirement at selection for the bidders continued ability to comply with the qualification criteria to participate in the procurement process.

3.2. Accuracy of the ISOS and the Associated Documents and Liability of the Council and their Advisers

This ISOS and the Associated Documents have been prepared by the Council in good faith but do not purport to be comprehensive or to have been independently verified. Bidders should not rely on the detailed information contained in this ISOS and the Associated Documents and should carry out their own due diligence checks and verify the accuracy of the detailed information contained in this ISOS and the Associated Documents. Nothing in this ISOS and the Associated Documents is, or should be construed as, a promise or representation as to the future.

Bidders considering entering into a contractual relationship with the Council should make their own enquiries and investigations of the Council's requirements beforehand. The subject matter of this ISOS and the Associated Documents shall only have contractual effect when it is contained in the express terms of the executed Contract.

None of the Council, the Council's members, directors, officers, employees, agents or advisers make any representation or warranty as to, or (save in the case of fraudulent misrepresentation) accept any liability or responsibility in relation to, the adequacy, accuracy, reasonableness or completeness of this ISOS and the Associated Documents or any part of it (including but not limited to loss or damage arising as a result of reliance by the Bidders on the ISOS and the Associated Documents or any part of them).

No offer or Final Tender is deemed accepted until the Contract has been duly signed on behalf of the Council, the Contractor and all other relevant parties and declared unconditional. No dialogue or communication with the Council whether prior to,

during or subsequent to the Competitive Dialogue Procedure (including any notification of Preferred Bidder status) imply acceptance of any offer or constitute an indication that the Bidder will be awarded the Contract. Only the express terms of the Contract which is finally agreed and signed for and on behalf of the relevant parties and which is duly declared unconditional shall have any contractual effect.

3.3. Signature of Documents

Any documents requiring signature shall be uploaded to the London Tenders Portal with the Solution and signed by the Bidder as follows:-

- where the Bidder is bidding as a consortium, by each Consortium Member;
- where the Bidder is a prime contractor supported by Significant Subcontractors, by the prime contractors and each Significant Subcontractor;
- where the Bidder is a single organisation (or a single organisation supported by subcontractors that are not Significant Subcontractors) by that single organisation;
- where the Bidder is an unincorporated association, by the person duly authorised for that purpose to sign on its behalf, stating their position;
- where the Bidder is a partnership, by two duly authorised partners; and
- where the Bidder is a company, by two directors or by a director and the secretary of the company, such persons being duly authorised for that purpose; and
- by the intended shareholders of the special purpose vehicle (where appropriate).

3.4. Communication by the Bidders

The Council is, pursuant to Regulation 44(1) and in accordance with Regulations 44(4) and 44(5) of the Public Contracts Regulations 2006, conducting its communication with Bidders by electronic means using the London Tenders Portal.

Bidders' questions and requests for clarification or further information may only be made, and will only be considered, if made prior to 13th December 2013. The Council shall not be obliged to answer any such question or request (and the Council does not accept any liability or responsibility for failure to provide any response).

The Council will respond to Bidders' requests for clarification within three (3) working days of receipt. The response may be an answer to the clarification or an update as to when an answer to the clarification can be given.

The Council also reserves the right to disseminate information that is materially relevant to all Bidders, even if the information has only been requested by one Bidder, subject to the duty to protect any Bidder's commercial confidence in its Solution. Should Bidders wish to avoid such disclosure (for example, on the basis that the request contains, or the likely response will contain, commercially

confidential information or may give another Bidder a commercial advantage) the request must be clearly marked by the Bidder "In confidence - not to be circulated to other Bidders" and the Bidder must set out the reason or reasons for the request for non-disclosure to other Bidders.

If the Council considers that, in the interests of open and fair competition, it is unable to respond to the question or request for clarification or further information on a confidential basis, it will inform the Bidder who has submitted it. The Bidder must as soon as practicable thereafter respond in writing requesting that either the query be withdrawn or treated as not confidential. The Council will deem that the question or request for clarification or further information has been withdrawn if the Council is not contacted in writing within seven (7) days following informing the Bidder as referred to above.

It is imperative that Bidders are clear in every request for information/question submitted to the Council the extent to which that request/question is commercially sensitive and/or confidential. Any statement requesting that the response to the request/question is to be kept confidential should be well constructed, thought out and meaningful and not simply a broad statement that covers matters clearly in the public domain or which is not commercially sensitive.

In any question or request, Bidders are required to clearly identify exactly what they are referring to and the impact of not having all the information required.

The Council will only respond formally to Bidders' questions and requests for clarification via the London Tenders Portal. Bidders shall not therefore request nor rely on information or responses given orally, by email or by telephone.

Any communications orally, by email or by telephone must be strictly limited to urgent routine enquiries (such as double checking date and times of meetings). If any Bidders attempt to raise other matters in this way, they will be referred to the requirements of ISOS. If the need arises for communications orally, by email or by telephone, these are to be directed to Ben Cook, 07808 776954, ben.cook@merton.gov.uk who will refer as necessary to other members of the Project Team.

Bidders must not directly contact any employee, officer, adviser or member of the Council in connection with any aspect of this project.

ISOS Response Requirements

Please note word count limits do not include illustrations or diagrams which may also be included in answers.

Answers to the questions below must be returned through the London Tenders Portal.

ISOS Questions	Word Count
Please outline your approach to the implementation of your solution, including project/programme management, risk management, change control and timescales for delivery?	2000
Please outline your approach to delivering the requirements set out in section 1 of the outline requirements? Within your response please ensure you address all the requirements detailed in this section: -Confidentiality and Data Security -Customer Access Channels -Approach to existing components	2000
Please outline your approach to delivering the requirements set out in section 2 of the outline requirements? Within your response please ensure you address all the requirements detailed in this section: -Registration, verification and -Customer portal -Customer account -Content Management System (CMS) -Electronic Forms (eForms) -eMail	2000
Please outline your approach to delivering the requirements set out in section 3 of the outline requirements? Within your response please ensure you address all the requirements detailed in this section: -Customer Relationship Management (CRM) -Unique Transaction Reference Number Generator -Customer Reporting -Customer Performance Management -Master Data - customers -Master Data - addresses	2000
Please outline your approach to delivering the requirements set out in section 4 of the outline requirements? Within your response please ensure you address all the requirements detailed in this section:	2000

<ul style="list-style-type: none"> -Mapping/geographic information system (GIS) -e-bookings -e-payments -Telephony -Interactive Voice Response (IVR) -Simple Text Messaging 	
<p>Please outline your approach to delivering the requirements set out in section 5 of the outline requirements?</p> <p>Within your response please ensure you address all the requirements detailed in this section:</p> <ul style="list-style-type: none"> -Integration with Line of Business including Middleware and extract transform and load (ETL) services -Data Warehouse 	2000
<p>Please outline your approach to delivering the requirements set out in section 6 of the outline requirements?</p> <p>Within your response please ensure you address all the requirements detailed in this section:</p> <ul style="list-style-type: none"> -Electronic Document and Record Management System (EDRMS) -Scanning -Business Process Management (BPM) and Enterprise Workflow 	2000
<p>Please outline your approach to delivering the requirements set out in section 7 of the outline requirements?</p>	2000
<p>Please outline your approach to system management including your approach to on-going delivery of your solution, service, product development and upgrades?</p>	2000
<p>Please outline your approach in respect of management and governance?</p> <p>Please provide a consolidated list of assumptions (whether financial or otherwise) in regards to your outline solution?</p>	2000
<p>Please confirm your solution can be delivered within the affordability envelope of £2 million</p>	n/a

Appendix 1 - Glossary of Terms

Associated Documents	All associated tender documentation, guidance, clarifications, project documentation issued by the Council and any further information received via communication with the Council and/or all information available on the London Tenders Portal during the Competitive Dialogue Procedure.
Bidder(s)	An organisation that was selected at the PQQ stage and invited to participate in the Competitive Dialogue Procedure.
Bidder's Team	<p>The team bidding for the Project, including but not limited to, where the Bidder is:-</p> <ul style="list-style-type: none">• a sole organisation (or a sole organisation supported by subcontractors that are not Significant Subcontractors), that sole organisation;• a consortium, each Consortium Member;• a prime contractor, the prime contractor and each Significant Subcontractor;• a partnership, each member of the partnership;• an incorporated company, the incorporated company;• a co-operative, the co-operative;• a joint venture, each member of the joint venture;
CFT	Call for Final Tender to be issued by the Council to the Bidders in accordance with the Competitive Dialogue Procedure.
Competitive Dialogue Procedure	The procurement process followed under Regulation 18 of the Public Contracts Regulations 2006 (as amended).
Contract	The contract to be entered into by the Council for the provision of Goods and Services.
Contract Close	The anticipated date for Contract award.
Contractor	The successful Bidder awarded the Contract pursuant to this project.
Consortium Member	A participant temporarily joined together contractually with other members to form a consortium for the performance of this task.
Data Room	Electronic information store within the London Tenders

Portal.

- Dialogue** The dialogue phase of the Competitive Dialogue Procedure from distribution of the ITPD documentation until the Council closes the dialogue on or before submission of the Final Tenders.
- Evaluation Methodology** The methodology to be followed by the Council when evaluating Solutions as more particularly described in the tender documents distributed at each stage of the Competitive Dialogue Procedure.
- Executive Summary** The executive summary to be submitted by Bidders when submitting their Solution.
- Final Tender** Final formal bid submission following close of Dialogue.
- ISDS** Invitation to Submit Detailed Solutions.
- ISOS** Invitation to Submit Outline Solutions.
- ITPD** Invitation to Participate in Dialogue.
- Lead Bidder** A Bidder who leads the Tender, meets the technical requirement and so designated by other Member(s) in Bidding Consortium.
- MEAT** Most Economically Advantageous Tender.
- Preferred Bidder** The Bidders whose Solution is selected following the evaluation of the Final Tenders
- PQQ** Pre-Qualification Questionnaire submitted by the Bidders.
- Significant Subcontractor** The proposed subcontractors which will contribute significantly (in terms of value or the provision of the services (in whole or in part)) as defined in the PQQ.
- Solution/Solutions** The solution/solutions submitted by Bidders throughout the Competitive Dialogue in response to the ISDS.
- TUPE** Transfer of Undertakings (Protection of Employment) Regulations 2006.
- TUPE List** The list of employees anticipated to transfer to the successful Bidder under TUPE pursuant to the provisions of the services.

Customer Contact Programme: Outline Requirements



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1. Introduction

1.1. Background

Merton Council is undertaking a procurement exercise utilising the Competitive Dialogue procedure to engage the marketplace and establish the options for electronic service delivery (**eSD** – terms in green throughout this document are defined in the Glossary) across the organisation.

The Council may or may not procure some, all or none of the **eSD** components detailed in this document.

Summary of Merton

The Council comprises 60 elected Councillors, representing 20 wards and five groups. The current composition of the Council is:

- [Conservative](#) - 21 councillors
- [Independent member](#) - 1 councillors
- [Labour](#) - 28 councillors
- [Liberal Democrat](#) - 2 councillors
- [Merton Coalition](#) - 5 councillors
- [Merton Park Ward Independent Residents](#) - 3 councillors

Full Council usually meets five times a year, and is responsible for agreeing the Council tax and setting the overall direction of the Council.

A cabinet of nine Labour Councillors makes the majority of decisions throughout the year, with Overview and Scrutiny arrangements to hold Cabinet to account.

Regulatory committees are appointed by Council and carry out planning and licensing functions.

The Council had a net revenue budget of £151m in 2012/13 with around 45% of this being spent on social care.

4,081 **FTE** or 5,513 headcount (as at Jan '13) employees provide a range of public services, from street cleaners and town planners to teachers and social workers, who work in the four departments, including Merton's schools:

- Children, Schools and Families (CSF)
- Environment and Regeneration (E&R)
- Community and Housing (C&H)
- Corporate Services (CS) – where Business Improvement and Customer Services sit

1.2. Purpose

The purpose of this document is to provide bidders with sufficient information for them to prepare for initial dialogue, so that they can engage effectively with Council officers and advisers to develop their outline solutions. It describes the broad requirements of the London Borough of Merton for electronic service delivery (**eSD**), which is seen as a key enabler for offering customer self-service, giving customers a personalised view of relevant information and achieving **Channel** shift, as defined in Merton's Customer Contact Strategy.

The requirements have been clustered under category headings (see contents page) and organised into a table that sets out the current technologies and processes in use - the 'as is' state – against our requirements, described as the 'to be' (ideal) state. We have also set out some of the known challenges and issues relevant to each thematic area.

Bidders should note that the Council is currently engaged in a number of system procurements and other major change projects in addition to the Customer Contact Programme, including:

- The review and likely replacement of key financial systems covering the general ledger, purchase to pay, debtors and reporting – due for completion April 2015;
- The re-procurement and implementation of a social care information system by April 2015;
- The procurement of a document labelling solution to be implemented in 2014;
- The **Flexible Working Programme** which aims to transform the way people work within the Council through enabling technology, innovative use of work space modern working practices and an outcome-focused performance culture.
- As the Council continues its transformational change there is a possibility that alternative delivery models will be adopted in the future.

In particular, Bidders are asked to consider how the above projects will impact on the Customer Contact Programme and vice versa. The Council's expectation is that these interdependencies will be identified and managed through dialogue.

As with any organisation, the Council operates in a dynamic environment and is likely to undergo a range of changes and improvements over the coming months. Throughout the process the Council will share information on changes and improvements with Bidders in a consistent and timely manner.

It is recognised that our requirements will not be met by a single system; nor will it be possible to implement a strategic eSD platform to meet all requirements in one go. At any one time the platform will be likely to comprise of a mix of strategic and tactical components.

It is envisaged that solutions will cover a number of key areas:

- eService delivery
- Customer management
- Corporate systems
- Systems integration
- Document management
- Mobile working

This procurement presents an opportunity to move towards a strategic eSD platform by replacing some of the tactical components, and/or existing systems, with strategic ones, as well as acquiring missing components, and implementing them in an integrated manner in line with the Council's IT Strategy.

1.2.1. Key Issues

Inevitably, the national and local context in which we design and deliver services continues to change and evolve. These are some of the key factors that have prompted us to review our strategy for customer contact:

Our customers want a greater say in decision-making

By better understanding how our customers interact with services delivered by the Council, listening to feedback and engaging service users in service design, we can ensure that this is the case.

Our customers want an open and honest relationship

By using the information they provide more intelligently, we can develop a more consistent customer experience and ensure there is greater transparency and visibility of their interactions with us.

Our customers want to engage on their terms

By understanding how and why our customers contact us for the wide range of services we provide, we can ensure the right services are available through the most appropriate channels, with customers better able to engage at a time and in a way that suits their lifestyle.

The need to reduce financial expenditure

Following the government's Comprehensive Spending Review the Council is required to make spending cuts. This makes it all the more important that we interact with customers in the most cost efficient way. By resolving more customer queries and requests at the first point, we can minimize the impact of these savings on front line services.

The need to join-up public services across providers

By understanding customer needs and providing appropriate and effective access routes into services, we can ensure high-quality services are commissioned, provided and delivered jointly with other key public sector partners, where appropriate and possible. We must ensure that investments in eSD take full account of the flexibility, security and integration requirements of the kind of unpredictable and volatile requirements of service delivery in the future.

The drive towards greater localism

By introducing alternative routes into services, partnering with other providers, and increasing transparency, and therefore local power within communities and localities, we can draw closer to customers and become more agile and responsive.

The need for individual services to anticipate and plan for demand

It is imperative for the Council to keep pace with and respond to changing demand for individual services across the various access channels available. This requires greater insight into customer needs, behaviours and motivations, plus more information for customers on the services we offer. This will ensure the right service is delivered to meet their need and allows the Council to reduce inefficient activity and focus investment on areas that add value for customers.

The need for services to operate in a coherent way and 'know' their customers

By maintaining an intelligent, cross service picture of our customers (rather than isolated islands of information) we can ensure service delivery is structured in ways that make it easier for our customers to communicate and interact with the Council more simply and effectively than is possible today. It will also mean that our staff are supported and empowered to deliver excellent customer service at the first point of contact.

The need to design and deliver services around customer needs

If we are to ensure customers consistently experience the most streamlined and coherent route through our services, we need to understand – on the basis of evidence – customer pathways and this can inform the way we improve and simplify our processes in partnership with other providers so that they make sense to our customers. This resonates with our adoption of lean thinking in business improvement and placing the customer at the heart of services.

To support these changes, we will need to transform the way we work, the way our systems interact with each other and the way some of our services are designed. The Customer Contact Strategy is intended to capture what change is necessary and identify how we will know we've succeeded and the Customer Contact Programme will facilitate and coordinate the necessary improvements and changes. Everyone in the Council will have a part to play in achieving this change.

1.2.2. Outcomes

The Council's Customer Contact Strategy identifies five key outcomes:

1. All customers have fair access to services
 - We value diversity and will ensure that our Customer Contact programme will address (and not introduce) any barriers to individual access to services.
 - In accordance with central government guidelines we aim to create web pages that comply with the **W3C Web Content Accessibility Guidelines** 1.0 to "AA" standard.
2. Customers can access services in different ways
 - Wherever possible, we will encourage and enable customers to determine their interaction channel with the Council.
 - We will work with service users to ensure the most appropriate and efficient access to individual services.
 - Wherever possible, we will provide seamless delivery across the principal access channels – face to face, telephone and online.
3. Customers influence the design and delivery of the services available for them
 - We will make sure we learn from our interaction with customers to further improve access to services.
 - We will place customer experience and feedback at the heart of service commissioning and re-design.
4. Customer needs are, wherever possible, resolved at the first point of contact and on time
 - We will ensure we have a consistent and comprehensive understanding of our customers and, as far as possible, anticipate their needs.
 - We will ensure all access points provide consistent information, advice and tools to resolve queries at the first point of contact.
 - All front-line staff will be trained and enabled to provide resolution at the first point of contact for as many queries as possible.
5. Customer feedback drives service improvement
 - We will place customer feedback at the heart of our performance management framework.
 - We will place customer feedback at the heart of our commissioning framework.

- We will publish satisfaction levels against a set of measurable customer service standards.

1.3. Definition of customers

We use the term 'customer' to describe a person, business or other organisation (e.g. CVS) using/interacting with a public service. Our customers, then, are those people for whom we work to commission, contract, deliver, and enable services. They are also local citizens, or people coming into the Merton area to work or visit. They may be direct service users, employees of the Council, employees of other organisations, elected Members or partner organisations, such as the Police or GPs.

In many cases our customers may be better defined as those who derive secondary benefit from the way we organise and deliver our services and not just those who are in direct receipt of them. We know that 'customers' are not always willing recipients of council services, for example when in receipt of a parking penalty notice or anti-social behaviour order. In these and other instances, the Council is delivering its regulatory responsibilities that reflect its broader role in influencing and improving civic life in the borough and, in some cases, protecting our most vulnerable residents.

1.4. Definition of electronic service delivery (eSD)

The traditional government based definition of electronic service delivery is the provision of government services to the customer through the internet or other electronic means. This can either be through direct provision to the customer (self-service) or mediation where an officer acts on behalf of the customer.

There is an implied requirement that, where possible, electronic service delivery is automated.

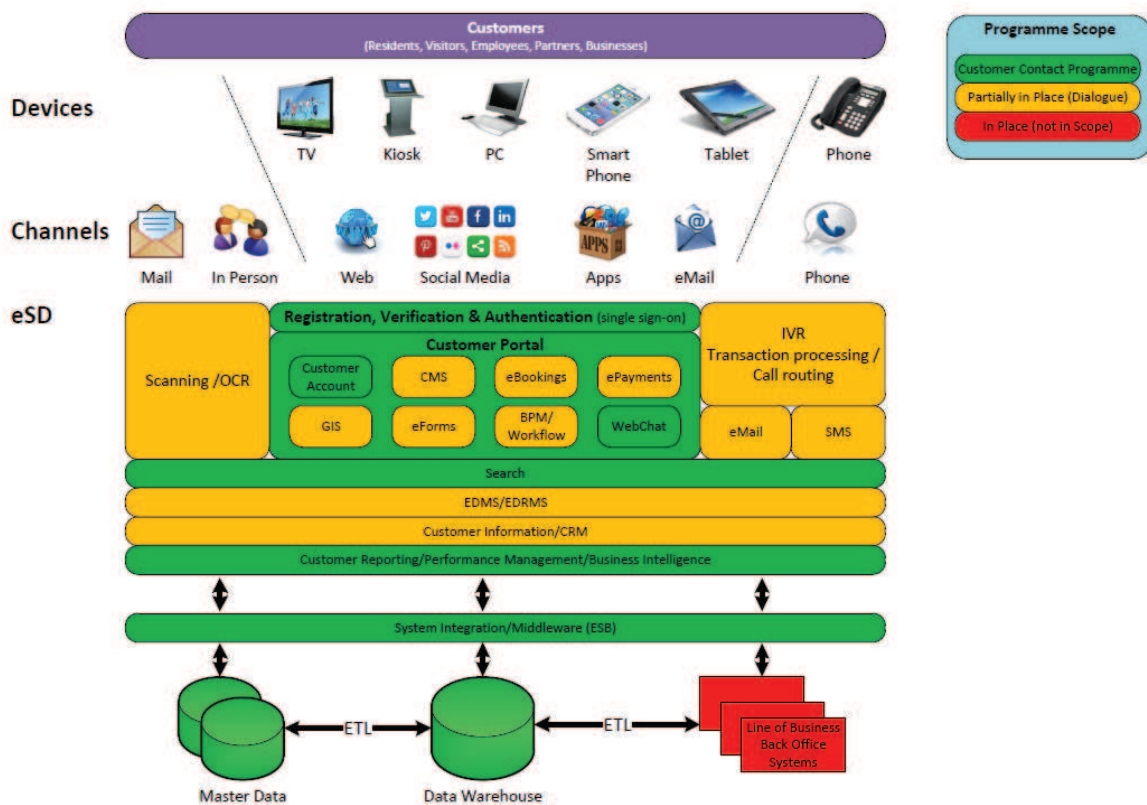
The Council anticipates the following functions and components will form part of the **eSD** platform and are therefore in scope for this procurement exercise. The table below also shows the existing systems that currently provide or partially provide these functions and are therefore in scope for replacement and/or need to be interfaced with (shown in **bold**).

Function	Component	Existing systems
eServices Delivery	Customer registration, verification and authentication	Open Revenues (Civica) -
	Customer portal	Open Revenues (Civica) - Merton-i portal (for Adult Care services) content only, no login
	Customer account	Open Revenues (Civica)
	Content Management System (CMS)	Livelink WCM (OpenText) <ul style="list-style-type: none"> • Council website (www.merton.gov.uk) • Various microsities • Intranet The Council does not currently use an Extranet capability for 3 rd party access.
	eForms	AchieveForms (Firmstep), with workflow and payments
	eMail	Outlook/Exchange (Microsoft)
Customer Management	Customer Relationship Management (CRM)	Dynamics CRM (Microsoft)
	Unique Transaction Reference Number (UTRN) generator	-
	Customer Reporting	-
	Customer Performance Management	QMATIC (Qmatic) face to face queuing system and performance monitoring
	Master Data – Customers	Various line of business systems (no master data set)
	Master Data – Addresses	LLPG (no master data set) – Current plan is to use Gazeteer (aligned Assets)
Corporate Systems	Graphical Information System (GIS)	MapInfo (Pitney Bowes)
	ePayments	Icon (Civica) interface only
	eBookings	Mango (BookingLive) Outlook/Exchange (Microsoft)
	Telephony	Integrated Voice Recognition (IVR) Liberty (Netcall Telecom Ltd) queuing system SMS (Process Flows)
Service-specific systems	Parking permits and PCNs self-service	360 FPN/PCN (ICES) and Permit Portal
	Benefits application forms	IEG4 (Civica)
	Service directories (adult social care and family services)	OpenObjects (Merton-i adult social care) MCA (family services directory)
	Adult Education course booking	AEC (Plus Business Systems Ltd) e-enrol (Plus Business Systems Ltd) Cashplus (APS group)
	Registry office bookings	Registrar Bookings (Zipporah)
Systems Integration	Integration of Line of Business systems	A full list will be made available during dialogue
	Extract, Transform & Load (ETL) services	-
	Data Warehouse	-
Document Management	Electronic Document and Records Management (EDRM) system	R/KYV (OpenText) – known as SMART within the council
	Business Process Management (BPM) and Enterprise Workflow	-
Flexible working	Mobile working	Some point solutions for some mobile teams

Other professional services that will be required but may or may not be included in the contract, subject to dialogue, and therefore are not currently defined in this document, include:

- Business process analysis and re-engineering (BPA/BPR), including customer segmentation/journey/experience mapping and analysis
- Software development and configuration
- Functional testing and user acceptance
- Training for staff, including train the trainer
- Programme and project management
- Technical infrastructure services, e.g. Disaster Recovery/Business Continuity
- Hosting of systems and/or platform/software as a service

The diagram below has been designed to indicate the likely overall scope of the solution and the main capabilities required of that solution.



1.5. Confidentiality and Data Security

It will be a requirement of any Solution that the following principles in relation to data security and confidentiality are adhered to:

- All customer data will be kept secure at all times in accordance with the requirements of the Data Protection Act 1998.
- Any collation of customer data into a master 'client index' should only present specific service 'flags' relating to that customer, e.g. previous or current interactions with services (existing cases), potentially violent people, etc.
- All aspects of the proposed **eSD** platform should be compliant to ISO/IEC 27001 (Information Security Management standard) and should support IT security best practices.
- The **eSD** platform should also facilitate sharing of data and information across organisational boundaries – i.e. in order that the Council is able to accommodate shared services (such as Sutton/Merton HR function and any other new shared services that are introduced) as well as sharing with NHS, GPs, Public Health, Police etc. This functionality will need to enable not just sharing of standard data, but also highly sensitive data with relevant security.
- The **eSD** platform should also support **Open Data** standards and increased transparency and public access to Council data.
- The **eSD** platform needs to respect and work with 'labelled documents and content' and meta data as appropriate.

Required levels of verification and authentication are set out in 2.1 below

1.6. Customer access channels

Customers access Council services through various 'channels'. Typical electronic channels include the website, IVR (interactive voice response), SMS (short message service aka texting) and eMail.

Customers' use of the Council's website is increasingly via small mobile devices such as tablets and **smartphones**, so web content needs to be configured for this purpose.

Social Networking sites (Facebook, Twitter, YouTube) typically accessed via **smartphones** are becoming increasingly important to a wide range of customers. The Council wishes to explore opportunities to use new **channels** as they develop over time and expects solutions to be flexible enough to support such developments.

Traditional non-electronic **channels** include face to face at one stop centres, in various Council and partner premises, and in customers' homes, the telephone and the postal service.

A key design principle for **eSD** is that it should enable, as much as possible, interaction with the Council that is agnostic to the access channel being used. This means offering support for all **channels** whether electronic or not. For example, a customer could submit a service request via the website and receive a progress update on the request when visiting the Civic Centre or another Council access point, e.g. Library.

This document now turns to the Council's requirements, considering in turn the following thematic areas:

- e-Service Delivery
- Customer Management
- Corporate Systems
- System Integration
- Document Management
- Mobile working

Where we believe a definition of the relevant category or sub-category is required this has been included as introductory text. For each sub-category there is a table that sets out:

- **'As is'** – the current processes and systems in place relevant to the sub-category
- **Current issues and challenges** that need to be considered when designing and implementing a solution
- **Ideal 'To be'** – the Council's ambition in relation to the required solution.

2. e-Service Delivery

2.1. Registration, verification and authentication

For online access to some services prior identification of the customer will be required, depending on the confidentiality of the data in question. The customer will be required to register for the service which will then need to be checked (verified) to confirm their identity. Credentials, usually a unique user name and password, can then be associated with the customer's identity and subsequently used to access services online (authentication).

As Is	Current Issues and Challenges	Ideal to Be
<ul style="list-style-type: none"> The Council does not have a corporate customer registration, verification and authentication service. A tactical registration, verification and authentication service has been implemented to comply with the implementing electronic government (IEG) requirement of providing customers and businesses with online access to Council Tax and Business Rates balances. See: http://www.dwp.gov.uk/docs/eas-cis-faqs.pdf The verification of a customer's identity is currently based upon checking their name, address and account numbers against details stored in the relevant 	<ul style="list-style-type: none"> The amount of checking required to confirm a customer's identity is determined by the requirements of the particular service a customer wishes to access. The more sensitive the service the greater the checking. This could result in customers requiring several sets of user name and password in order to access different services available through the Council's website. There are also other issues regarding the quality and security of current suppliers' authentication, including password strength and also the support issues (technical and business) of using several different authentication 	<ul style="list-style-type: none"> A common customer registration process for all on-line services with access provided by a single set of credentials (username, password). A means of checking the real world identity of customers using external (to the Council) data sources. The level of checking will be dependent upon that required by the service being accessed. Typically services would be classified into tiers. For access to more sensitive services 2 factor authentication must be supported, i.e. the use of additional credentials such as one time passwords. Existing public access modules would

As Is	Current Issues and Challenges	Ideal to Be
<p>systems, there is not a single registry but disparate datasets and sources.</p> <ul style="list-style-type: none"> • There are a number of public access modules from suppliers of systems currently in use that provide local registration, verification and authentication to allow customers online access to personal information held within these systems. 	<p>services.</p> <ul style="list-style-type: none"> • An integrated approach would require public access modules to trust the corporate authentication service. This may not be possible in all cases, in which case customers may require more than one set of credentials to access services on the Council's website until the suppliers of public access modules have developed the 'trust' capability. 	<p>need to trust the corporate authentication service so that customers do not need to log in twice, etc.</p> <ul style="list-style-type: none"> • The ability to support automated electronic checking of documentation/information from other agencies as and when external agencies make such functionality available. • Automatic pre-population of personal details when submitting a service request using an electronic form

2.2. Customer portal

A customer portal is a means of offering individual customers, or groups of customers with shared requirements, secure, consistent electronic access to relevant information and services.

As Is	Current Issues and Challenges	Ideal to Be
<ul style="list-style-type: none"> The Council's website does not have a customer portal. However, there are a number of secure areas where registered users can access their personal details and their Council Tax. Other secure areas are 3rd party provided as part of the public access modules of corporate systems. 	<ul style="list-style-type: none"> Easy identification of people who are trying to register with the wrong Council; this is a known issue. 	<ul style="list-style-type: none"> A customer portal that is flexible and simple to configure to offer personalised access to customers or customer groups. A customer portal that is designed to enable and encourage self-service, including the delivery of multiple services in a single visit. A single sign on and validation of a user is required when accessing multiple services. Where public access modules from corporate system suppliers are still utilised by the Council then access to the modules is via the customer portal. The customer portal delivers content from external partner organisations, e.g. Health, where there is a benefit for the customer and it is feasible. User registration validates users to ensure they are registering with the right Council. The portal directs customers to third

As Is

Current Issues and Challenges

Ideal to Be

- party service providers portals or websites as appropriate (e.g. TfL)
- The portal displays specific service 'flags' for council staff that relate to previous customer interactions with the Council.

2.3. Customer account

As Is	Current Issues and Challenges	Ideal to Be
<ul style="list-style-type: none"> The Council does not currently offer customers a single account through which they can access all relevant services. The Council provides a 'tactical' customer account for users who registered for online access to their Council Tax account. The next upgrade to Merton's epayment system (Civica ICON v12), which is projected for January 2014, will have an integrated customer portal including a personal account. 	<ul style="list-style-type: none"> There are other customer accounts associated with various public access modules of Council systems. All of these customer accounts operate independently of each other and require their own registration, verification and authentication and they do not permit access to information in the other customer accounts. For example, reporting a fly tip online using an existing eForm requires a customer to enter details of the service request and personal details, which is automatically populated in CONFIRM (Pitney Bowes) (the waste management system). Booking a sports pitch online is now via the Mango eBooking system and also requires personal details to be entered to create a 'customer account' and payment is made online as part of the booking process using the Civica ePayments system. Services offered by the Contact Centre (Bulky waste collection, household 	<ul style="list-style-type: none"> Each customer has a single account with the Council, covering all relevant Council services and accessed via a common registration, verification and authentication process. All payments for services are made via the customer account using the Civica ePayments system. The customer account is structured to distinguish among individual customers who may share the same address but may have different access rights. Relevant Customer data is portable in the event of a change of address 'On behalf of' functionality is provided for the customer account if a customer has approved this, e.g. a disabled customer who is looked after by a carer. The customer account can 'link' to other partner organisations, e.g. Health, where this has a benefit to the customer and is feasible.

As Is

Current Issues and Challenges

Ideal to Be

waste collection, Garden Waste collection etc) also require customers to create an account in Microsoft Dynamics.

2.4. Content Management System (CMS)

As Is	Current Issues and Challenges	Ideal to Be
<ul style="list-style-type: none"> The Council currently uses the OpenText LiveLink CMS product. The CMS includes the Council website (www.merton.gov.uk), microsites and the Intranet. A number of 'microsites', which are primarily static information sites, are in operation. Content ownership and day-to-day editing of most web pages is devolved to a number of CMS users across the organisation. Training for CMS users is delivered by Merton's in-house IT trainers. Some services use content different management systems from the corporate website. 	<ul style="list-style-type: none"> The current CMS platform is likely to become externally hosted. The range of different content management systems used makes administration unnecessarily complex. The Council's transformation programme may result in alternative delivery models being implemented in some service areas. 	<ul style="list-style-type: none"> Content served by the CMS is accessible to channels not traditionally thought of as the web for example self-service using IVR. The new CMS may be externally hosted. The new CMS platform will replace all Council microsites, unless there are sound strategic or business reasons not to. The CMS holds the contextual information that will be used by staff to resolve customer enquiries and by customers themselves to 'self serve'. The content editing model will remain partially devolved, but possibly with greater level of centralisation of content editing in the Web Team. Training by in-house trainers continues

2.5. Website Design and Build

This relates to all web public-facing pages, such as those on the main content management system, microsites, public access modules, and e-forms.

As Is	Current Issues and Challenges	Ideal to Be
<ul style="list-style-type: none"> • Most of Merton's websites have a consistent 'look and feel' with a predominantly blue colour scheme. • Some areas of the site have a customised look and feel to reflect individual services' marketing and publicity materials (e.g. Safeguarding Children Board, children's social care jobs) • Pages on the main content management system have been made smartphone-friendly by adding some 'responsive design' features to the existing page templates. • As with all UK government websites, we comply with W3C 'AA' content accessibility guidelines to ensure that disabled people can use our site • The Council's current websites have been developed incrementally over a number of years and recent enhancements have introduced some transactional functionality, but the website in its current design is not fundamentally transactional. 	<ul style="list-style-type: none"> • The current 'look and feel' has evolved from the last full redesign which was in 2005. • The use of sub-sites provides an inconsistent user experience when navigating the Council's website. • The visual design of 'microsites' is inconsistent • Around a quarter of visits to the Council's website come from mobile devices and this is rising rapidly – a number of high demand services are unable to accommodate this effectively. 	<ul style="list-style-type: none"> • The Council website is 'device agnostic' and designed and built to be used on mobile devices across different form factors. • More transactional services for customers via the website. • Public access modules are used and form part of the Council's website where it is not possible or cost effective to redevelop this functionality as part of the customer portal. • All public-facing web pages have a visual design which has been developed with input from relevant stakeholders and is compliant with the Council's branding and visual identity guidelines. • Template designs allow for a degree of 'sub-branding' for some individual services while maintaining a strong corporate consistency. • Web pages are designed and built using 'mobile-first' and 'responsive' techniques to ensure that they are easy to use on mobile devices.

As Is

Current Issues and Challenges

Ideal to Be

- Templates follow the latest web standards – e.g. HTML5, CSS3 – while also being compatible older browsers

2.6. Electronic Forms (eForms)

eForms are filled in online by customers or staff acting on behalf of customers to collect information and data when submitting requests for service or processing transactions etc. Use of **eForms** ensures that the data requested is complete, valid and structured. Data can be extracted from the **eForm** and sent electronically to update other systems or databases.

As Is	Current Issues and Challenges	Ideal to Be
<ul style="list-style-type: none"> Currently AchieveForms (Firmstep) is used by the Council for creating eForms used for both internal and external services. This system provides unique receipt numbers for each transaction raised. Merton's current eForm solution is integrated to make payments through Icon (Civica) eForm guidelines are currently being reviewed 	<ul style="list-style-type: none"> A significant number of existing eForms need to be integrated into systems to reduce manual processing. 	<ul style="list-style-type: none"> eForms enable online self-service eForms can be designed and implemented by skilled, non-technical staff. All 3rd party eForm developments follow the Council's e-form design guidelines. eForms are built in a modular manner with re-usable components The outputs from eForms conform to Council data schemas to ensure output data is correctly processed and routed (as part of the integration with a corporate system). eForms are designed for ease of use taking into account accessibility requirements. Auto pre-population of fields is provided wherever possible.

2.7. eMail

As Is	Current Issues and Challenges	Ideal to Be
<ul style="list-style-type: none"> The Council uses Microsoft Exchange and Outlook and SourceOne (EMC²) archiving The Council advertises a number of eMail addresses which can be used by customers to communicate with the Council, while these are addressed progress is not tracked EMail messages are sent to customers as confirmation of online service requests submitted using eForms. Automated eMails are sent by the Council to customers for confirmation of appointments, delivery of services, alerts and marketing. 	<ul style="list-style-type: none"> The use of eMails as a contact channel is time consuming, costly and error prone. eMails sent to general eMail addresses need to be classified so that they can be responded to by the correct team. If that team is outside the Contact Centre and does not use CRM the eMail will need to be forwarded to them. This then makes it difficult to keep track of the interactions with the customer. 	<ul style="list-style-type: none"> The Council will encourage the use of specific eForms, SMS and social media as an alternative to eMail by making these easy to identify and locate and simple to use. Automated eMail alerts, responses and notifications will be required as well as the ability for customers to unsubscribe to services delivered through eMail Customers are able to choose their preferred method of receiving alerts, responses and notification and not rely on eMail only. Integration of eMail to workflows.

3. Customer Management

3.1. Customer Relationship Management (CRM)

A customer relationship management system is used to record and manage all relevant contact with customers. **CRM** aids in building an on-going relationship with the customer and can provide process-aids (scripts) for customer service officers when interacting with customers.

As Is	Current Issues and Challenges	Ideal to Be
<ul style="list-style-type: none"> • The Council has a limited implementation of Microsoft Dynamics CRM technology which is only used by Waste Services for residential waste operations like refuse and recycle collection, bulky waste and garden waste collection etc. Garden waste collection is one of the biggest chargeable services on Microsoft Dynamics with 5000 customers. Microsoft Dynamics is integrated with CONFIRM (Pitney Bowes). • Existing enquiries handled by Contact centre via Microsoft Dynamics for Waste Service are: <ul style="list-style-type: none"> ○ Street scene enquiry ○ Report an Abandoned Vehicle ○ Report a Fly Tip ○ Report a Dead Animal ○ Report Graffiti 	<ul style="list-style-type: none"> • Not all customer contacts are recorded in the Microsoft Dynamics system and there are also a number of other Council systems which record customer contact details. A list of these systems can be provided upon request. • Thus it is not possible to view all contacts a customer has had with the Council. • The Council has undertaken a review of its CRM requirements due to concerns that the current implementation is not meeting the Council's needs. 	<ul style="list-style-type: none"> • The council does not necessarily require a CRM system. It requires an innovative approach to managing the relationship with its customers that allows the business to implement changes rapidly and independently of the Council's ICT function and suppliers. • The solution is channel and access device agnostic, for example social media, and capable of capturing all customer interactions. • The solution is designed with customer self-service as the model at the heart of service delivery, and so customers have access to transaction information. • The customer is able to access their contact history with the Council via their customer account. • Customers are able to register for

As Is	Current Issues and Challenges	Ideal to Be
<ul style="list-style-type: none"> ○ Report Street Cleansing (includes litter and dog bins) ○ Report Drains and Gullies ○ Report Gritting ○ Bulky Waste Collection (including Fridge/Freezers) ○ Garden Waste Collection ○ Report a Missed Collection ○ Request recycling box and bags 		<p>updates/marketing via a digital channel of their choice.</p>

3.2. Unique Transaction Reference Number Generator

A “Unique Transaction Reference Number” (UTRN) is a unique identifier generated by a system that can be used to identify the same service request/transaction across different systems involved in the end to end fulfilment of the request. The UTRN can be used by to check the progress of service requests online, over the telephone or in person. For certain services registration of the customer may not be required if the UTRN is known. The UTRN Generator is the system used to create a UTRN.

As Is	Current Issues and Challenges	Ideal to Be
<ul style="list-style-type: none"> The Microsoft Dynamics CRM generates a UTRN. Other corporate systems also generate a UTRN. A list can be provided upon request. 	<ul style="list-style-type: none"> The Microsoft Dynamics CRM generates a UTRN, but this is not used across the organisation. Duplicate customer records in Microsoft Dynamics means one customer can have more than one UTRN. 	<ul style="list-style-type: none"> A means to generate UTRNs that is integral to eSD and common across services. Key systems including customer account and corporate systems are capable of storing the UTRN. All customers receive the UTRN for their transaction. A standard format for the UTRN regardless of channel.

3.3. Customer Reporting

As Is	Current Issues and Challenges	Ideal to Be
<ul style="list-style-type: none"> The Council does not currently have a corporate business intelligence solution for customer contact. The Council use Covalent CPM (Covalent) for corporate reporting and performance reporting. 	<ul style="list-style-type: none"> No consistent, easy way to understand customer demand for services or channels. No consistent technical solution or platform to help integrate and present an on-going picture of customer demand and service delivery nor collate customer concerns across different channels. No single point of accountability in the organisation for demand and insight data. Business intelligence (BI) is likely to play an increasingly important role in business planning and on-going decision making in the Council. 	<ul style="list-style-type: none"> The ability to access and analyse data at multiple levels including the options to drill down to gather specifics. The ability to identify failure demand though trend analysis The right information and knowledge is available for management, service delivery staff and customers to enable the decisions they need to make. Business intelligence (BI) provides timely, relevant information on key aspects of service delivery

3.4. Customer Performance Management

Customer performance management is the alignment of customer demand, **service delivery**, value for money and customer satisfaction with strategic business goals.

Typical components would include dashboards, key performance indicators (KPIs) and balanced scorecards.

As Is	Current Issues and Challenges	Ideal to Be
<ul style="list-style-type: none"> The Council's approach to customer performance management is reliant upon Excel spread sheets which are either automatically generated from systems or manually populated, e.g. customer complaints, FOI requests and Member enquiries. 	<ul style="list-style-type: none"> No corporate customer satisfaction tool No consolidated view of customer concerns establishing a link between FOI requests, Complains and Member enquiries. Inconsistent complaints management and handling across service areas and channels 	<ul style="list-style-type: none"> The system must produce pre-defined and user configurable performance management dashboards A complaints handling function capable of analysing and tracking complaints for all stakeholders. Customer satisfaction data is available

3.5. Master data – customers

Master data for customers allows an organisation to identify the same individual across all systems. It supports functionality such as personalised customer access to relevant information, customer account, corporate authentication and other initiatives.

As Is	Current Issues and Challenges	Ideal to Be
<ul style="list-style-type: none"> The Council does not have a definitive master data file of all customers in Merton. 	<ul style="list-style-type: none"> There is a need to identify the correct approach for joining up customer data from Council systems in support of the customer account. The use of automated matching techniques based on probability raises a number of concerns regarding fitness for purpose for future uses of the master file of customers. There is a risk that personal information displayed to customers online by accessing their customer account may not be theirs. This may not be in compliance with the requirements of the Data Protection Act. The Council could implement a tactical authentication service whereby an online identity is created for each requestor. They would then be asked to submit details of their Council Tax account. These together with other personal details would be checked against the relevant corporate systems 	<ul style="list-style-type: none"> A single master dataset for customers feeding into all other systems. The master data provides a unique customer reference which links the customer details across all the services being provided to them. All systems use the same referencing in order to provide a single view of the customer. Customer references are linked to unique address reference data in LLPG or wider master data set for customers outside of the borough. Sufficient controls in place to maintain up to date and accurate information Flexibility to deal with frequent changes Appropriate data retention

and then associated with the online identity. The online identity could then be used to retrieve the customer's Council Tax balance. This **tactical solution** is an example of a customer consent-driven model where the customer is directly involved in deciding which information can be pulled together into their customer account, with the 'carrot' being that this will improve the customer experience through the ability to perform more transactions online, be able to track progress more effectively, facilitate a personalised customer portal of information, provide a 'tell-us-once' approach and streamline the process of raising service requests by having an element of pre-population for future service requests.

- Alongside this consent-driven model, there may be a requirement for pulling together customer information for the purposes of fraud prevention, or to support proactive action to safeguard vulnerable customers. This is unlikely to be consent-driven given its nature, and so the legal ramifications of this would need to be understood. This type of proactive business intelligence

As Is

Current Issues and Challenges

Ideal to Be

solution would need to be separate from the 'consent-driven' customer account solution to prevent misuse, but there may be some overlap in terms of the technology components underpinning both solutions.

3.6. Master data – addresses

Addresses in systems are linked by a Unique Property Reference Number (UPRN) provided that the addresses in these systems have been matched or synchronised.

As Is	Current Issues and Challenges	Ideal to Be
<ul style="list-style-type: none"> The master list is the Council's Local Land and Property Gazetteer (LLPG) which is a feeder system for the national land and property gazetteer (NLPG). Currently the Council does not have ready access to the NLPG. The Council's LLPG is maintained through the iManage (Aligned Assets) system. The addresses in other key systems (Civica Revenues and Benefits, Electoral Register) were synchronised with the LLPG using address matching software. Web service lookups to iManage (Aligned Assets) provide data for eForms. eForms use a live version of LLPG through SQL query Civica Revenues and Benefits and the Environmental and Regeneration department have automated processes 	<ul style="list-style-type: none"> The addresses (Merton and non-Merton) in some systems have been sourced from Postcode Address File (PAF) rather than the LLPG. This makes it more difficult to identify the same property in different systems and to automate transfer of property related information between these systems. Manual processes are currently used to keep some systems synchronised. It is likely that the NAG (National address gazetteer) will be available to local authorities for out of area addresses as an intranet or internet web service subject to licensing. This could be held locally or be provided by a 3rd party supplier. Availability of the NAG or equivalent should provide the Council with a consistent approach to managing 'out of Merton' addresses. There are duplicate records of customers in multiple systems which will not all have a unique reference 	<ul style="list-style-type: none"> All addresses in all systems are, and will be, sourced from or synchronised with the LLPG or NLPG or their successors. Merton no longer uses PAF data to source addresses. Connection to the NAG when available to link customers to addresses Real time access to the Gazetteer for third party systems. All systems take a Department of Treasury and Finance (DTF) compliant set of addresses. Provision of a 'single source of the truth' is a must to ensure accurate and up to date information is being used consistently for customer contact and service provision.

As Is	Current Issues and Challenges	Ideal to Be
<p>to update through iExchange and Electoral registration will do soon.</p> <ul style="list-style-type: none"> Find my neighbourhood service on Merton's website uses LLPG via SinglePoint 	<p>number and therefore providing a single view of a customer will be challenging.</p> <ul style="list-style-type: none"> The quality of the data sources is at present unknown and will need to be addressed. Customers will not always be resident in the borough but there remains a need to ensure they are linked to an accurate address and the master data source is maintained Addressed in some systems have been manually entered 	

4. Corporate Systems

4.1. Mapping/geographic information system (GIS)

The ability to display information on a map and to undertake spatial analysis, e.g. identify 'my nearest' (e.g. school) is now seen as an essential facility of most websites and intranets:

- Traditionally reference maps from the Ordnance Survey have been used. In recent years aerial photographs have become increasingly popular as has the use of Google Maps and Microsoft's BING Maps. These provide a traditional mapping layer as well as aerial photographs.
- Displaying information on a map or undertaking spatial analysis requires the geo-coding of data, i.e. the provision of easting and northing map co-ordinates. .

As Is	Current Issues and Challenges	Ideal to Be
<ul style="list-style-type: none"> • GIS information provided through MapInfo (Pitney Bowes), Stratus (Pitney Bowes) and PlanWeb (Pitney Bowes) has been available to the council and customers in Merton, through the website, for some time • The Council currently uses Google and OS maps to present map based information and services on the Council website. • MapInfo Professional provide the Council's corporate GIS • Stratus (Pitney Bowes) is currently the Internet mapping solution which 	<ul style="list-style-type: none"> • The use of Google maps on the Council's website is being phased out in favour of more accurate mapping as part of our GIS strategy. • Maintaining a single set of geospatial data in synch with address and property data is challenging due to different legislative requirements and multiple entry points for inputting and maintaining the data • An issue currently exists with automated synchronisation with some asset systems. • A business case is currently being 	<ul style="list-style-type: none"> • Where the information relates to property, geo-coding can be achieved through matching the address of the property with that in a property gazetteer such as the Council's Local Land and Property Gazetteer (LLPG) which contains the map co-ordinates of all addresses in Merton • The Council's website has the ability to display spatial data on maps and in text lists related to the customer's location or postcode. • Access via the web to Council spatial data in real time which would allow the

As Is	Current Issues and Challenges	Ideal to Be
<p>includes viewing portal, although this is being reviewed for replacement in 2014 due to going out of vendor support in April 2014.</p> <ul style="list-style-type: none"> Planweb is currently the Intranet solution, although this system is being reviewed for replacement in 2014 as it is now no longer supported by the vendor. Current use of maps to display information relating to the latest planning applications can be seen on the front page of the Council's website using My Neighbourhood The Council's 'My Neighbourhood' web pages displays information related to nearest parks, GP surgeries etc. and key facts about a customer's address (www.merton.gov.uk/myneighbourhood) and were built using Stratus, although this system is being reviewed. The 'Interactive Map' web page allows customers to find their nearest schools (www.merton.gov.uk/maps) and was built using Stratus, currently being reviewed. 	<p>developed for the implementation of GPS tracking across the Council's fleet</p> <ul style="list-style-type: none"> Not all of the Council's assets have been geocoded. 	<p>Council to display customer data and information geographically, e.g. planning applications or public health information.</p> <ul style="list-style-type: none"> Solutions are designed to enable effective self-service, allowing customers to define accurate location information relevant to the service – e.g. defining location of a parking bay, a pot hole or a school. The creation and deployment of GIS services to websites and other web based applications, e.g. mobile smartphone apps. GPS enabled apps for mobile devices. Geospatial reporting available through the customer portal for viewing as well as reporting (e.g. picking point on map to highlight fly tipping, or using GPS information from mobile/smart devices). Real time location of vehicles and route optimisation on maps Linking GPS mobile devices to address and customer data

4.2. eBookings

The ability for customers to book services, make appointments, etc online via the website and/or the customer portal.

As Is	Current Issues and Challenges	Ideal to Be
<ul style="list-style-type: none"> The Council has implemented the BookingLive Mango eBookings system for some services. The Council uses Microsoft Outlook to book meeting rooms internally. The Firmstep eBooking system is used for Committee rooms and the Council Chamber although this is due to be retired. Impulse (Caci) is used for booking rooms with a Chartered Institute of Personnel Development (CIPD) module used by teachers. 	<ul style="list-style-type: none"> Providing payments, deposits and refunds for events and facilities within Council offices and outside in a single solution is challenging. Integrating bookings with internal exchange is challenging. Customers are unable to book high volume transactional services online 	<ul style="list-style-type: none"> All online bookings including cancellations and changes are available via the customer portal and/or the website and ‘linked’ to the customer account. eBookings are integrated with the required corporate systems to help minimise administration overheads. This will also include internal use for staff. Booking is configurable by the Council and the customer to include resources, materials and furniture Any Council service requiring booking is managed through the solution e.g. library room bookings. Booking confirmation is provided to the customer by digital medium of their choice.

4.3. ePayments

An ePayments service allows users to pay for services using a credit or debit card on all self-service **channels**, including but not restricted to online and IVR.

As Is	Current Issues and Challenges	Ideal to Be
<ul style="list-style-type: none"> The Council uses RBS Streamline as its merchant acquirer. The Council uses the hosted ePayment web service from Civica The Council uses the ePayment web service from Civica. This is a part hosted service for automated telephone payments, self service web payments and mediated payments to the Council. When payments are taken the income management system is automatically updated at the end of the day's business. Related payment services are required when mediation is used, e.g. over the telephone (mail order, telephone order – MOTO) or at the Civic Centre (customer present – chip and pin). For 'customer present' card payments, Council staff use TNS chip and pin card readers with Civica's hosted Webpaystaff module which connects to the hosted payments service via the 	<ul style="list-style-type: none"> Continuity of existing data interfaces between Merton's core ICON payments system to systems used by Merton is essential and needs to be taken into account in any new integrated customer contact proposal. These interfaces /processes have been mapped and will be provided to bidders. The Council is currently undertaking a project to replace its financial systems. The project is focussed on the replacement of the Council's General Ledger, Accounts Payable, Purchase to Pay and Debtors systems with a single integrated system, it should be noted ePayments are outside the scope of the project. The new social care system will require consideration in terms of the collection of client contributions. 	<ul style="list-style-type: none"> ePayment services comply with the latest Payment Card Industry (PCI DSS, PA DSS) security standards. Refunds to be processed to the same payment card. A Council wide approach to taking customer present/chip and PIN payments. Payments automatically update the Council's income management system. Online payments are made via the customer portal and/or the website and 'linked' to the customer account where one exists. Note that customers will not be forced to have an Account in order to make payments. Customer self-service and ease of use will be at the heart of ePayments design. Payments can be made to customers e.g. volunteers.

- web. Mediated mail order and telephone order (MOTO) (card not present) are also taken using Webpaystaff. There is no real time integration with Council systems so the amount to be paid needs to be manually entered on the reader and the transaction reference code manually entered into Webpaystaff at time of payment. Manual reconciliation is then required between the Council's system and the income management system.
- A series of end-of-day processes automatically update the Council's income management system (based on Infor's Masterpiece, General Ledger) with payment details from ATP, card present and card not present payments. Automated and (when necessary) manual reconciliations are then completed daily.
 - Mail order and telephone order (MOTO) payments are taken using the Worldpay and Webpaystaff browser payment modules which automatically update the Council's income management system with payment details.

4.4. Telephony

As Is	Current Issues and Challenges	Ideal to Be
<ul style="list-style-type: none"> Incoming and outgoing lines are currently provided by BT and Telewest/Virgin which are routed through a PABX system. A number of services including the corporate contact centre utilise Liberty (Netcall) telephone system to manage incoming calls. IP handsets are used throughout the Council. These are easier to manage and ensures greater flexible working. All calls through Liberty are recorded when presented to the agent, not if the agent transfers the call to a non-Liberty user. VoiceMail available on each number. Prime numbers used for high volume areas. One number for main contact. 	<ul style="list-style-type: none"> The future of 0300 numbers for customer calls is still to be decided. The MASCOT Service, an early emergency warning system for vulnerable adults, is currently being reviewed. Inconsistent messaging service on menu options Non-compliance with recording legislation. 	<ul style="list-style-type: none"> The Council's preference is for migration towards self-service where possible including the use of IVR technology to pre-populate data. The telephony system provides a holistic view of all incoming customer calls including the capacity to record failure demand and other KPI. Consistent approach to professional service providing voice recorded menu options and messages, The telephone system is accessible for all customers that need to or choose to use this as a channel to access Council services.
<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> A consolidation of external customer-facing telephone numbers allowing more effective monitoring of customer demand (initial customer calls, not service-specific case-based calls). Potential and scope for video chat or conferencing. Retention of recordings to comply with Council policy and legislative

As Is

Current Issues and Challenges

Ideal to Be

requirements

- Ability to report against performance metrics

4.5. Interactive Voice Response (IVR)

IVR allows customers to submit service or information requests using a telephone. Customers respond to pre-recorded audio prompts using the telephone keypad and/or speech. The latter requires speech recognition technology whilst the former uses the DTMF (dual-tone multi-frequency signalling) tones generated by the keypad.

As Is	Current Issues and Challenges	Ideal to Be
<ul style="list-style-type: none"> The Council has several instances of IVR technology from Liberty (NetCall), e.g. Contact Centre, IT Service Desk, Health and Safety team. IVR is being used as a critical self-service platform for the Council for selected services including, but not limited to, general information requests, payments, general status updates and personalised transaction updates. 	<ul style="list-style-type: none"> Inconsistent use of Liberty means that it is difficult for the Council to assess overall demand and performance of telephone use. 	<ul style="list-style-type: none"> The IVR application interfaces with the rest of the Council's application infrastructure. Information accessed via IVR required to complete a request should be delivered from the same content source/CMS as requests over the Web channel. An integrated approach must be taken to the issues around customer relationship management that is agnostic to the access channel – e.g. web self-service, telephone calls requiring human assistance and those dealt with via IVR should all use the same approach to recording details of customer interactions across all services.

4.6. SMS (Simple Text Messaging aka texting)

As Is	Current Issues and Challenges	Ideal to Be
<ul style="list-style-type: none"> The Council currently uses Process Flows for inbound and outbound SMS services, the advantage of using a single supplier is that the unit charge per message decreases as the number of messages increases. A number of services use SMS to send reminders. This requires service users to provide their mobile phone number to the Council which is stored in the relevant corporate systems or Microsoft Dynamics. SMS messages are used to target specific groups of customers. 	<ul style="list-style-type: none"> Many examples of services currently not utilising SMS or other means of reminding or updating customers of progress. No means of customers choosing their preferred method of being updated. Significant avoidable contact due to customers not being automatically kept up to date. 	<ul style="list-style-type: none"> Customers can submit information to the Council by SMS when appropriate. Storage of mobile numbers in primary customer dataset. Data submitted by text is treated in the same way as data received through other channels. The Council can send texts to individuals/groups of customers in relation to specific issues or service clusters. Customers have the option to opt-out of an SMS specific service.

5. Systems Integration

5.1. Integration with Line of Business Systems

As Is	Current Issues and Challenges	Ideal to Be
<ul style="list-style-type: none"> The Council has many legacy systems which do not have web services or APIs. CONFIRM (Pitney Bowes) is the Customer Services and Asset management system for Environment & Regeneration directorate. There are many eForms that currently integrate in to CONFIRM (Pitney Bowes) Microsoft Dynamics also directly integrates with CONFIRM (Pitney Bowes). A full map of system integrations will be provided to all bidders. 	<ul style="list-style-type: none"> The Council is currently procuring its Social Care system. It is anticipated it will be implemented by April 2015 – integration with the system is essential and needs to be considered and planned for carefully – details of other projects are set out in Section 1.2 There is a dependency upon the creation of a customer cross-reference index containing the identities of customers in the various Council systems – see ‘Master data – customers’. 	<ul style="list-style-type: none"> Appropriate web services and/or APIs for all relevant Council systems. A 2-way process, both transferring details of service requests captured using eForms or other means to these corporate systems in order to avoid double keying, and of extracting data required by customers or front office systems. The architecture of eSD should ensure it is as simple and inexpensive as possible to integrate with corporate systems, and that as much as possible the access channels and business logic is separated from the details of the specific corporate systems being used.

5.2. Data hub/warehouse

A data warehouse is a specialised database (either relational or multi-dimensional) used for reporting and analysis (business intelligence). Typically data is extracted from a number of operational systems, transformed and then loaded Extract, transform and load (ETL) into the data warehouse. Extracts are periodic which allows the identification of trends, forecasting and decision making.

As Is	Current Issues and Challenges	Ideal to Be
<ul style="list-style-type: none"> The majority of the Council's current data warehouses are Microsoft Access databases or Microsoft Excel spread sheets. Most of the data sources are data marts and only use operational data from one system and are, therefore, considered to be used for enhanced line of business reporting rather than true cross-service business intelligence. 	<ul style="list-style-type: none"> Rationalising the current access and other databases into a data warehouse will be challenging whilst maintaining operations. Not all systems will facilitate the use of a data warehouse approach 	<ul style="list-style-type: none"> A single data source covering all services will enable cross-Council intelligent reporting and business intelligence. A single source of quality maintained data. Security of sensitive data must be maintained and in many cases needs to be anonymised to protect individuals.

6. Document Management

6.1. Electronic Document and Record Management System (EDRMS)

EDRMS is a critical dependency to at least three of the Council's highest priority improvement programmes:

- **Flexible (and mobile) working:** alongside the planned changes to equipment and working culture, it will be necessary to implement the technology needed to enable operatives to access and update information necessary to their function from any location electronically in order to deliver more efficient, paper-free working practice and a more responsive service to customers.
- **Customer Contact:** enabling resolution to customer issues at the first point of contact will require quick and easy access to a range of documentation across a range of services. Migration to **self-serve** will demand that customers themselves also have similar access.
- **Lean business improvement and the Public Value Review programme:** both require efficient access to information and documentation currently held in physical and virtual locations across the organisation.

As Is	Current Issues and Challenges	Ideal to Be
<ul style="list-style-type: none"> • The Council has a limited implementation of the OpenText R/KYV document management system. Support for this system finishes in 2014. • The Council makes extensive use of Windows File Servers for storing documents. • The Council has implemented a number of departmental document 	<ul style="list-style-type: none"> • The Council is currently in the process of reprocurring its social care case management solution which is heavily dependent on document management – It is likely that the resulting solution will have an EDRMS functionality, which will be implemented before this programme (2014). • The Council is currently looking to procure a document labelling system 	<ul style="list-style-type: none"> • There will be a requirement for some form of EDRMS to be used for managing and storing records of a customer's interaction with the Council, in conjunction with and alongside the solutions in place and planned. • The solution should also link seamlessly into any scanning capability that is/will be used across the organisation.

As Is

management systems some of which form an integral part of a corporate system. These systems do not have true record management capability and make it difficult to apply a corporate **records management** policy.

- EMails sent to certain eMail addresses from the Contact Centre are stored in the Microsoft Dynamics database. A list can be provided upon request.
- The Civica Revenues and Benefits system has a fully integrated document image and **workflow** solution.

Current Issues and Challenges

by 2014 to retrospectively and real-time label all existing documents.

- Many of the Council's systems have document management requirements and capabilities, and the Council needs to consider the most appropriate approach.
- Current and planned system procurements are likely to include some form of integral document management related to transactions.
- There are currently plans to back scan documents in some departments.
- Analysis undertaken indicates a significant number of duplicate documents stored across the Council, taking up unnecessarily server space and complicating document retention.
- The Council is currently embarked on a **flexible working programme** which has identified a number of service areas as key priorities for **EDRMS**, without which it will be difficult to achieve more flexible ways of working.
- Completed **eForms** are currently not preserved as records. Instead details are extracted from the form and used to update other systems. It is possible to remerge the details with the **eForm** template, however, from an audit point

Ideal to Be

- Ideally systems utilising local document management capability should interface with any corporate **EDRMS**.
- **Workflows** in the **EDRMS** should also allow all outgoing post to be directed to the Post and Print room for printing, and then with other technology available on the market collate all post for each address, saving on postage costs and printing by teams.
- Completed electronic forms are converted into long term preservation formats
- The **EDRMS** integrates with the intranet CMS to allow better discovery and **version control** of corporate policy documents
- Integration with **scanning** solutions and OCR and meta data tagging will be required.

of view this may not be robust enough as it is not possible to rule out tampering. This approach also relies on versioning of templates and knowing which template was used to capture the data originally, as data items, formats and validation may have changed.

6.2. Scanning

Scanning is a process of converting documents such as letters, forms, receipts, contract etc. into a digital copy.

As Is	Current Issues and Challenges	Ideal to Be
<ul style="list-style-type: none"> The existing scanning software is housed in the Post and Print Room. It currently provides only basic functions. A scanning module is provided as part of the RKYV (OpenText) system, which uses workflow to pass images from the post room database to the relevant service team. Return of documents to the post room is also managed with this process. 	<ul style="list-style-type: none"> The scanning software utilised within the Post and Print Room – where hard documents are digitised – is unable to meet demand and business needs. This leads to significant inefficiencies, with officers dedicating time to rework such as rescanning documents 	<ul style="list-style-type: none"> Barcoding and the automatic indexing of documents. Automatic redaction enables documents to be ready for publication, and allows both the original and redacted version to be available and saved Scope and flexibility for the solution to take on work for other public sector organisations. The solution enables the Council to meet its requirements under the Data Protection Act. Images meet relevant standards and are legally admissible.

6.3. Business Process Management (BPM) and Enterprise Workflow

According to AIIM (Association for Information and Image Management) Business Process Management (BPM) is a way of looking at and then controlling the processes that are present in an organisation with a view to ensuring that the processes are efficient and effective. A business process is an activity or set of activities that will accomplish a specific organisational goal.

Typical BPM steps include analysis, re-design and modelling, implementation, monitoring, management and automation. Additionally, **workflow** support for long lasting processes also tends to be supported.

As Is	Current Issues and Challenges	Ideal to Be
<ul style="list-style-type: none"> The Council uses standalone tools such as MS Visio for documenting business processes. Some Council systems contain their own workflow capability, which operates within the confines of the particular system. The Council does not have a BPM system. 	<ul style="list-style-type: none"> The Council does not have detailed requirements for a 'corporate' business process management suite and it may be that tactical approaches need to be adopted to help the Council progress whilst its approach to BPM matures. 	<ul style="list-style-type: none"> The Council adopts an approach to business process management /enterprise workflow that enables the definition and management of end to end business processes that is independent of the council's organisation and service structure. The Council will reach a stage where BPM informed by Customer insight will be seen as a standard approach across services

7. Mobile working

As Is	Current Issues and Challenges	Ideal to Be
<ul style="list-style-type: none"> The Council currently uses hand held Symbol devices for mobile working which provide online capability so that staff can update COFIRM (Pitney Bowes) when a job has been completed and access details of their next job in the field rather than going back to the office. The Council is looking at updating these devices as well as expanding to other areas such as the use of iPads for bailiffs out in the field. There is a programme underway across the Council to enable more flexible and mobile working, which will involve the use of vendor apps and mobile devices to be implemented to facilitate this as appropriate. 	<ul style="list-style-type: none"> The Council has limited specialist development software for developing applications for smartphones/tablets at present Business system suppliers are at different stages in the development of mobile-enabled versions of their systems. To be cost effective, upgrading to mobile versions, where available, requires an on-going commitment to a particular supplier, which may not necessarily be in the Council's best interests There are a number of services looking to implement mobile working as part of their cost saving targets, the timings of which may/will fall within or before the delivery of this programme. 	<ul style="list-style-type: none"> The mobile working solutions are device agnostic and support the principles of 'Bring Your Own Device (BYOD)'. <ul style="list-style-type: none"> Data security is of high importance and hence remote management capabilities are provided that comply with Public Service Network and other compliance requirements. Mobile applications support offline working where possible/applicable, once a network connection is available, updated job details can then be uploaded to the central system. Mobile devices will require network connectivity via the 3G/4G mobile data network or a WiFi hotspot.

8. Glossary

- 0300 numbers** a range of telephone numbers for use by the public sector and not-for-profit bodies such as registered charities. They cost the same to call as standard landline numbers, even from mobile phones.
- API** Application Programming Interface.
- Apps** computer software specifically designed for mobile phones, particularly Smartphones. They enable the phone to work like a mini computer. There are an increasing number of apps available for a whole range of functions e.g. games, rail timetables, maps, news, etc. Many apps are available free of charge.
- Assisted Digital** assists customers who do not have access to digital channels at home or work to communicate with the Council with support from trained staff at existing public offices and other associated sites with Internet access. Assisted digital can be provided through phone and web channels.
- Auto Redaction** is the process of redacting content stored in digital form automatically, so the information can be easily accessed by many individuals or published, while protecting certain data. It saves staff the work of reading though every piece of text in a document in order to locate passages of text and manually redacting them.
- Business Intelligence** the transformation of raw data into meaningful, useful and contextual information for business purposes to understand our customers and service provision so that service offerings can be improved.
- Cautionary database (PVP)** a database of people who are known to the Council and who pose, or could pose, a risk to members of staff who come into contact with them. Having a single database means that any member of staff who is likely to come into contact with the person has access to the relevant information about that person in order to be able to manage the potential risk.
- Change impact analysis** carrying out an exercise to identify the potential consequences of a change, both positive and negative

Channel	a means of communication by which a service is delivered or accessed. Examples of direct channels used by the public sector include post, telephone, mobile telephone, web, digital television, kiosks and face-to-face (services delivered in physical locations, such as JobCentrePlus).
Channel preferences	the preferences that customers have in terms of contacting and doing business with the Council, for example, by phone, by eMail, etc.
Channel shift	when somebody stops using one channel, for example telephone, and uses another one, such as online. The aim is to design cost effective, efficient and user-friendly means of contacting the Council and then encourage customers to use the channels that work best for them. Channel shift may involve a customer being directed to the website in future to access information or complete a transaction with the Council, rather than ringing the contact centre or visiting Merton Link.
Channel strategy	an organisation's plan for the channels it will use to deliver services to its customers. A channel strategy explains how an organisation will meet the demands of its customers using the resources it has available.
Contact centre operational methodology	the processes and tools that are used in a contact centre in order to make the most efficient and effective use of staff resources.
Content Management	a broad term which refers to information systems which hold information generally accessed by web interfaces. Most common examples are systems which hold internet and intranet pages. Content can be dynamic and can be a "place holder" for transactional activities such as forms, mapping and links to web sites.
Cost per channel	the estimated cost of dealing with a customer contact for each different channel (face-to-face, phone, letter, eMail, online).
Customer	a person, business or other organisation (e.g. CVS) using/interacting with a public service. The person could be using the service for personal reasons (e.g. registering the birth of a child, finding out information),

for business reasons (e.g. paying business rates), either for themselves or on behalf of someone else.

Customer account

unique login details specific to a single individual, which enables that individual to access personal information relating to themselves and carry out transactions available to them.

Customer authentication

identifying and verifying that a customer is who they say they are e.g. by checking date of birth, Council tax reference number, using a password, etc.

Customer Insight

an insight into a customer is a deep truth based on an understanding of customer behaviour, experiences and attitudes, and their needs from a service. Organisations with insight into their customers can deliver the services their customers need, through the right channels.

Customer insight software

computer software that can analyse information about customers in order to try and understand their behaviours and preferences e.g. analysing what they buy in order to target sales. In a local authority context, customer insight software has been used to profile key customer characteristics e.g. their preferences for doing business with organisations, or to target actions at specific groups of customers rather than universally.

Customer portal

a web-site (usually) which provides personalised information and links from diverse sources into a uniform single point of access to facilitate ease of use by the customer. Normally accessed using the customer account information.

Customer relationship management (CRM)

the main component of a CRM solution is a single customer database, allowing information to be collected once but used many times to build up information on customers and use that information to provide customers with services relevant to them.

CVS Community and Voluntary Sector

Digital inclusion

ensuring that the increasing use of digital technology does not exclude certain customers from properly accessing service they need.

- Document Linking** allows users to link all related documents together, even if they documents are filed in different folders or systems. It allows decisions to be made using all available documentation, not just based on information that is easily and readily accessible to the user.
- Document Retention** the process of retaining documents for a specific and pre-determined time period in accordance with its use, and ensuring that after this time the document is destroyed. Some records will be archived for their historical and social value. Retention periods vary for different documents and records.
- DR/BC** Disaster Recovery / Business Continuity
- DTF** Department of Treasury and Finance
- Dual factor authentication** this requires the customer to present two or more of the three commonly used authentication factors ('something the user knows', 'something the user has', 'something the user is'). It is used when a customer wants to carry out a transaction and sensitive data e.g. a bank account number is being accessed. It increases the probability that the customer is who they say they are.
- EDRMS** a type of content management system and refers to the combined technologies of document management and records management systems as an integrated system. An EDRMS enables an organisation to manage a documents and records throughout their life-cycle, from creation, through use, to destruction or archiving.
- Effective** channels that are effective deliver services which meet the desired outcome, with minimal difficulty for the customer or service provider.
- Efficient** channels that are efficient deliver services without wasting time, money or effort for either the customer or service provider.
- eForm** an electronic version of a paper form; they enable a customer to fill out a form online and submit it to the Council without the need to print and post it.

Electronic Document	any electronic media content (other than computer programmes or system files) that is intended to be used and stored in electronic form. Electronic documents can be used as printed output where required.
Electronic Service Delivery (eSD)	the provision of government services to the customer through the internet or other electronic means. This can either be through direct provision to the customer (self-service) or mediation where a customer services operator acts on behalf of the customer.
Failure demand (avoidable contact)	demand for a service when an organisation fails to do what the customer expects, or fails to do something how, or when, the customer expects it. This failure results in avoidable contact, including duplicate contact with the organisation on the same matter. Failure demand can be addressed by reducing the need for customers to contact us.
First and second tier services	first tier: simple information provision or signposting to a more appropriate part of the Council or a different organisation; second tier: provision of a simple service requiring no professional judgement e.g. provision of a parking permit based on proof of residence and car ownership.
Flexible Working Programme	aims to transform the way people work within the Council through enabling technology, innovative use of work space modern working practices and an outcome-focused performance culture
Front to back office end-to-end automation	a process, for example applying and paying for a parking permit renewal, is undertaken completely online, with no need for the back office to re-enter information.
FTE	full-time equivalent, based on a 35-hour week
GDS	Government Digital Service (refer to https://www.gov.uk/designprinciples)
Geodemographic segmentation	segmenting the population by recognising that people generally live in close proximity to other people who are demographically similar. The demographic profile is typically based on age, income/wealth, family size, lifestyle.
GIS	Geographic Information System: a system designed to capture, analyse and present all types of

geographically referenced data. It can be used for a range of purposes. For example, mapping data to plan the best route for a mobile worker, enabling a customer to report graffiti on a map, or enabling them to find their nearest library.

Legal Admissibility

an electronic record being admissible in court, and its authenticity being beyond question. There is a code of practice (BIP 0008) and a British Standard (BS 10008 Evidential Weight and Legal Admissibility of Electronic Information) that can be used to ensure electronic records are legally admissible.

Local Land and Property Gazetteer (LLPG)

an address database maintained by local authorities. Having a single address database means that a customer can, for example, notify the Council of their change of address once, without having to repeat the process across a number of services.

MASCOT service

provides a number of services, including the provision of telecare support (an alarm service for vulnerable residents enabling them to call for help if something happens to them), the emergency out of hours line, and the dedicated adult safeguarding line.

Matrix management model

brings together individuals who report to different managers in order to undertake a particular task; individuals may have dual reporting relationships instead of a more traditional line management arrangement.

Middleware

sometimes called an Enterprise Service Bus (ESB) and is the 'backbone' of a Service Orientated Architecture (SOA) that enables re-use of systems integration components to manage data in various ways to support the needs of the business and as part of an overall Enterprise Application Integration (EAI) strategy. Middleware can enable the acceptance, transformation, translation, routing, message delivery and business process management of data across an organisation.

My Account

an online customer account, which enables customers to access Council services separately or through a single online portal. Customers are able to report issues, apply for services, make payments and check on the status of their service requests through a 'My Account' function.

Ofcom

Office of Communications: the independent regulator and competition authority for UK communications

industries.

Online transactions

customers are able to undertake transactions independently online using an automated e-form linked to corporate systems, or via an automated payments system. An example of an online transaction is renewing a parking permit or paying a Council tax bill.

Open Data

data that is accessible (ideally via the internet), in a digital, machine readable format and that is free of restriction on use or redistribution.

PA-DSS

Payment Application Data Security Standard (**PA-DSS**). This is a requirement that software vendors can validate that a payment application complies with the PCI DSS. This is achieved by Payment Application-Security Assessment Procedures v2.0 (PA-DSS).

PCI-DSS

Payment Card Industry Data Security Standard Requirements. PCI DSS version 2.0 is the global data security standard that any business of any size must adhere to in order to accept payment cards, and to store, process, and/or transmit cardholder data. It presents common-sense steps that mirror best security practices.

Point-to-point integration

where two systems are integrated together using APIs (connectors), but without any middleware. This means that the APIs are specific to those systems and the whole integration will potentially need to be re-designed and re-implemented if one of those systems or interfaces changes – middleware acts as a ‘buffer’ between the systems and enables changes to be made to one API without affecting the other.

Public Service Network

is a UK Government programme to unify the provision of network infrastructure across the United Kingdom public sector into an interconnected “network of networks” to increase efficiency and reduce overall public expenditure.

Records Management

the practice of maintaining the records of an organisation from the time they are created up to their eventual disposal; a record’s lifecycle. It can include classifying, storing, securing and destruction of records (and in some cases can include the archival preservation).

- Redaction** the censoring or obscuring part of a text in a document for legal or security purposes. It allows the selective disclosure of information while keeping other parts of the document secret. Typically the result is a document suitable for dissemination to others than the intended audience of the original document, or for publication.
- Retention Schedule** a policy document that prescribes the length of time for retaining documents and records of varying classes. It helps an organisation to ensure that its documents and records are kept for a prescribed length of time and are disposed of properly and deliberately.
- Roadmap** a plan that matches short-term and long-term goals with specific technology solutions.
- Scanning** the way of converting paper documents and records to an electronic form. This allows the easier sharing and more secure storage of information. The equipment needed for scanning includes a scanner, scanning software and a computer.
- Self-Serve** customers can carry out transactions with the Council themselves, without the need for a member of staff to do anything. This may be by doing something online, for example, completing a form to request a service, or doing something using automated telephony. Payments can be self-service, as can using self-service access points in the face to face contact centre (Merton Link).
- Service** a provision of information or a transaction that an organisation delivers to its customer. Examples of public sector transactional services are the state pension and vehicle registration.
- Service delivery** the process by which a customer receives or accesses a service. Service delivery often involves multiple stages, for example a public sector service delivery process may involve:
Enquiries and requests for information (e.g. “What benefits am I entitled to?”)
Service fulfilment (e.g. registering for benefits and payment of benefits to customer)
Follow-up and after care (e.g. reviewing benefits entitlement after a change in circumstances)
Public sector service delivery can involve a complex chain of actions across multiple organisations.
- Smartphone** a type of mobile phone, with more advanced features than a normal mobile phone, e.g. touch screen

facility, high speed data access, GPS (Global Positioning System) availability. They enable a user to browse the web, handle eMail, locate themselves on a map, for example.

SOCITM the association for IT and related professionals in the public and third sectors.

System Customisation the changes made to a system so it operates in a way that is preferable to the organisation. It is a way of ensuring the system follows the existing business rules and practices, rather than the organisation changing working practice to fit to a system. System customisation can range from minor changes to a full scale change of a system.

Tactical solution a solution that meets a specific ('silo') service need, rather than provides a corporate capability.

Telephony automation push button or voice recognition software is used to reduce the need for a member of staff to answer the phone.

Version Control the management of changes made to a document. Changes are usually identified by a number or letter code. Each version should be associated with a time stamp and the person making the change. Revisions can then be compared, restored or in some cases merged. It ensures that the latest version of a document is always identifiable and used for decision making.

Virtual team a geographically dispersed group of staff who do the same tasks but who are not all in the same location as each other.

W3C World Wide Web Consortium. **W3C** is the main international standards organization for the World Wide Web

WCAG are part of a series of Web accessibility guidelines for making content accessible, primarily for disabled users. Published by the W3C's Web Accessibility Initiative.

Web Content Accessibility Guidelines

Web portal enables a customer to sign in via the web and access a range of services; it presents information from a

number of different places in a single view for the customer therefore making it easier to access those services.

Web Publishing web publishing or online publishing is the process of publishing content on the internet and can include creating websites or updating web pages. Published content can include text, images, audio or video.

Web Services A web service is a method of communication between two electronic devices over the World Wide Web. A web service is a software function provided at a network address over the web or the cloud, it is a service that is "always on".

Workflow an automated process. It can be built into an EDRMS to automate processes making efficiencies and improvements to existing business processes.

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Merton customer insight



Final draft report
4/12/13

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1. Summary
2. Project brief
3. RedQuadrant – our approach
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 - 4.1 Customer segmentation
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 - 4.3 Dashboard
 - 4.4 Cost to serve model
 - 4.5 Capacity building within the organisation
5. Conclusions and recommendations
 - Annex 1 – Merton customer segmentation analysis
 - Annex 2 – The Merton customer experience
 - Annex 3 – The customer service proposition
 - Annex 4 – Local authority benchmarking



1. SUMMARY

Summary

- We have helped Merton towards their vision: 'To design cost effective, efficient and user friendly means of contacting the council and then encourage our customers to use the channels that are most effective'.
- Our work set out a detailed analysis of the relationship between Merton's customers, channels and services, the findings of which were supplemented by customer segmentation analysis based on Mosaic, and engagement with all directorates at target operating model board meetings.
- There is great potential for Merton to build and use customer insight throughout the organisation to achieve improved customer services and identify end to end cost savings.
- Building up capacity and establishing clear accountability with quality measuring and reporting tools, will help embed transformation change across the organisation.

Customer insight will be critical for successful change



2. PROJECT BRIEF

RedQuadrant customer
insight for Merton 5

Project brief

1. Provide detailed understanding of the three-way relationship between Merton’s customers, channels and services, in order to inform the design and implementation of the customer contact programme.
2. Answer the following questions for the council:
 - i. How do our customers expect and desire to access our services?
 - ii. Which channels are appropriate to our customers?
 - iii. Which services and combination of services do our customers use?
 - iv. Which channels are appropriate given the nature of our services?

Requirement	Response
How do our customers expect and desire to access our services?	Mosaic segmentation analysis, baseline contact data, customer survey/safari
Which services and combination of services do our customers use?	Baseline contact data, Mosaic segmentation analysis, customer survey/safari
Which channels are appropriate to our customers?	Mosaic segmentation analysis, geo-demographic research, benchmarking, service propositions
Which channels are appropriate given the nature of our services?	Mosaic segmentation, benchmarking, service proposition

Deliverables

The following deliverables form part of this document or have been delivered as part of the project:

1. **Channel management plan** – recommendations, quick wins and hypotheses from phase one, further developed as a channel strategy.
2. **Cost to serve proposal** – a model for costing the end to end service process.
3. Recommendations for an ongoing strategic customer insight capability
4. **Dashboard reporting framework** – outlining the purpose and structure of the dashboard, key indicators and recommendations for use

See also:

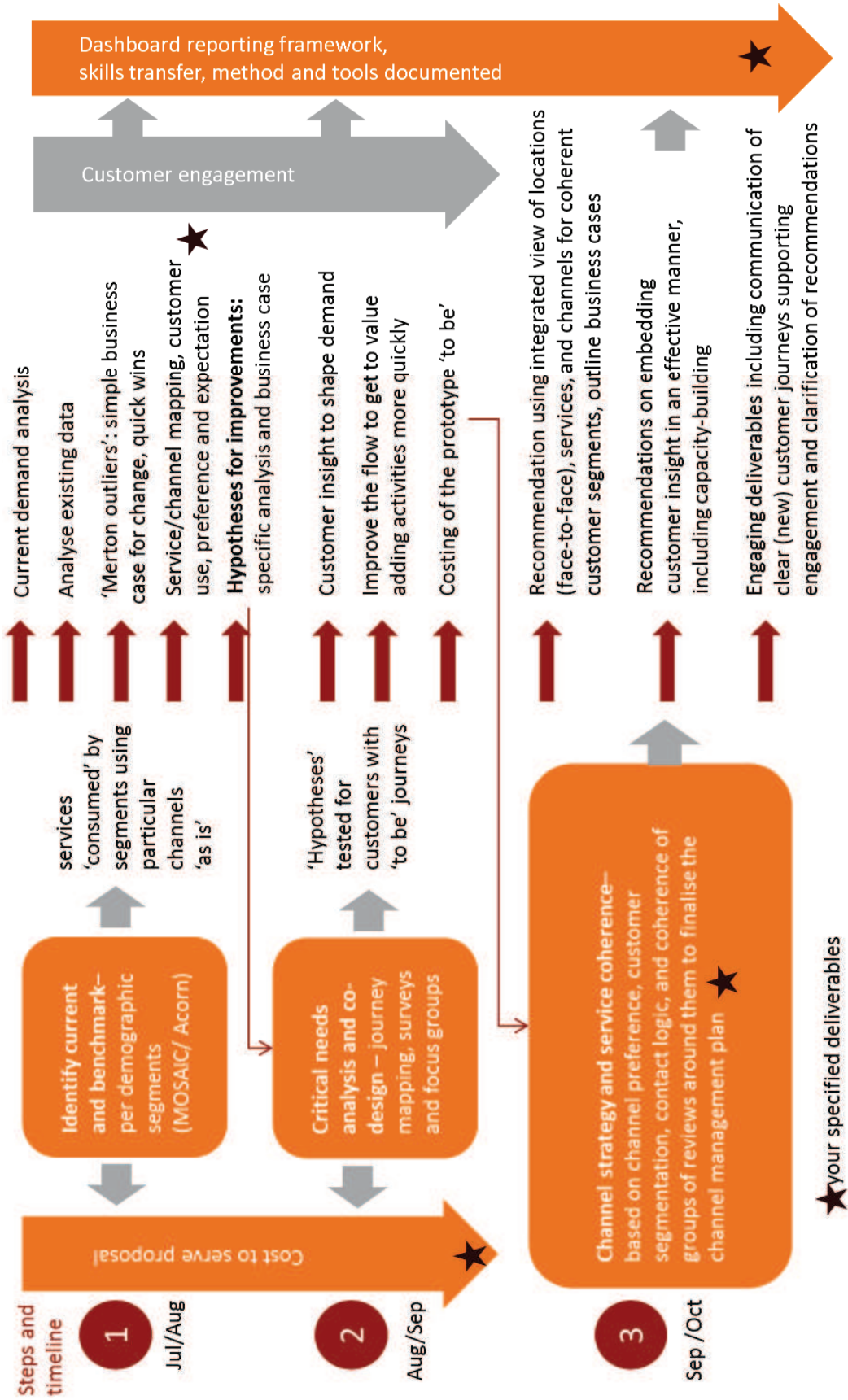
- Merton customer contact – initial analysis to inform development of a channel management plan
- Customer segmentation and geo-demographic analysis to inform a channel management plan.

Other deliverables

- Presentations to and engagement with all directorates target operating model boards
- Customer survey/safari and training
- A study of customer contact and customer needs in Merton adult access team – looking at customer segmentation, demand analysis, process and customer journey mapping, and channel shift potential
- A customer focused workshop for the new environmental health housing team – focusing on customers and channels, value/failure demand, the customer offer, service process mapping and customer journey mapping
- Training on customer insight techniques
- Training on use and theory of Mosaic public sector segmentation

We aligned our approach and outputs with the ownership and communications strand of the customer contact programme, ongoing consulting help from John Mallaghan, and the current procurement exercise.

Core process for project – as per proposal



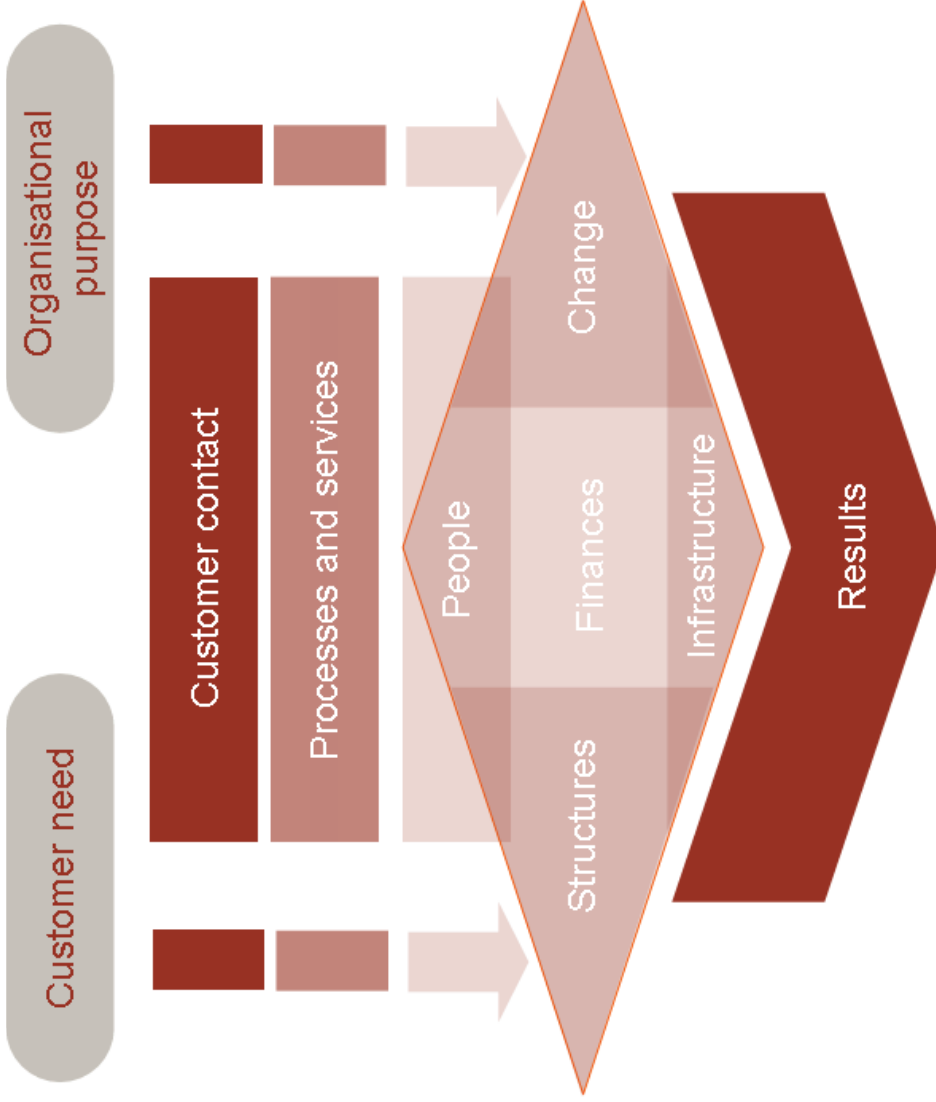
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3. REDQUADRANT – OUR APPROACH

The importance of customer insight



Customer need is central to 'outside-in' organisational analysis and change

Key customer services concepts need to be re-visited

Three good ones

- Customer experience is important – but beware of the statistics
- Be systematic – plan, do, act, check, (or define, design, develop, deliver) – continuous improvement is key
- The interface with our customers is vital – the most critical!

Eleven to consider with caution

- Good service costs more
- Simply, standardise, share
- Front office/back office divide

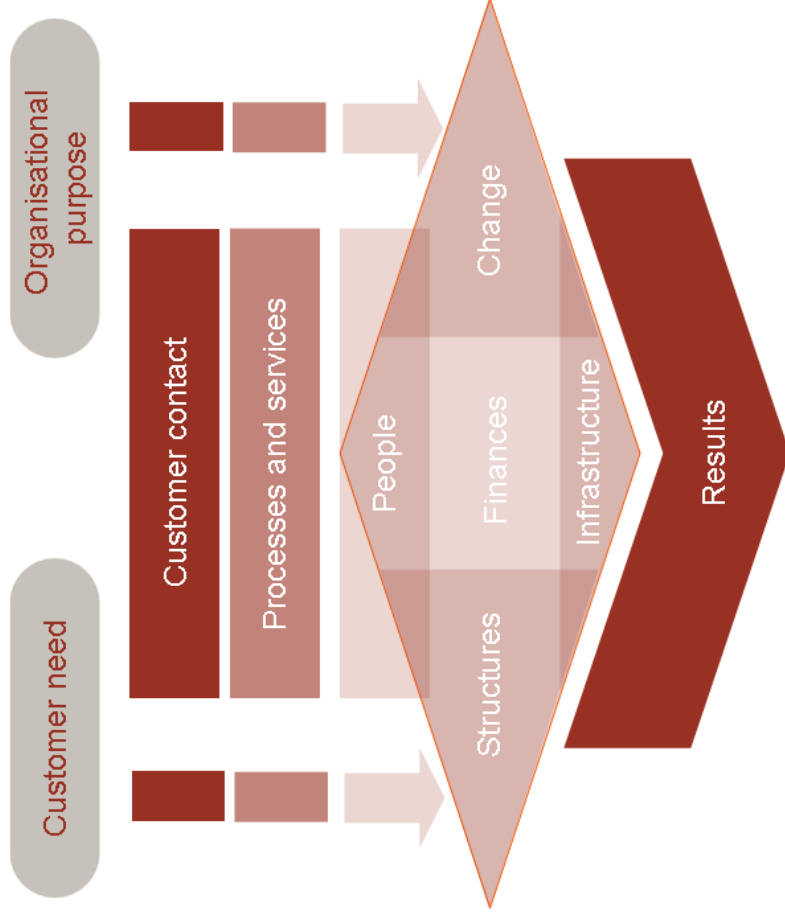
- Optimising resource
- Channel migration
- ‘We already know our customers’
- Queuing, triaging, waiting
- Pareto principle will solve all
- Segmentation is the answer
- CRM and technology is the solution
- Customer satisfaction will give us the ultimate measure

Operating models (org designs)

- can work
- but the devil is in the detail and the local situation

A focused approach

- Start from purpose
- Understand demand
- Build an evidence base
- Decrease unnecessary contact / increase necessary
- Good customer services cost less
- Create flow and target perfection
- Build organisational processes to meet demand
- Engage and empower staff
- Develop change management – a responsive organisation
- Engage and empower customers
- Treat demand appropriately



What is insight?

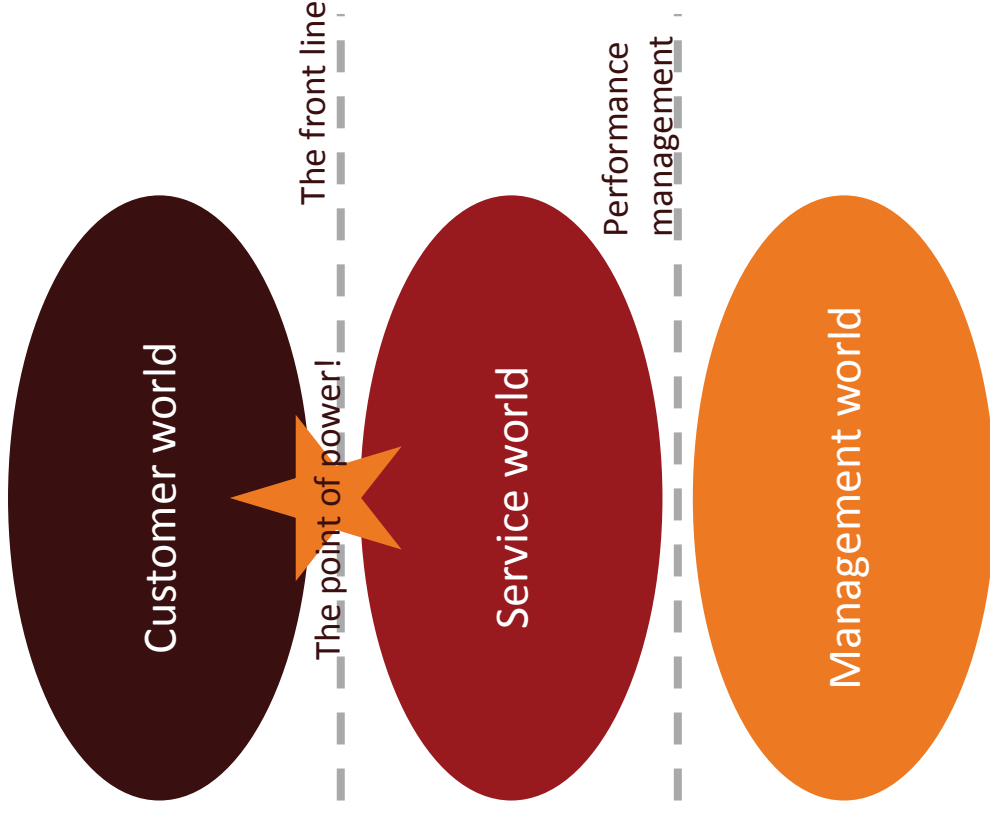
'We shouldn't confuse 'insight' with 'research'. Insight is about the strategic interpretation of customer data and information, providing a rich and deep understanding of our customers, their needs and what we can do to help ensure our services fit usefully into their lives. To succeed, we must know what information we need and how to collect it; have the capabilities and processes to analyse this and turn it into accessible and actionable material; and most importantly, promote the culture to create and value this insight on an ongoing basis.'

Deidre Sorensen of the Department of Health

Getting it right spans different worlds

A traditional view:

- The 'customer world' is separated from 'service world' by an invisible divide (we even call it the 'front line')
- This is further separated from 'management world' by another invisible divide – called 'performance management'
- In the customer world, we do market research
- In the service world, we do business process reengineering
- In management world, we do business planning – and cutting



Building blocks for true customer management

1. Vision of future service provision;
2. Customer strategy identifying how the organisation's demand, purpose, business and financial plans will be met through customer service provision;
3. Valued customer experience identifying the desired future customer experience;
4. Organisational collaboration between the various parts of the organisation;
5. Business processes critical to delivering the customer experience;
6. Information (data and analysis);
7. Technology applications, architecture and infrastructure; and
8. Metrics and measurement.

(Gartner 2007)

Customer insight – good practice and learning

Some of the organisations we have worked with recently:

- City of Westminster
- London Borough of Islington
- London Borough of Southwark
- Reigate and Banstead Borough Council
- Plymouth City Council
- Wycombe District Council
- The Local Government Association (LGA) – evaluation of the Customer Led Transformation Programme
- 2010 CSLG/Capital Ambition London benchmarking survey and channel strategy
- 2012 Local authority benchmarking survey
- The RedQuadrant Customer Transformation Club



4. THE FINAL DELIVERABLES



4.1 CUSTOMER SEGMENTATION

Contents

- Customer segmentation – what is it?
- Customer segmentation – its purpose
- Merton – general findings
- Mosaic analysis
- Merton’s customers – channel preferences and channel shift
- Postcode level service analysis

Customer segmentation outline

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insight for Merton 20



Customer segmentation

- Is one of the first customer insight tools to think about using – as one size rarely fits all!
- At its simplest it's about classifying a population into different groups, recognising that not all people are the same or need the same things
- Can be really simple and straightforward – gets you thinking about the varying needs of different customer groups
- Becomes far more powerful when linked to real **service and channel use data**
- A good foundation is **database segmentation** – using existing internal data or information sourced from a third party (e.g. Acorn and now Mosaic for Merton)
- It can be supplemented by
 - **qualitative segmentation** – built using learning from depth interviews or focus groups. Doesn't give hard numbers, but can be faster and cost less. Can fill gaps in understanding – especially why people do and need. things; and
 - **quantitative research-based segmentation** – hard numbers and analysis based on a questionnaire or survey-based research
- Approaches can be combined to build more powerful segmentations as required or to suit the needs of a particular project or service area

Purpose of segmentation

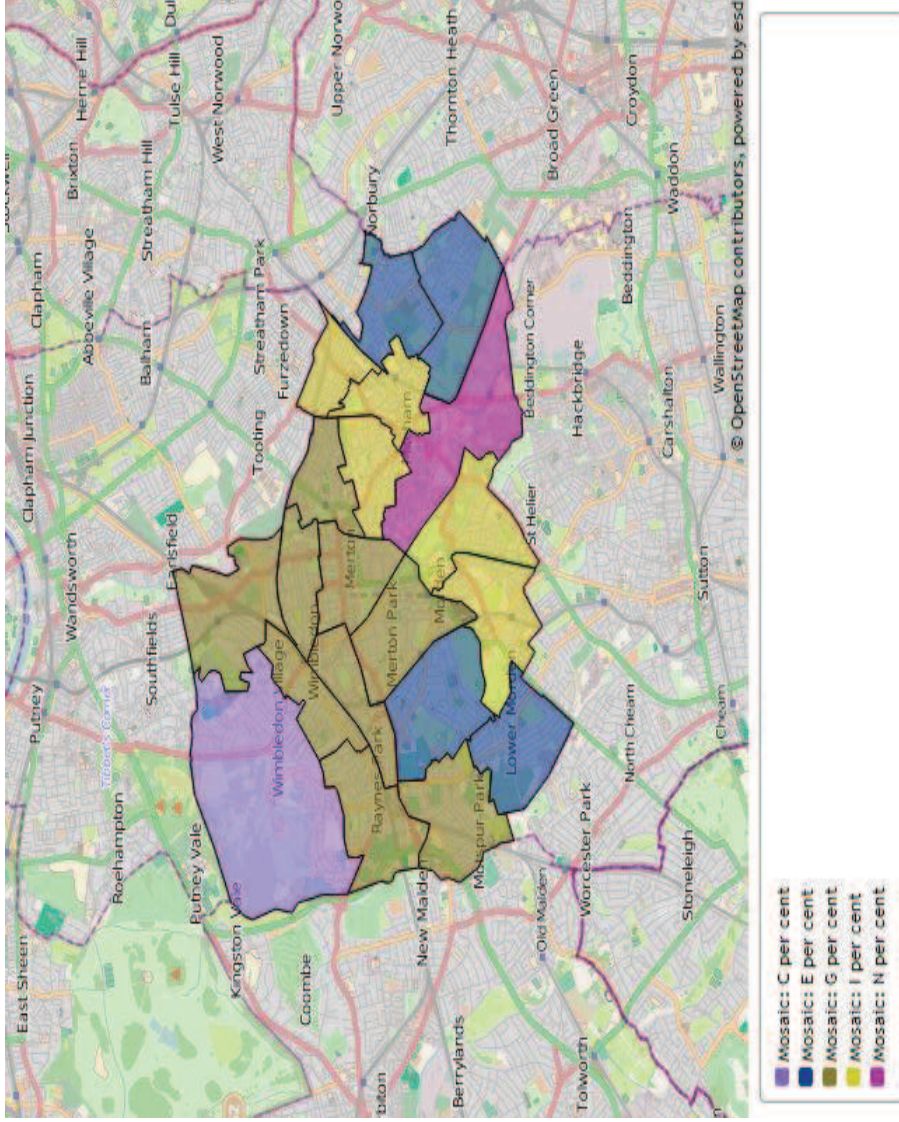
- It helps us to understand different people and their varying needs so that we can tailor services and target limited resources more effectively
- Before you do customer journey mapping or satisfaction measurement – it helps to focus on the customer groups you are going to be thinking about
- It can be used for many things: to target communications, give a better customer experience, better design services, target resources, decide where savings can be made with the minimum negative impact upon customers
- There is no right way of doing it – so think about what you are trying to do and why first
- Remember that all types of segmentation are based on four basic things:
 - **WHO** people are;
 - **WHERE** they are;
 - **WHAT** they do; and
 - **HOW** they think and feel

The purpose of segmentation is to **predict** what groups will do

Customer segmentation in Merton

- High level geo-demographic analysis points to some clear differences between certain areas of the borough – most obviously east and west
- These differences (e.g. household tenure, qualifications, economic activity, transport links) will individually and collectively impact upon the services residents are likely to need from the council and their relationship with it
- ESD toolkit reports functionality was used to plot characteristics related to deprivation and social/digital exclusion. This mapping reinforces the greater dependence upon council services in the east and south
- A key recommendation from phase one was that postcode level service analysis and mapping be carried out to more precisely illustrate service need and take-up. Postcode analysis has been done in phase two as part of the Mosaic segmentation exercise
- For more detail see *Merton customer contact – customer segmentation and geo-demographic analysis to inform a channel management plan* and the Mosaic analysis in this presentation

Merton customer segmentation – top five Mosaic groups



- **Group G young, well-educated city dwellers – 41.8%**
- **Group I lower income workers in urban terraces in often diverse areas – 18.4%**
- **Group E middle income families living in moderate suburban semis – 15.7%**
- **Group C wealthy people living in most sought after neighbourhoods – 8.6%**
- **Group N young people renting – flats in high density housing – 5.9%**

Mosaic classification – 15 groups; 69 types based on 440 data elements

RedQuadrant customer insight for Merton 24



What do Mosaic groups tell us? Example pen portrait


A
B
C
D
E
F
G
H
I
J
K
L
M
N
O

26
27
28
29
30
31
32
33
34

Hammersmith and Fulham 9.31%  9.10%

Group G: Young, well-educated city dwellers

Overview

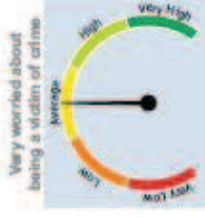
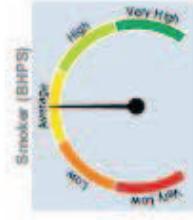
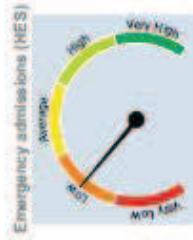
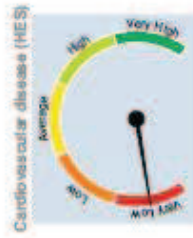
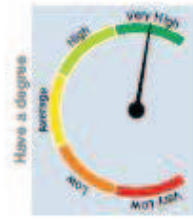
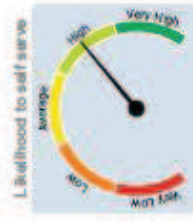
- Key Features**
- Young singles
 - Students
 - Degree level education
 - Creative jobs
 - Diversity
 - Ethical products
 - Internet searches
 - Theatre and arts
 - Cinema



Access Information

- Receptive**
- Internet
 - National Papers
 - Non Receptive
 - Face to Face
 - Local Papers
- Service Channels**
- Receptive
 - Mobile Phone
 - Post
 - Non Receptive
 - Face to Face

Requirements



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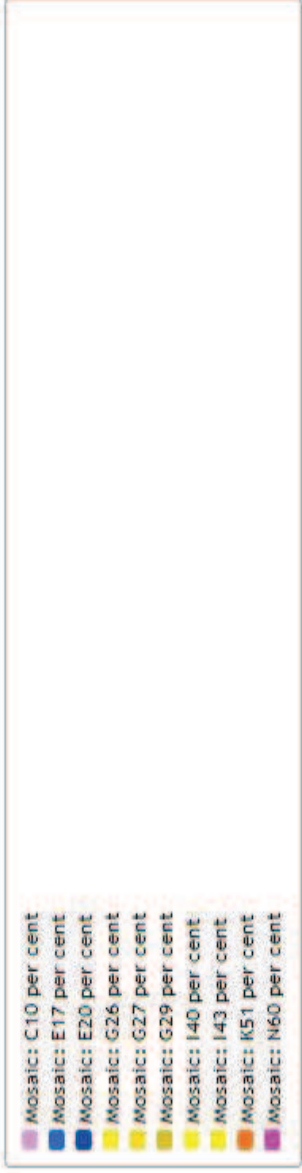
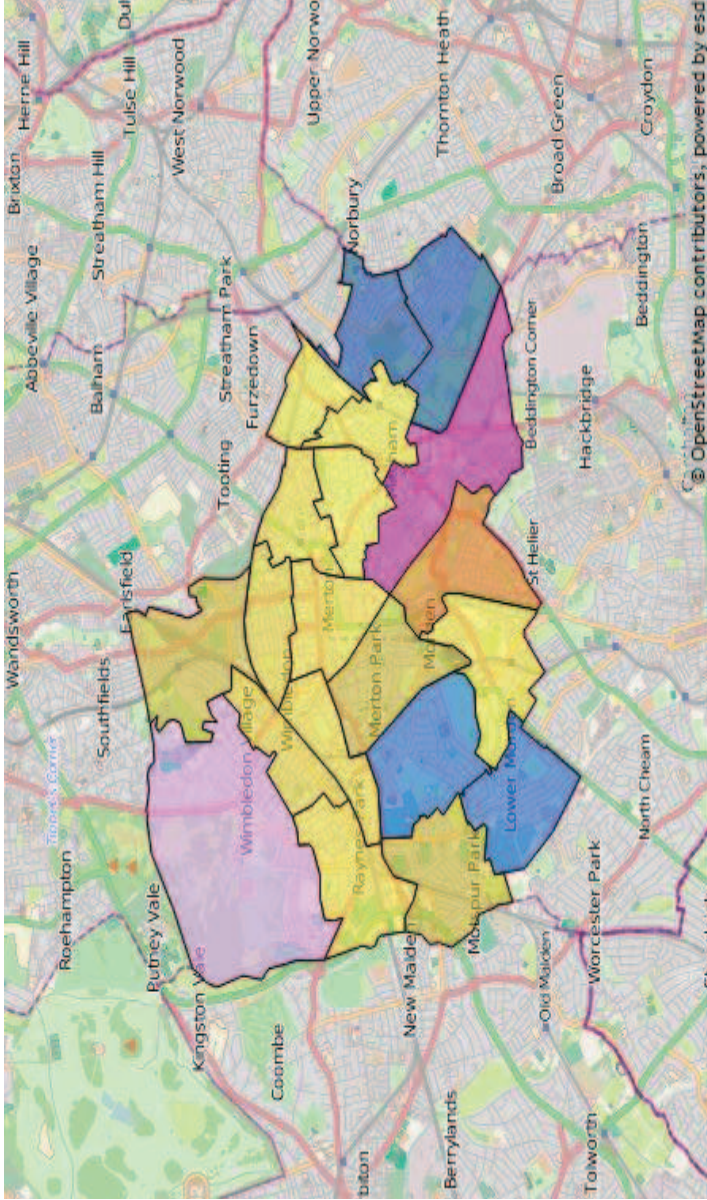


The characteristics of Merton's top five Mosaic groups

- **Group G** young, well-educated city dwellers – 41.8%: high likelihood to self-serve; access information – receptive to internet, non-receptive to face-to-face contact (f2f); service channels – mobile telephony and post, non-receptive to face to face . Likely to be light users of council services (central/north west)
- **Group I** lower income workers in urban terraces in often diverse areas – 18.4%: average likelihood to self-serve; access information – receptive to SMS & interactive TV, non-receptive to standard telephony; service channels – none significant, but non-receptive to post. Higher demand for council services especially by lower income parents with small children (south and east)
- **Group E** middle income families living in moderate suburban semis – 15.7%: high likelihood to self-serve; access information – phone & internet, non-receptive to f2f; service channels – internet, phone, mobile telephony, post, non-receptive to f2f. Low levels of social deprivation but national average need for social services (south east and south west)
- **Group C** wealthy people living in most sought after neighbourhoods – 8.6%: high likelihood to self-serve; access information – internet & phone, non receptive to f2f; service channels – internet, phone & post, non-receptive to f2f. Very wealthy – low need for social services (north west)
- **Group N** young people renting flats in high density housing – 5.9%: very low likelihood to self-serve; access information – SMS, non-receptive to internet & phone; service channels – none significant, but non-receptive to internet, phone, mobile and post. Low incomes and high levels of social deprivation (south east)

High level findings – self-serve likelihood, information channels and service transaction channels, and likely need for council services.

Merton customer segmentation – top five Mosaic types



- **G29: Young professional families settling in better quality older terraces – 17.95%**
- **G26: Well educated singles living in purpose built flats – 12.18%**
- **E20: Upwardly mobile South Asian families living in inter war suburbs – 8.91%**
- **I40: Multi-ethnic communities in newer suburbs away from the inner city – 8.73%**
- **E17: Comfortably off suburban families weakly tied to their local community – 6.41%**

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Channel preferences of your customers

- 66% of Merton's population have a very high likelihood to self-serve (4 or above on the Mosaic self-serve indicator)
- In addition, just over 18% have average likelihood to self-serve (3 on the indicator)
- 66% are actively receptive to internet for accessing information – and only 5.9% actively non-receptive to internet (Group N – young people renting flats in high density housing, who are only really receptive to SMS)
- 24.3% actively prefer internet as a service channel – this rises to 60% if we include those who are not actively non-receptive
- 66% of the population are non-receptive to face to face for either accessing information or as a service channel
- In terms of channel shift, the population can be divided into three broad categories:
 - **Early adopters of digital self-service**
 - **Tentative adopters of digital self-service**
 - **Naturally resistant to digital self-service**

Merton's target groups for channel shift

- 1. Early adopters 66%**
 - C, E and G – spread across borough
 - Preference for transacting online and dislike of face to face
 - But Groups C and E also receptive to conventional phone and post – so still some potential for channel shift away from these channels
 - Should be possible to move them to online self-service with relatively low cost/effort but maybe not the greatest value as probably low users of council services (some greater need for services likely in Group E)
- 2. Tentative adopters 18.4%**
 - Group I – south and east
 - Includes households more reliant on state support and council services
- Overall many could transact online with some encouragement and support – not yet actively receptive, but clear dislike of phone for information and post for transacting
- 3. Naturally resistant 5.9%**
 - Group N – distinct pocket in south east
 - Likely to unwilling/unable to transact online (even if smartphone/SMS use high)
 - Interesting lack of internet usage amongst the young and marked lack of channel receptivity
 - Some will become used to online with support; others may need long term 'assisted digital' help or face to face intervention either at the Civic Centre or more locally
 - Can you target them with SMS info?

These target groups should form the basis of your channel shift strategy, underpinned by the our service-specific postcode analysis.

Postcode-level service take-up

- The Mosaic public sector profiling tool was used to profile the take-up of certain key Merton services at postcode level :
 - revenues and benefits – housing benefit applications
 - housing needs – homelessness applications
 - housing needs – new housing register applications
 - adult social care – older people, occupational therapy, direct payments, mental health
 - electoral registration – online registration
 - adult education – students enrolled for 2013/14
- The profiling tool analyses service take-up by Mosaic type which gives a level of insight in to the circumstances, needs and channel preferences of applicants that would otherwise be difficult to achieve
- This level of insight can be used to inform both individual service target operating model planning and the development of a more strategic corporate approach to the integration and clustering of services based upon individual and type needs

Use of service-level analysis

Example findings:

- To identify channel shift potential (electoral register and adult education)
- To target key customer groups and inform preventative action (housing benefit, homelessness and new housing register applications)
- To inform service planning for the future (adult social care)
- To determine how services may be better integrated and clustered around the needs of specific key customer groups

Merton does not have the Mosaic postcode mapping tool, so our analysis has been limited to identifying the prevalent Mosaic types using services, rather than mapping them in geographical locations across the borough

Our detailed findings are set out at annex one



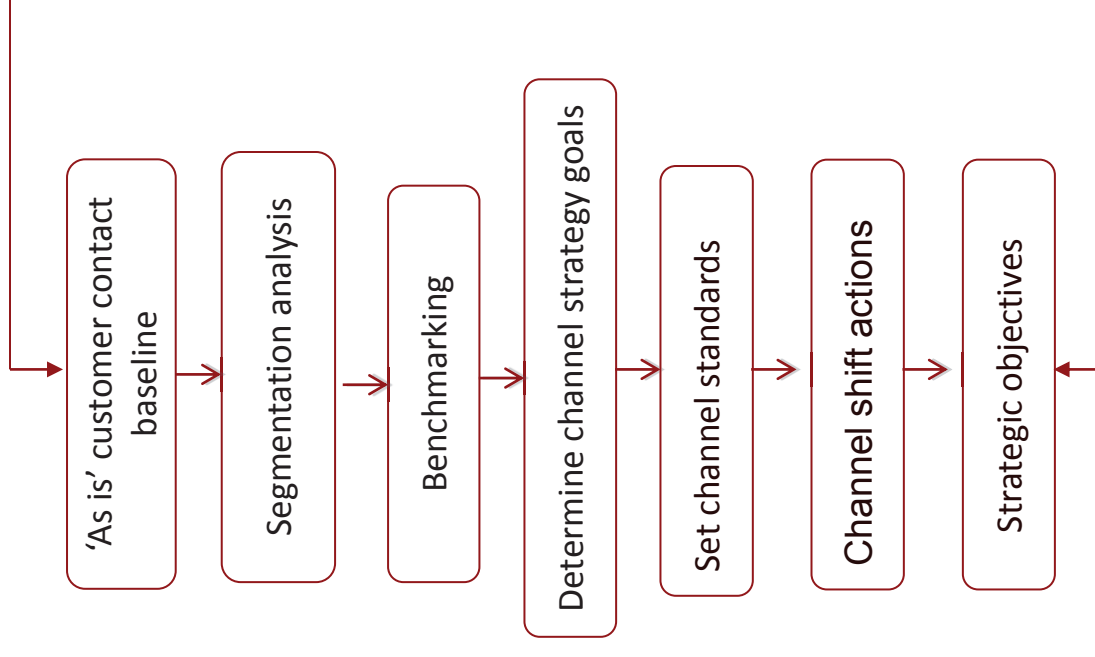
4.2 A CHANNEL STRATEGY FOR MERTON

Contents

- Building a channel strategy
- Customer contact baseline and RedQuadrant recommendations
- Channel strategy goals – creating a new customer service proposition
- Local authority benchmarking – comparative findings and good practice for Merton
- Strategic objectives going forwards

Building a channel strategy – an iterative process

1. Build the 'as is' baseline of customer contact – *customer contact data analysis*
2. Use customer insight to know what customers want and how to drive customer behaviour change – *segmentation analysis*
3. Learn from and apply good practice – *benchmarking*
4. Create a new customer service proposition – *determine channel strategy goals*
5. Set measures of operational success – *channel standards*
6. Determine key priorities – *channel shift actions*
7. Set strategic objectives for the future – *embed management information and cost to serve*



Embed this whole process into business planning – the three to five year strategic planning process and annual, operational planning



CUSTOMER CONTACT BASELINE AND RECOMMENDATIONS

Headlines – contact volumes by channel 2011-12

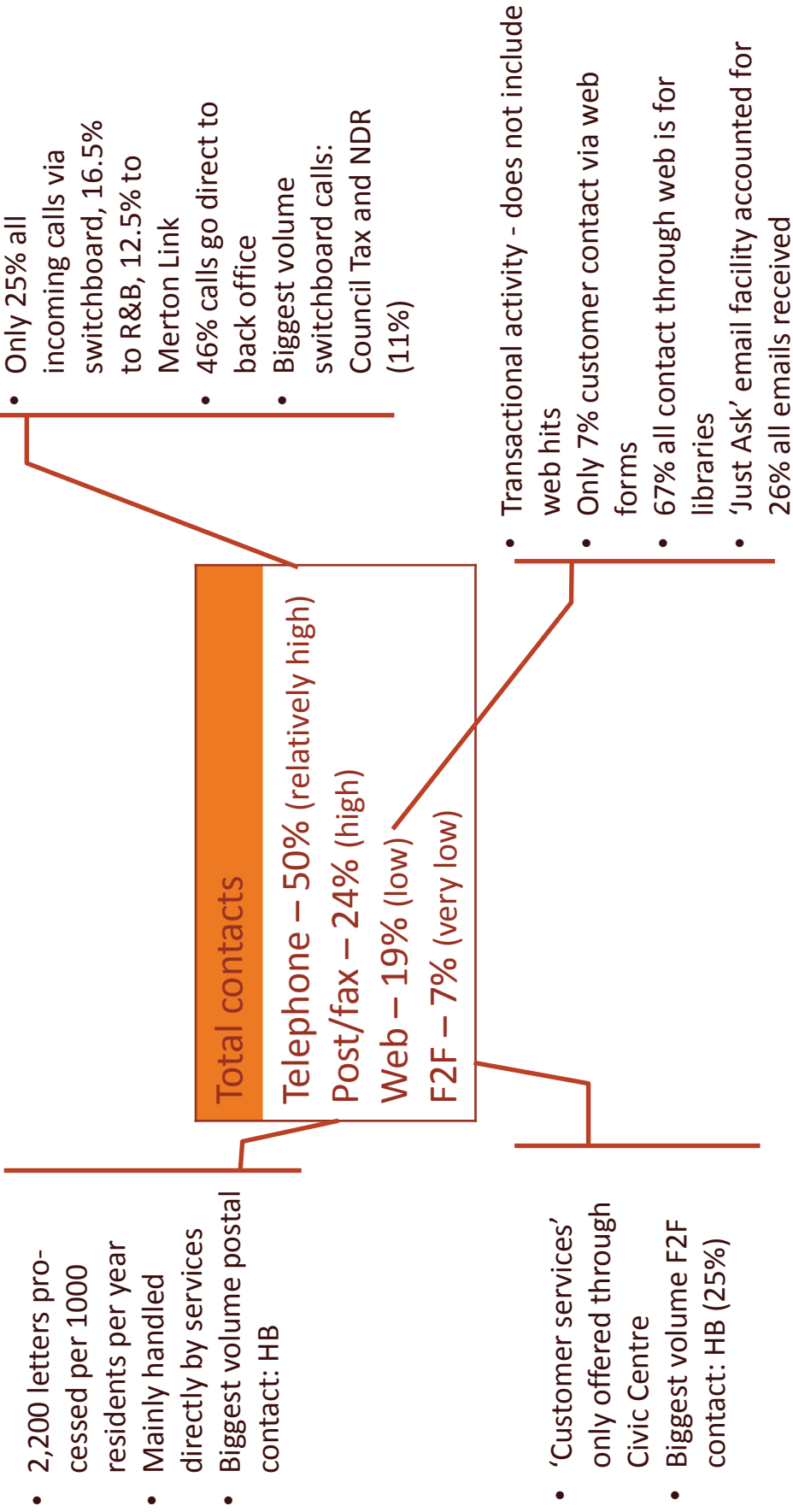
Directorate	Face-to-face	Phone ¹	Post/fax	Email	Web	TOTAL
E&R	32,900	224,500	43,500	106,500	21,600	429,000
CSF	3,300	121,400	6,900	10,200	3,200	145,000
C&H	10,900	66,700	6,200	15,600	97,000	196,400
CS incl. Merton Link and R&B	84,000	539,700	400,300	100,600	8,200	1,132,800
Merton Link/contact centre ²	43,200	356,600	72,000	60,000	-	531,800
TOTAL	131,100	952,300	456,900	232,900	13,000	1,903,200

¹ Conventional telephony – calls via switchboard or direct to back office lines (handled by call handlers or via AVR where applicable)

² Merton Link services are included in the customer services total but highlighted as a separate line in this table. They are not double-counted in the overall total

High level contact volumes by channel – since then face-to-face volumes have fallen further in Merton Link revenue and benefits (data not provided)

Channels – the ‘as is’ picture



Merton’s total contacts 2011/12



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Customer-facing services

Merton Link acts as the main face-to-face and telephony channel for a range of customer services. It comprises:

- Civic centre reception
- Face-to-face channels for some services, including staff from both Merton Link and revenues and benefits
- Contact centre, including switchboard and first line resolution for a small number of services
- Cash office (closed September 2013)

There are an additional 45 customer-facing service-specific contact points across the borough, including libraries.

Unusually for a London authority, Merton has just a single face-to-face contact point for accessing a range of council services.

Main high volume service areas 2011-12

The top 15 high volume services for both directorates and Merton Link (all channels) are as follows (time per transaction was estimated as part of the '11-'12 exercise):

Housing benefits	234701
Council tax	225677
Electoral services	1111020
Merton Link payments	95421
Streetscene enquiries	92456
Development control	76702
Just Ask (email)	60000
Waste	59170
Building control (second highest minutes per transaction – 15.35)	40096
Leisure support (highest minutes per transaction – 16.20)	55671
Environmental health, trading standards, and licensing	37508
Place making and public realm	27773
Parking control/permits	24969
Merton adult access team (MAAT)	21435
Traffic/highways (third highest minutes per transaction – 15.12)	21217

Initial observations – directorates and services

- The top 15 high volume services make up around 1.2 million of the total 1.9 million first line contacts
- Directorates:
 - E&R – very high levels of phone and email contact which should be investigated
 - CSF – predominance of phone contact also to be looked at
 - C&H – high levels of phone contact, but also web (the latter doubtless influenced by Libraries online presence)
- Services:
 - Payments – 71,500 payments were made by post
 - Electoral register – 90,000 postal contacts made
 - Streetscene enquiries – over 86,000 by phone to Merton Link
 - Development control – 29,000 postal contacts
 - Waste – 45,500 phone contacts
 - Revenues and benefits – drives particularly high volume of contact and merits particular attention

Focusing on these findings makes good sense in terms of effective contact and channel management.

Types of transactions

For the purposes of the 2011/12 analysis, all Merton customer contact was assigned to one of three contact types:

1. Information provision/signposting;
2. First line service provision; and
3. Complex service provision (specialist or professional)

This provides a useful framework for distinguishing different types of contact – see full analysis at annex one.

Distinguishing types of transactions enables you to see where there are opportunities to handle contact through better channel management.

The July 2012 cabinet report concluded that short/medium duration contacts that are either information provision/signposting or first line/transactional should be targeted first for channel shift opportunities.

Our recommendations for 'quick wins'

- 1. Waste** – more online automated functionality to counter high volumes of Merton Link and contact centre contact, back office telephony and high reported levels of avoidable contact. Target garden and bulky waste
- 2. Payments** – further push is needed to encourage automation to cut high levels of post/fax contact which may rise even further now the cash office is closed. Look at rationalising e-payment channels and driving up e-billing and direct debits
- 3. Streetscene** – further automation is required to reduce high volume of telephony contact through Merton Link (at present there is no e-form integration and customer options are multiple and confusing)
- 4. Electoral register** – investigate the 90,000+ post contacts associated with the process of renewing electoral registration, and people moving in and out of the borough. National changes to the electoral system next year would provide a good focus for activity in this area
- 5. Environmental health** – investigate opportunity for more frontline/online functionality to counter both high volume of back office telephony categorised as complex service provision and high reported levels of avoidable contact

Quick wins continued

- 6. Development control** – look at the 29,000 postal contacts driven by outdated use of postal forms and failure to make optimal use of the planning portal
- 7. Building control** – investigate high f2f and phone contacts classed as complex service provision in the context of the forthcoming trial of handling building control calls via the contact centre
- 8. Leisure** – look at what is driving high levels of back office calls, especially with the outsourcing of leisure facilities
- 9. Parking permits** – there seems to be patchy online automation combined with high levels of back office calls, so enable parking permits to be purchased online, not just renewed, and reduce volume of postal applications. Also enable penalty charge notices and representations to be dealt with online and remove PDF parking permit application from website (these are still accepted by email)

Accepted– now integrate into target operating models and implement

Guiding principles and hypotheses

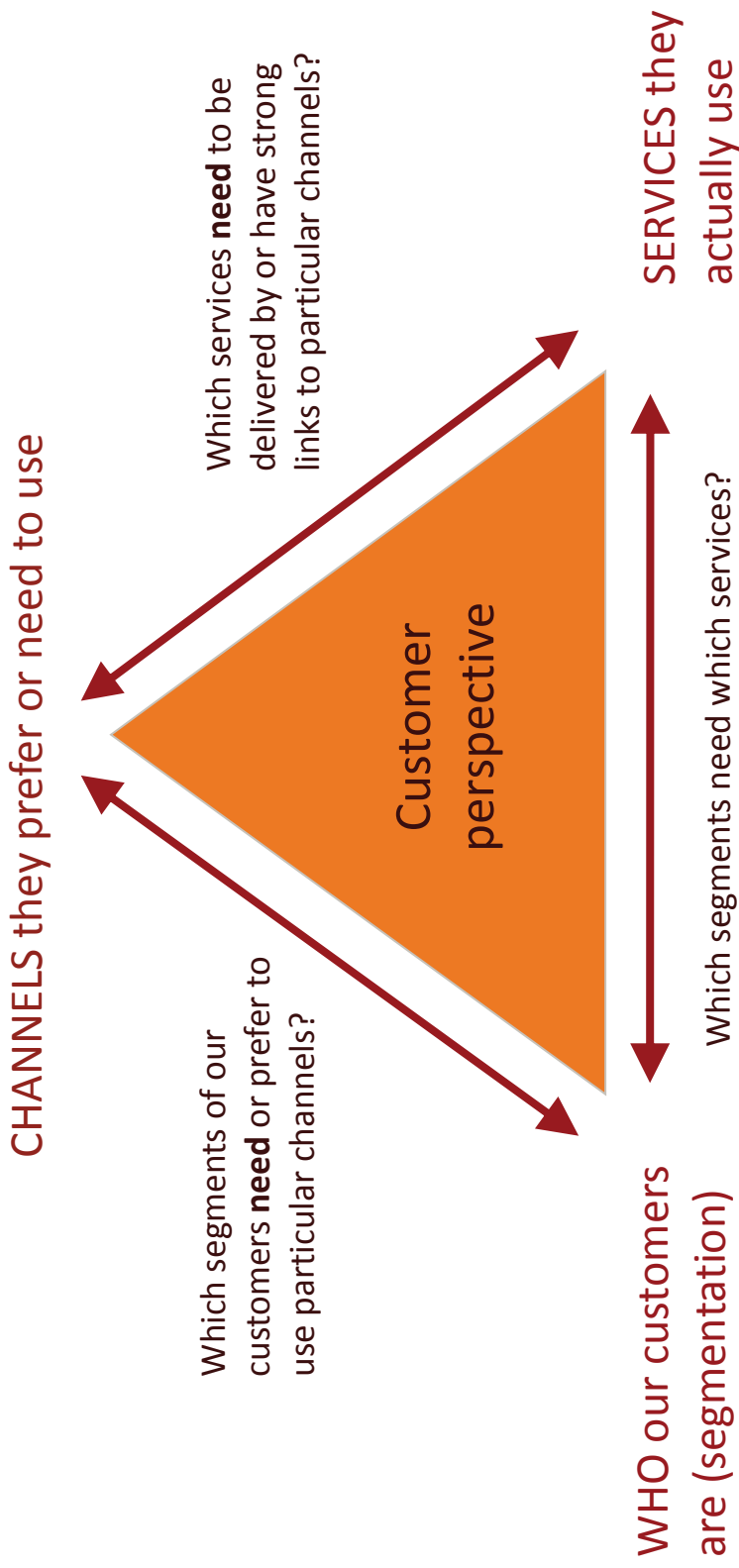
- Online automation and self-service for greater efficiency and faster service fulfilment
- Development of 'assisted digital support'
- Reduction on internal/external reliance on post and telephony channels
- Service integration and the coherent clustering of services to better meet customer individual/group needs
- Focus on improved management of customer demand and reduction of avoidable contact
- Better channel data gathering/analysis processes built into business as usual operations management
- Effective contact management based on the optimal mix of customer purpose and channel needed to deliver the required outcomes

A corporate channel and contact management approach



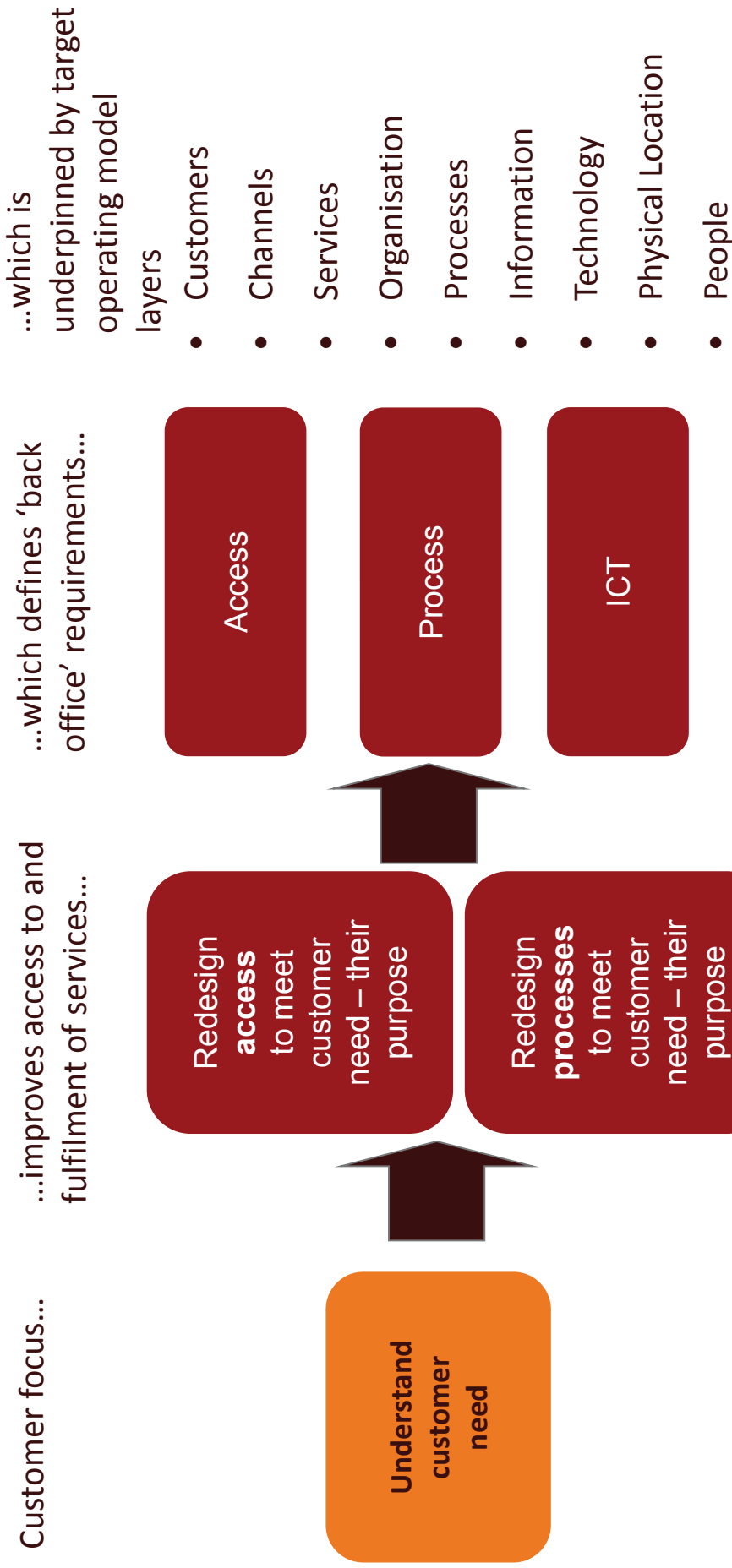
CHANNEL STRATEGY GOALS: A NEW CUSTOMER SERVICE PROPOSITION

Customer perspective at the heart of channel strategy



Clear understanding needed at programme and operating model level

The focus needs to be on understanding customer need...



Understanding demand and real customer need is a crucial driver of efficiency and optimised service delivery

...and removing waste

- In 2012 service areas provided self-reported levels of 'avoidable contact' (failure demand) as part of the options appraisal baseline study
- It is assumed that the standard NI14 criteria were used (see following slide)
- The breadth of the exercise is impressive – as are the generally high rates of failure demand reported
- Highest reported levels as follows:
 - Information provision/signposting: housing 52-75%; parking permits 66%
 - First line service provision: waste 60%; parking permits 45%
 - Complex service provision: placemaking and public realm 40%; waste 40%
- More recently smaller sampling exercises have been carried out

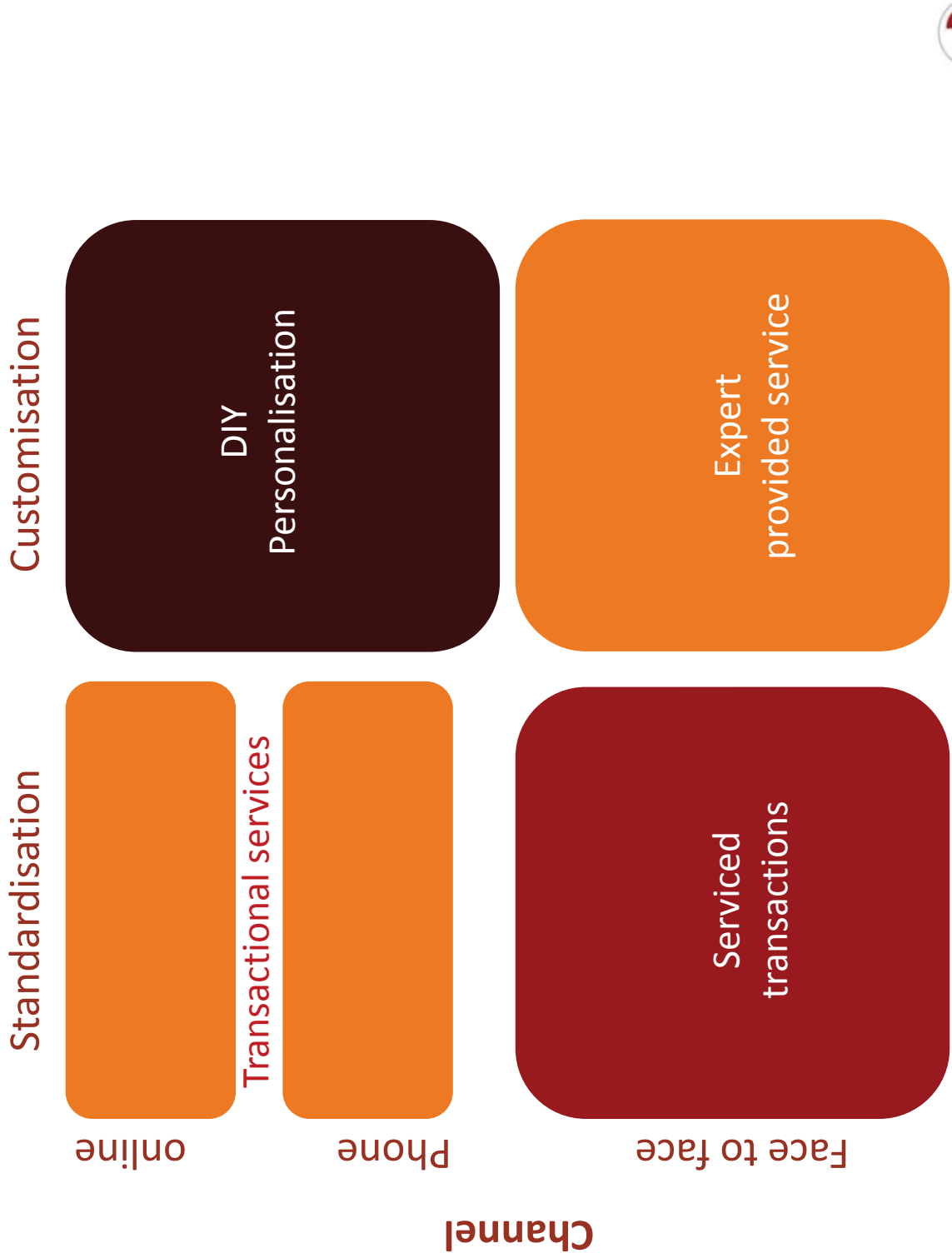
Clear focus on reducing failure demand must be core to the channel strategy

Customer service proposition

Customer service proposition		
	Standardisation	Customisation
Service characteristics	<ul style="list-style-type: none"> reliable know what you get – clear expectations standard quality 	<ul style="list-style-type: none"> reflecting small group/individual needs specialist knowledge required
Main organisational focus	<ul style="list-style-type: none"> operations, low cost, common processes standard outputs 	<ul style="list-style-type: none"> customer partnering, best solution, projects various outputs

‘Standardise when you can; customise when you should’

Customer proposition for Merton



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Next steps for Merton

- We presented the customer service proposition model at each of the directorate channels layer target operating model board meetings we attended
- Merton accepted the model as the basis for some 'as is' and 'to be' analysis of its channel strategy
- Each attendee was asked to complete a customer service proposition model for their own service area – but only one of these has yet been returned (libraries)
- We therefore recommend that one of the outputs of this project is the corporate agreement that the completion of service proposition models is made a required element of the target operating model channels layer – as a basis for Merton's future channel strategy
- The completed set of service proposition models will provide solid foundations for a clear, bespoke corporate channel shift plan



BENCHMARKING: COMPARATIVE DATA AND GOOD PRACTICE

2012 survey – comparisons with Merton (see annex 4)

Key finding	Description	Current position
To improve service, help customers to get things done	The three most important factors identified in improving service to customers were process improvement, channel shift, and improved systems integration (linking web forms and the systems that customers and customer contact staff use to the back office systems that do the real work).	Little if any application integration in place, some focus on process improvement and channel shift, but lacking a coherent, cross-council approach.
To improve online service, help customer to get things done online	Most councils are/will be looking to prioritise online customer contact, but to continue to allow a mix of face to face and telephone, with customers choosing the most appropriate mix to suit their needs. The most critical thing is that however you contact your council, the same degree of resolution of needs should be possible.	Recognition currently that the same degree of resolution of needs is not possible online, but again lacking a clear strategic approach.
It is still very hard to get things done online	54% of authorities still only have limited interactive transactional e-services while only 25% of authorities have reached the 'holy grail' of seeing 'Substantial increase in e-interactions , significant changes in patterns of customer contact, fully interactive transactional e-services'.	Web site is very well rated, but not well used for transactional services – with few fully transactional services available.
Demand for online services has increased – but so has demand for other 'channels'	There was a mixed picture in terms of reported 'channel shift' over the past three years: internet transactions have increased for 95% of authorities, telephone for 62% and face to face for 35%, with a decrease in face to face and telephone contact reported by 12% and 13% of authorities respectively.	Volumes of face-to-face contact remain relatively very low at Merton compared with other channels, but volumes of phone and post contact are too high.
There is no single agreed future model of local authority customer contact	Councils are moving over the next three years to a variety of customer contact models – an absolute prioritisation of self-service, the development of a deeper single point of contact and clustering according to customer types. This pattern is consistent across all channels, with a general (but not complete) move away from shallow single point or department-based contact models.	There are developments in customer contact with which Merton is not currently aligned but should consider in its future channel management plan.
Digital inclusion is increasingly important	A majority of authorities are making an effort to support digital inclusion using a variety of methods such public access to PCs, assisted self-service and training for customers.	Merton is well placed to use the civic centre kiosks, along with public access PCs in libraries, the civic centre, and other outlets.



STRATEGIC OBJECTIVES

How to embed the channel strategy

1. Improved management of customer demand and reduction of avoidable contact, through:
 - Better understanding of the drivers of customer demand and assessment of value as compared to failure demand
 - Reduction in multiple contact points and front/back office handoffs
2. Better contact and channels data gathering, management and understanding
 - Put processes in place to ensure that all required data can be gathered in a consistent and comparable way despite multiple customer entry points and internal systems
 - Complement 'transactional' data with customer segmentation, satisfaction, demand and cost to serve analysis
3. Clear accountability in the Merton organisation for all of the above, with clear management processes for defining, agreeing and tracking goals.

Collectively these will be your strategic objectives and measures of success...



4.3 DASHBOARD

Contents

- Purpose of a dashboard
- Concept behind the design
- What should be measured- measure what matters to the customer
- Proposed measures for success
- Mock up design of dashboard

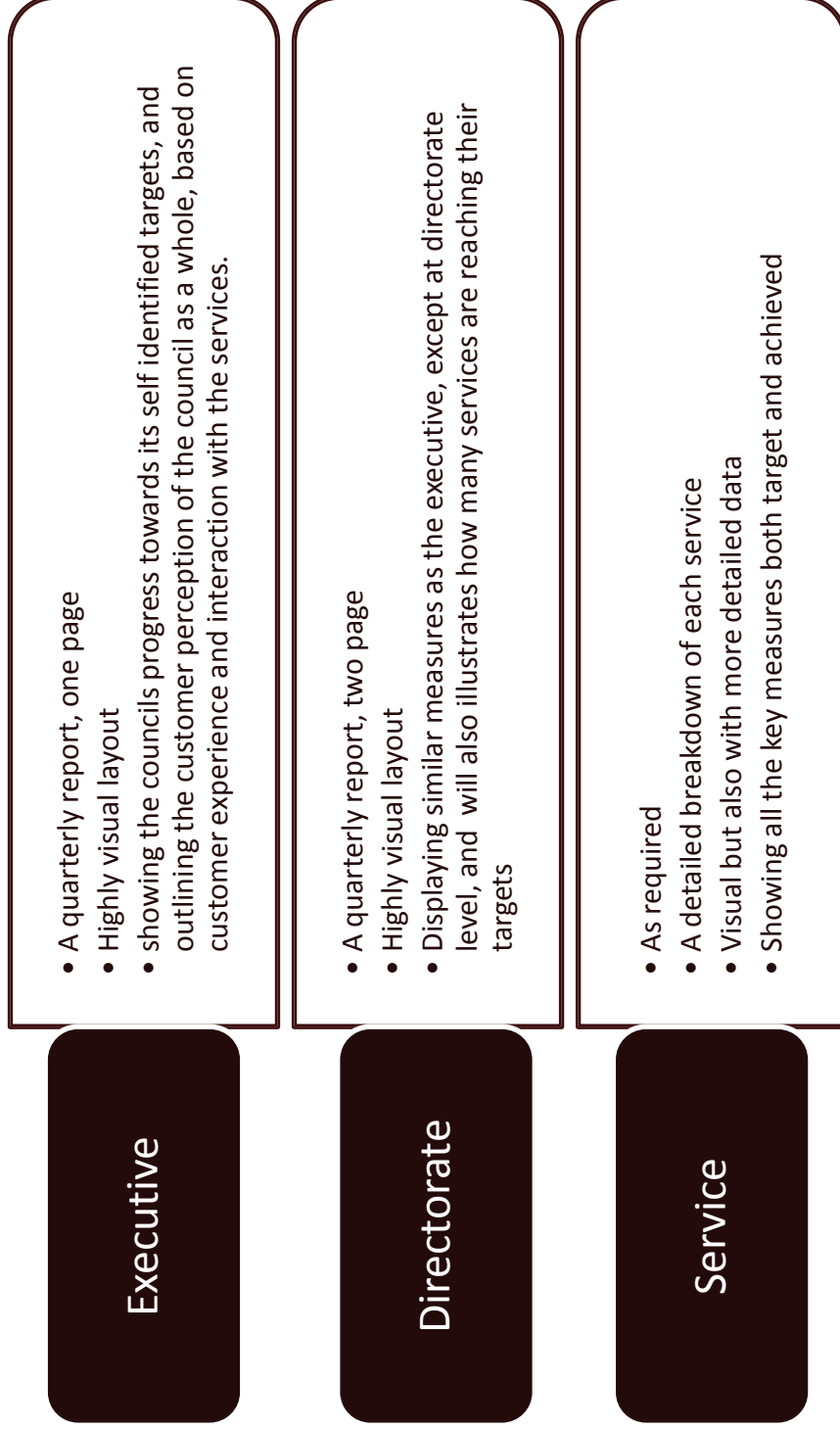
Dashboard- the purpose

- To develop a dashboard reporting framework to demonstrate how Merton is performing against agreed baselines and business plan goals
- The dashboard can therefore, provide accountability to departments to run their own business, while allowing a transparent view at different levels of the organisation
- The benefit which a dashboard can provide is not to measure performance in an abstract context, but to measure success towards pre set goals
- We recommended linking the dashboard to the target operating models to enable the value of the tool to be fully realised- for example, after clearly outlining in the target operating model what the target in customer channels strategy is, the dashboard can be used to measure progress towards that target
- Measuring progress against agreed goals, leads to management taking on the target operating model process with greater focus and incentivises managers to reach the goal as the success can be openly measured and observed

The dashboard can be a 'live' tool to help all levels of the organisation

Dashboard – concept design

- The dashboard should be designed in three layers. The data from each layer aggregated to the higher level to reflect the level of detail needed.



Measure what matters... to the customer

Its easy to focus on the things which matter less to the customer. Most organisations will create performance indicators which fall into the bottom left quadrant (red text)

But we need to develop indicators which also fall into the other quadrants as they matter more to customers

Volume of transaction	Customer satisfaction score
Avoidable contact <i>Performance exceeds service level</i> No of calls Average handling times % incorrectly assigned	Shift to self serve Done in one

End to end

Functional

No Matter to the customer? Yes

Balance between customer impact and internal signals and targets

Stephen Parry: <http://goo.gl/PcOa7r>

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Customer performance measure

It is recommended that the programme assesses its own success in terms of these:

Volume of individual transactions per year	Higher volume services appear to benefit from economies of scale that allow them to realise greater savings.
Done in one	Errors cause re work. It is estimated that it takes four times longer to fix an error than it does to complete the original task correctly the first time round. And, the time taken to commit an error is the same as doing it right.
Shift to self service	Savings can be realised at all stages of channel shift, however, the expected amount of savings increases as the level of take-up goes beyond 40% and up to 60%, before slowing as services approach full self service.
Avoidable contact	Reducing failure demand is the most effective way to reduce costs and is one of the key reasons for customer dissatisfaction/frustration.
Customer satisfaction	measuring an improvement in how satisfied customers are is a key indicator that your on the right path.

Dashboard – measuring success

Executive

1. Summary of the top 15 volume services; (matched against the appropriate targets)
 - Total number of contacts
 - % by channel
2. Total cost of delivery (cost to serve)
3. Customer satisfaction score (average and variation)
4. Total avoidable contact in the council (shown as %)
5. % of 'target' services done in one
6. Self service goal; % of the set target which has moved to self service per service function

Directorate

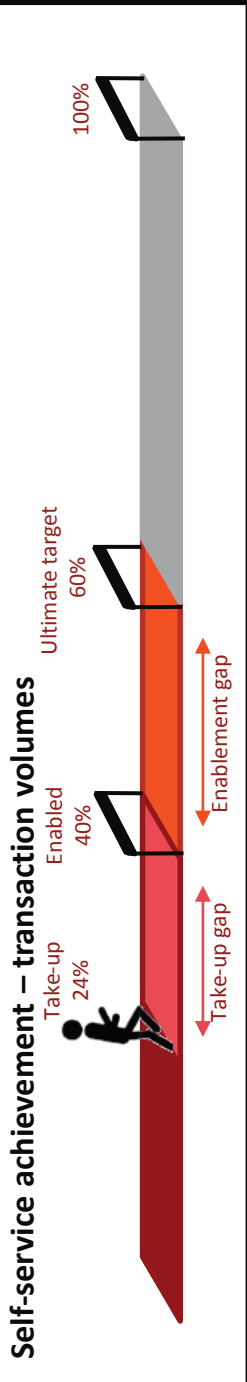
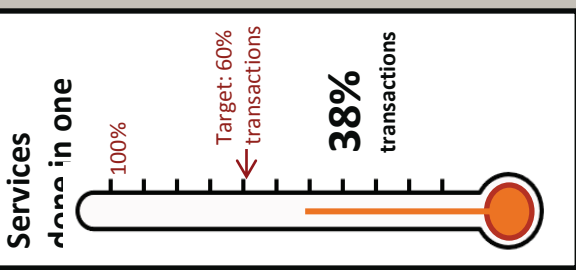
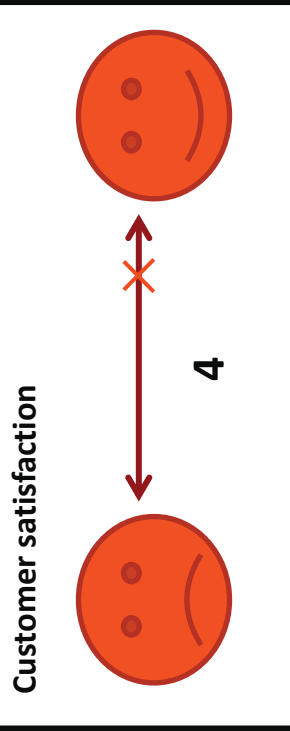
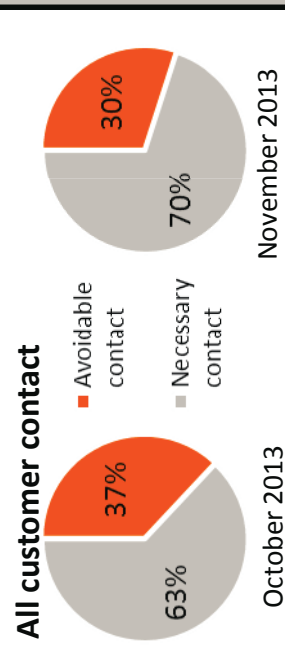
1. As above with directorate service data broken down by departments
 - Total number of contacts
 - % by channel
2. Total cost of delivery (cost to serve)
3. Customer satisfaction score (average for each department and for the total directorate)
4. Total avoidable contact in the directorate (shown as %)
5. Number of 'target' services done in one/ pre set goal
6. Number of self service/ pre set goal

Service

1. As above with the different service data broken down by service area.
2. Customer satisfaction core
3. Avoidable contact
4. Number of services done in one and the number of services not done in one
5. Number services of self service and the number of services which are not self serve.

Dashboard – mockup

TOP 15 SERVICES (BY VOLUME)	F2F		PHONE		POST		EMAIL		WEB		TOTAL NUMBER OF CONTACTS	TOTAL COST OF CONTACT
	Current %	Target %	Current %	Target %	Current %	Target %	Current %	Target %	Current %	Target %		
Housing Benefits	14	20	20	30	64	30	2	10	0	10	234701	
Council Tax	3	0	48	30	38	40	8	10	2	20	225677	
Electoral services	0	0	12	10	82	70	3	5	3	15	111020	
Merton link payments	25	15	0	0	75	70	0	0	0	15	95421	
Streetscene enquiries	7	0	93	80	0	0	0	0	0	20	92456	
Development control	7	0	37	40	32	25	19	25	5	10	76702	
Just ask (email)	0	0	0	0	0	0	100	100	0	0	60000	
Waste	0	0	77	60	2	0	17	20	4	20	59170	
Leisure support	10	10	38	35	4	2	42	43	5	10	55671	
Building control	18	10	70	70	4	0	7	10	0	10	40096	
Environmental health, trading standards and licensing	1	0	69	70	15	10	15	20	0	0	37508	
Place making and public realm	0	0	45	30	1	0	54	65	0	5	27773	
Parking control/permit	0	0	54	35	0	0	14	20	31	45	24969	
MAATS	0	0	79	80	8	5	12	15	0	0	21435	
Traffic/highways	0	0	52	50	34	25	8	10	6	15	21217	



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4.4 COST TO SERVE

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insight for Merton 64

Contents

- The vision for a cost to serve model
- Traditional ways of measuring cost
- The theory behind cost to serve end to end
- Excel model (separate document)
- How should Merton approach this?
- Recommendations
- Relationship with the wider customer programme

Cost to serve model

The vision for a cost to serve model is:

1. To offer Merton a way to understand the financial impacts of managing customer demand across multiple delivery channels.
2. To do this in a way that will inform key management decisions, in conjunction with other data and insight.
3. To help validate and measure the success of customer strategy.

What is a service?

- What a customer wants to do
- Continues until the customer is satisfied- or if failed can kick off another service
- Cost per service 'type'

The end goal is to have 'cost to serve' become part of BAU for all services

Some traditional ways of doing cost to serve

- 1. Socitym** – f2f £7.40; phone £3.00; web £0.32 – Front facing service delivery only, not end to end and potentially pushes waste down stream into the back office which is not captured in the cost
- 2. FTE costs** - Average salary + on-costs; @ 60% staff utilisation and 10% management, e.g. in 2011/12:
 - Housing: 25.5 staff handling 32,000 contacts
 - ASC: 41 staff handling 65,000
- 3. Activity Based Costing** – identify each of the activities in a service, assign them costs (incl. overheads), add them together and divide by unit (usually number of transactions). Good for private sector.

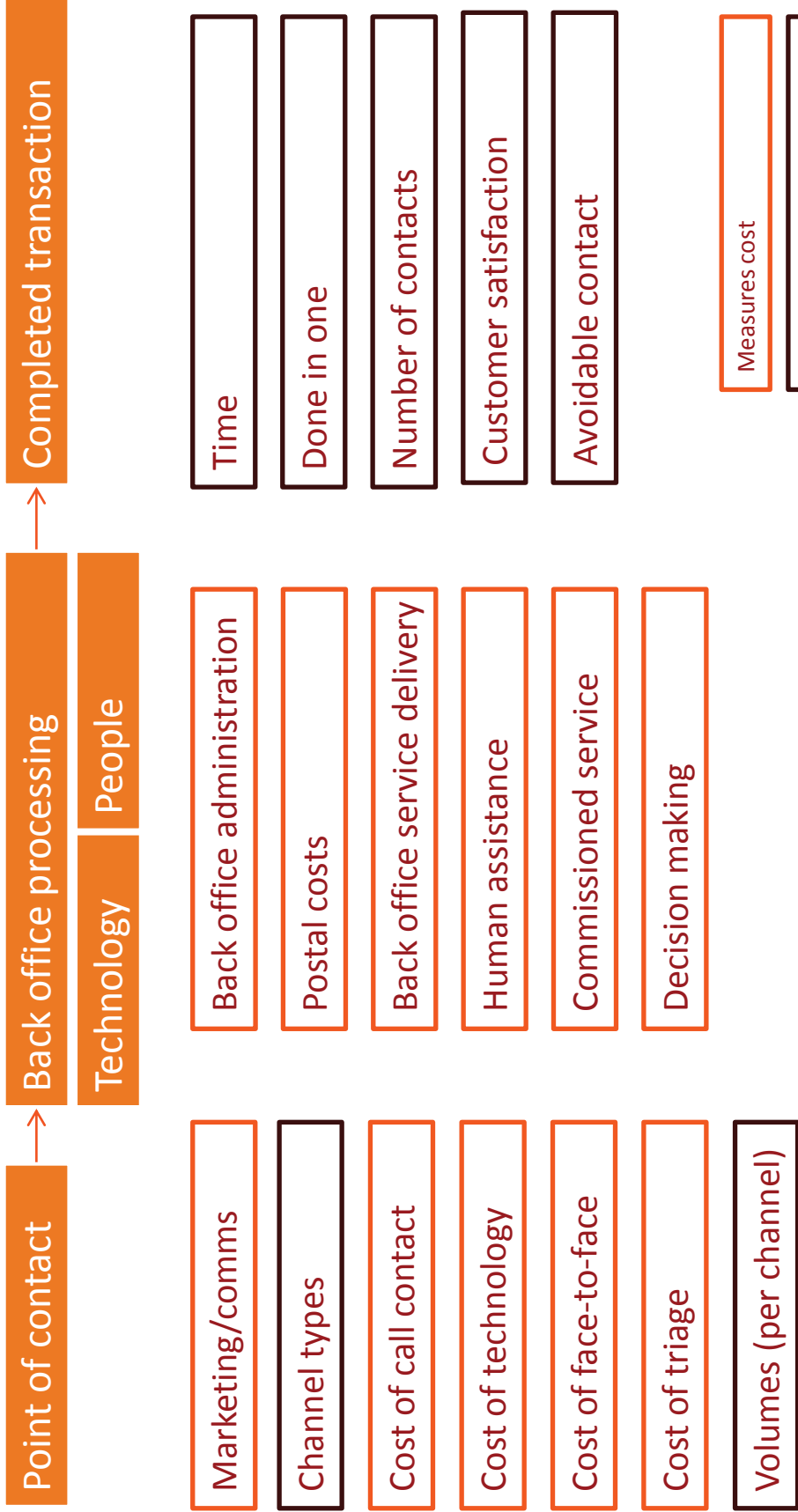
All have their flaws – we need a model that reflects real Merton costs

Costing the whole service process

The 'front office' –
The point the customer
engages the council.

What the customer
does not see.

Customer objective
concluded



How should Merton approach this?

Activity	Measurement	Activity	Measurement
Marketing	The cost to the service	Time	End to end time recording from point of contact to the point of completed transaction
Cost of contact centre	The cost to the service		
Cost of technology	The cost to the service	Done in one	Counting the number of contacts ideally in future using a Unique Transaction Reference Number (UTRN)
Cost of face to face	The cost to the service		
Cost of triage	The cost to the service		
Volumes	Number of contacts per channel		
BO Administration	The cost to the service	Number of contacts needed to complete service function	Counting the number of contacts – in future ideally linking contacts for a single transaction via UTRNs
Postal cost	The cost to the service		
BO Service solution	The cost to the service	Customer satisfaction	Exit survey for each channel measuring satisfaction and dissatisfaction
Human assistance	The cost to the service		
Commissioned service	The value of the contract	Avoidable contact	NI14 criteria
Decision making	The cost of preparing and holding meetings		

Cost to serve recommendations

- A useful cost to serve model will be closely integrated with any operational reporting dashboard, its one of the last things to look at.
- The end goal is to see both customer insight and cost to serve become embedded within the business planning process
- Referring to the 'three levels of embedding insight' (see below), the twelve month goal should be to reach level two with selected services
- Longer term plans should not be developed until the electronic service delivery (eSD) platform is procured and further developed
- The goal should be to develop a model that reflects as closely as possible the real Merton costs. This should be seen as a management tool, not as a new accounting system

Relationship to wider customer contact Programme

- Cost to serve and other reporting tools must be seen as critical requirements of the Merton eSD procurement
 - The capability may not be procured with the system, but should be explicit requirements.
- Moving ahead with dashboards and cost to serve need not wait the eSD procurement, since much can be done operationally to prepare the organisation.
- Specific eSD areas that impact cost to serve and dashboards include:
 - Design of the UTRN solution
 - Data Hub/Warehouse and master data solutions
 - Customer relationship management decisions
 - The account/portal approach and solutions.
 - Customer performance management.
- Perhaps most important of all is to agree the role of the customer contact programme in defining and managing the transition to the 'to be' operational and organisational state.



4.5 CAPACITY BUILDING WITHIN THE ORGANISATION

Customer insight capability within the organisation

- This section covers the purpose, function, and positioning of customer insight within the organisation
- The key strategic questions to be answered are:
 - How do we want to deliver customer change and transformation?
 - What do we need customer insight capability for – what do we want it to achieve? By what method?
 - What level of customer insight capability are we seeking – what level of data will we work with?
 - How should it act across the organisation?
 - Where in the organisation should customer insight capability should be located?
 - How do we establish the capability?
- The annex covers skills and capacity transfer during this project

Form should follow function

Organisational customer insight – three levels

Level one: understand customer data and insight at a point in time

Channel and service volumetric data and other demographic analysis undertaken for a particular purpose or project, with no ongoing ownership or strategy



Level two: start to embed customer insight into the organisation

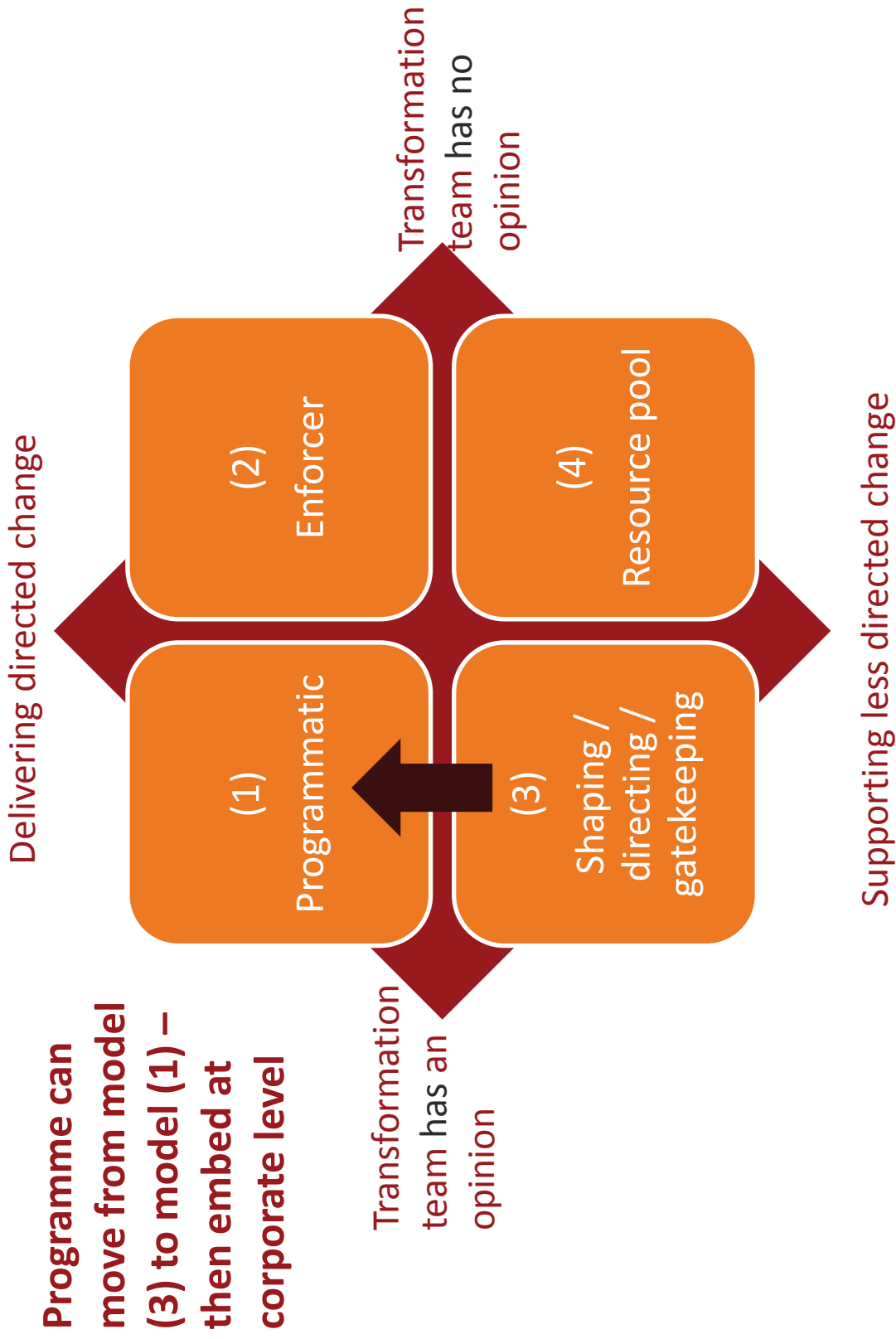
Clear, ongoing ownership of operational customer insight, with best practice examples of some services making use it. Shared understanding of importance of end to end cost to deliver services again with some evidence of best practice in some services



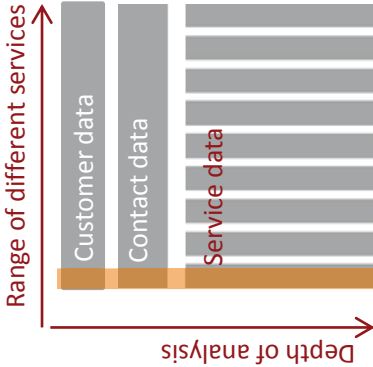
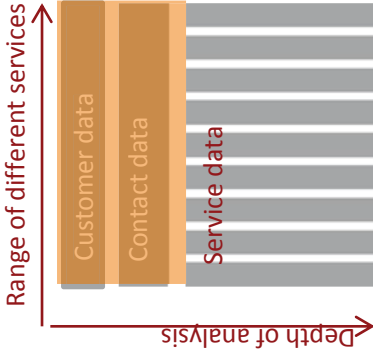
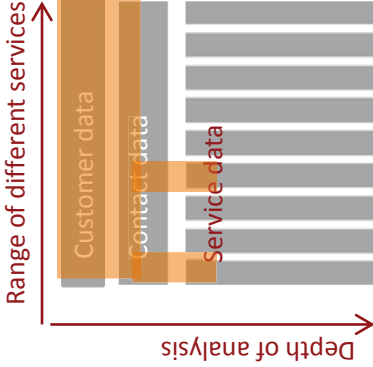
Level three: a customer driven organisation

Customer insight and demand at the heart of business planning across the organisation. True understanding of end to end cost to serve and customer experience. Proactive demand and channel management backed by a culture of 'everyone is responsible for excellent customer service'

How do we want to deliver transformation?



How do we want to deliver customer led change?

Service review	Channel improvement	Customer contact improvement
 <p>Range of different services</p> <p>Depth of analysis</p>	 <p>Range of different services</p> <p>Depth of analysis</p>	 <p>Range of different services</p> <p>Depth of analysis</p>
<ul style="list-style-type: none"> • In-depth insight to transform a service end-to-end • More engaging types of customer insight – the service in the context of the customer's life and needs • Definitely co-design • Works best when a rapid prototype of new solution can be tested • Biggest opportunities and most transformational, might not fit contact model 	<ul style="list-style-type: none"> • Identifies opportunities for change • More objective and estimated customer data, plus customer preferences (surveys, focus groups) • More likely to be about redesigning the contact elements only – need to maintain same hand-off to back office service • Likely to lead to a more corporately specified contact model and opportunities to merge services 	<ul style="list-style-type: none"> • Change service processes but not delivery – no transformation • Some engagement and co-design, but less transformation • Customer insight about the engagement with the service • Significant process change and would benefit from prototyping <p>Both wide and deep impact is required for real improvement and savings</p>

Embed in business planning and performance to achieve all three

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Why do we need customer insight capability?

- The only way to deliver really massive change without significantly impact customers, quality of life etc
- Allows us to focus on real customer need, and to address it in the most efficient way
- Practical free from ideology, can unite services
- Proven return on investment
- Needs to information day-to-day service delivery, planned change, and transformation approaches
- Our customer procurement can drive and enable this change – and implementation will fail without excellent customer insight
- Providing the stories and the data from customer builds the strongest case for change

Must be focused on change at all levels

What level of data do we need to work with?

We therefore need the insight to work at all levels:

- Business as usual performance measures
- Business planning
- Transformational change
- Large-scale transformational programmatic change
- Medium-scale, medium-term service-led change
- Small-scale, incremental service-led improvement
- Ongoing improvement prompted by opportunities and customer feedback

There is no 'exclusive domain' of customer insight – a 'golden thread'

How should the function act across the organisation?

Option 1 – non-centralised

- Capture data through IT systems (functional role only)
- Reports distributed to services
- Assume better data will drive improvement – no obligation to report on it or incorporate in business as usual or change
- Open to services to use as they see fit

Option 2 – centralised

- Central team owns and manages the data
- Influences and controls decisions
- Manages change, sets and polices targets
- Makes service and IT decisions

Options 3 – ‘healthy tension’

- New team at Directorate level with real power
- Owns the insight
- Owns channels
- Doesn’t own the service but takes an end-to-end view
- Manages/influences what the customer interface is
- Central to business planning and involved in central management team discussions
- Shares responsibility for achieving targeted change

As with the US constitution, power needs to exist to be shared!

How do we establish the capability?

- New team managing insight and the web – overall channel responsibility
- Directorate level
- Begins integrated into programme team, transitions into substantive role
- Negotiate yearly goals with services for each performance measure
- Tie in to current business plan process but also on an ongoing basis
- Owns data development, has the capability to train others in customer insight techniques – trains and develops people in each directorate who then have responsibility for training others
- Ensure that customer insight included in performance indicators, business plans, and all transformation
- Initially in programme team with end-to-end responsibility for the customer
- Director level, lead trainer, performance lead

Small, powerful, influential team

Critical success factors

- Have **top level leadership and sponsorship** to help create a customer-focused culture
- Draw on information from multiple sources and turn it into **evidence that has business value**
- Be **independent** but have **traction** across the organisation
- Value customer insight as a strategic asset informing policy, strategy, operations and communications, and
- Contain the right level and mix of **skills and experience**, and liaise closely with other council teams such as communications, strategy, and policy
- **An independent customer advocacy role**, to challenge as well as support the rest of the organisation. To act as the impartial voice of the customer across the business, even if that means delivering unpalatable messages which may conflict with received wisdom. Must also be outward-looking, drawing information from other organisations and international best practice, spotting opportunities for synergy, and joining up across service areas, and improving service outcomes.

Goals

- **Customer insight valued as a strategic asset**
All policy, strategy and delivery development frameworks should include links to customer intelligence, showing where customer insight has been considered and incorporated into findings and recommendations. In service development this means information from the customer at every stage, including proof of concept, prototype, usability testing, and so on.
- **To become the single recognised place in the organisation** where insight is made available as a strategic overview, optimising existing resources before commissioning new studies.
- **To be able to shape the information routinely gathered** to ensure the organisation asks the right questions about the things that really matter to the customer and checking that the right things are being measured in a consistent and coherent manner across disparate service areas.

Right level and mix of skills in team and organisation

- Requires both specialist and generalist skills, including: strong communication and networking skills; direct links to the front line; excellent marketing and strategy capability; business analysis; ability to engage with business teams; good networking capability; and the ability to draw upon the right skills elsewhere in the organisation (for example, accountants, statisticians, and researchers) as required for specific tasks
- Reporting at a senior level to advise and help develop business priorities/strategies
- Advising on an appropriate range of insight tools
- Helping to define what action is going to be taken
- Investigating the links between customer and business outcomes, and ensuring these are established, measured and tracked
- Commissioning and managing major insight initiatives
- Disseminating key findings of insight inside and outside the department
- Acting as an insight repository to store and re-use intelligence



CAPACITY BUILDING ARISING FROM THE PROJECT

The project has contributed to skills and capability

RedQuadrant have transferred skills and capability through this project in the following ways:

- Training aligned with our service transformation programme – focusing on demand analysis and service design driven by customer insight
- Training and joint delivery of ‘customer safari’ customer behaviour analysis in Merton Link
- Skills transfer in developing approaches for services to undertake ‘deep dive’ level analysis (although the ‘deep dives’ were not undertaken due to service engagement and programme priorities and resources)
- Target operating model presentations linking core findings of our work with tools for services to undertake their own customer need-level analysis
- Practical training on use of Mosaic data for postcode-level segmentation

A wide range of tools, frameworks, and approaches have been shared

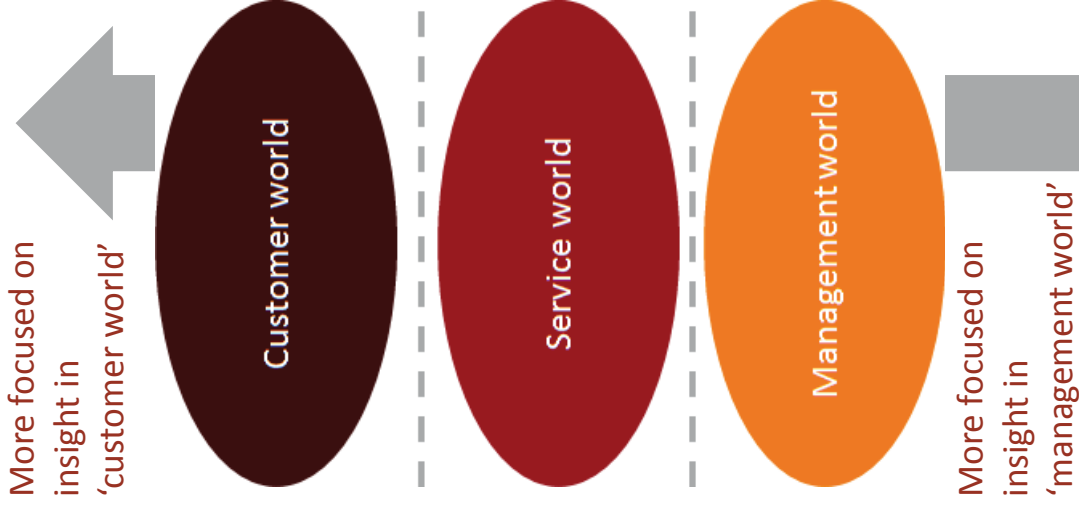
Core training content

1. cost-to-serve – understanding real cost and developing the model
 2. theory and overview of customer insight – which tools for which job
 3. demand analysis – understanding real demand, practical approach
 4. service metrics – what's useful, mapping to customer insight grid
 5. channel migration – how to do it wrong, how to do it right
 6. customer approaches – journey mapping, behaviour change... etc
 7. performance indicators – measures that drive change
- Material was varied according to the needs of the four Merton employees attending, all from the programme/transformation team
 - Practical exercises were undertaken and linked to programme activities
 - A categorisation of customer insight approaches for different uses was developed

Overview and provision of tools for range of uses of customer insight

Categorisation of customer insight methods

- Survey – satisfaction, perceptions, preferences – also non-customers
- Segmentation – which customers, which services, which channels (preferences and likely behaviour)
- Focus groups (A) – messaging and perception – what they think of us
- Exit survey – customer perception, resolution, effort
- Ethnographic studies – ‘their world’ – all interactions – ‘us as part of their lives’
- Focus groups (B) – needs and usability – how we can work with them better
- Behaviour change (A) – drivers and prompts – long-term drivers of need
- Behaviour change (B) – drivers and prompts – access channels/service use
- Customer safari – face-to-face contact improvement
- Call listening/observation/‘back to the floor’ – customer journey in a segment of the service/demand analysis
- Demand analysis – purpose, failure demand – customer interactions with our systems
- Journey mapping – extended engagement ‘us as part of their needs’
- Customer dissatisfaction – improvement opportunities to meet needs
- Co-design – how to meet customer needs – what we can do together
- Customer effort – overall measure of accessibility
- CPx – overall measure of effectiveness
(‘Contacts per x – total contacts with council per user/house etc)





5. CONCLUSIONS AND RECOMMENDATIONS

A. Implement the easy stuff

Develop an implementation plan for the easy and quick wins which we have identified from our phase one and two analysis:

1. Quick wins – ensure these are embedded in the channels target operating models and each has an action plan for its implementation
2. Revisit hypotheses as foundations for channel strategy
3. Further service postcode level analysis and mapping
4. Develop service clusters around types/categories of customers

B. Develop a customer-focused organisational culture

Embed the learning from this project in a variety of ways into business as usual operations:

1. Develop a climate for change then a culture change
2. Update the target operating models with the insight derived from the project and the new customer proposition models ('The Cubes')
3. The target operating models should reflect the overarching channel strategy and approach we have recommended
4. Use the insight in day to day business planning
5. Use Mosaic on an ongoing basis with service level postcode analysis
6. Use the customer insight techniques we have recommended to actually engage at first hand with customers

A successful approach to this will need organisational change, the embedding of new skills and changes to roles and responsibilities

C. Corporate focus

Take specific action at programme level to:

1. Collect the right data at the right time, and extend this ethos across the council in terms of populating the dashboard and moving towards a meaningful cost to serve model
2. Harness the new IT specification to enable the above
3. Establish a council-wide performance and insight team with clear roles and responsibilities
4. Recommendations and outputs of this project be linked into the procurement process for the developing IT specification

And link activity to future projects and ongoing consulting work



**ANNEX 1: MERTON CUSTOMER
SEGMENTATION FOR CHANNEL
SHIFT AND SERVICE PLANNING**

i. Identifying channel shift potential

Merton adult education students (enrolled for academic year 2013/14)

The most significant profile types are:

- 17% - G29 Young professional families settling in better quality older terraces - prefer conventional telephone followed by the Internet to access services. Self-service indicator high
- 13% - G26 Well educated singles living in purpose built flats – prefer to access service by internet followed by telephone. Self-service indicator very high
- 7% - C11 Creative professionals seeking involvement in local communities – Favour internet (40%) significantly higher than the national average of 31%, followed by conventional telephone. Preference to use mobile is low at 5.5%. Do not like to access services using f2f

These types are likely to enrol online with relatively minimal effort – clear potential for channel shift

i. Identifying channel shift potential

Electoral Registrations completed online

- 19.7% - G26 Well educated singles living in purpose built flats - prefer to access service by internet followed by conventional telephone. Receptive to Internet and papers to access information. Receptive to Internet, phone, and post to access services. Self-service indicator very high.
- 18.5% - G29 - Young professional families settling in better quality older terraces - prefer conventional telephone followed by the Internet to access services. Do not like to access information and services using face to face. Self-service indicator high.
- 8.9% - G27 - City dwellers owning houses in older neighbourhoods. Self-service indicator is high.

These top types all fall within group G which has a high propensity to use the Internet. These groups are likely to access services online.

How could you use this information to inform the channels target operating model?

ii. Targeting key customer groups and taking preventative action

Housing Benefit Claimants

The most significant profile Types are:

- 140 Multi-ethnic communities in newer suburbs away from the inner city
- G26 Well educated singles living in purpose built flats
- 141 Renters of older terraces in ethnically diverse communities

Profile types 40 & 41 both favour conventional telephone significantly more than the national average. Their propensity to use the Internet for accessing services is slightly below the national average. They are more likely to use mobile telephony than the national average.

Profile type 26 favours the internet as their preferred access channel followed by conventional telephone.

Claimant analysis by Mosaic type and channel preference to inform target operating model planning

ii. Targeting key customer groups and taking preventative action – examples

Homelessness

- 115 homelessness applications made from April to September 2013
- 42 applicants from group I – Lower income workers in urban terraces in often diverse areas. Average likelihood to self serve
- 32 applicants from group G – Young, well-educated city dwellers. High likelihood to self-serve

Housing register

- 14.7% - 140 multi-ethnic communities in newer suburbs away from the inner city
- 11% - E20 upwardly mobile South Asian families living in inter war suburbs
- 10% - G29 young professional families settling in better quality older terraces

How could you use this information to inform housing needs target operating model?

iii. Informing service planning for the future – adult social care

- Using postcode information from CareFirst, Mosaic has been used to provide a segmented overview of Adult Social Care service users.
- When the overall borough profile groups are compared to the Adult Social Care client base, ‘young, well-educated city dwellers’ remains the largest group (G), but the overall proportion of the population drops from 41.8% of the overall population to just a third (33.3%).
- Unsurprisingly the most significant proportionate increases come from the more elderly groups described as ‘elderly people reliant on state support’ (M) and ‘active elderly people living in pleasant retirement locations’ (L).
- In terms of the 69 profile types, the most significant postcode types within the adult social care population are ‘young professional families settling in better quality older terraces’ (G29 - 16.7%) and ‘upwardly mobile South Asian families living in inter war suburbs’ (E20 - 10.5%).
- For Customer Contact, these postcode groups represent residents that would favour the use of both telephone and internet use to access services, and use e-mail as a significant purchasing channel.
- These groups would therefore be strongly inclined towards self-service for accessing services and information online.

Findings from the phase two review of adult social care and Merton adult access team

iv. Determining how services can be better integrated and clustered around the needs of specific customer groups

- Our phase one recommendations included the hypothesis that integration and clustering of services around customer need constitutes a logical and cost-effective service proposition.
- In particular, we recommended the following be investigated by Merton:
 - the grouping of housing, welfare benefits and employment services
 - the grouping of housing and adult social care services
 - a single point of enquiry for children and families
- Our initial phase two analysis of Mosaic types and postcode service data clearly indicates that in terms of housing benefit, housing needs, and to only a slightly lesser extent adult social care, the following Mosaic types will be key targets when planning a more integrated approach in future across directorates – all feature heavily in the current take up of these services:
 - **E20**
 - **G26**
 - **G29**
 - **I40**
 - **I41**
- We therefore recommend that Merton now plans to carry out postcode mapping for a clear visual analysis of where services users are and how best to reach them
- We also recommend the use of the Mosaic grand index to obtain a more detailed picture of Merton's citizens and how they live their lives

Recommendations for follow-on work

RedQuadrant customer
insight for Merton 98





ANNEX 2: THE MERTON CUSTOMER EXPERIENCE

RedQuadrant customer
insight for Merton 99

The Customer experience

- Merton does not currently have a routine corporate approach regarding the gathering of customer insight data relating to the customer experience of frontline customer service or transacting via the different channels available.
- However, the 2012/13 annual survey of residents does reveal some findings related to service delivery and contact channels:
 - 37% of respondents felt that it was difficult to get through to the council on the phone (lower than perception across London as a whole – 46%)
 - Only 54% felt that the council responds quickly when asked for help
 - Respondents reported that a range of channels are used to access council services: 21% website; facebook 4%; twitter 2% - as well as traditional printed material
 - 26% of younger respondents stated that they would prefer to contact the council via the web; 19% via email; and 7% via SMS.
 - None of the younger respondents wanted to contact Merton via council offices

What is the customer's perception of service delivery?

Understanding the customer experience

There are lots of ways to engage with customers to understand their experience. The methods used to gather the data to support the findings in this annex include:

- Customer satisfaction surveys
- Customer journey mapping
- Customer safari techniques
- Demand analysis

Data was captured over two periods at Merton Link through direct engagement with customers both face to face and over the phone.

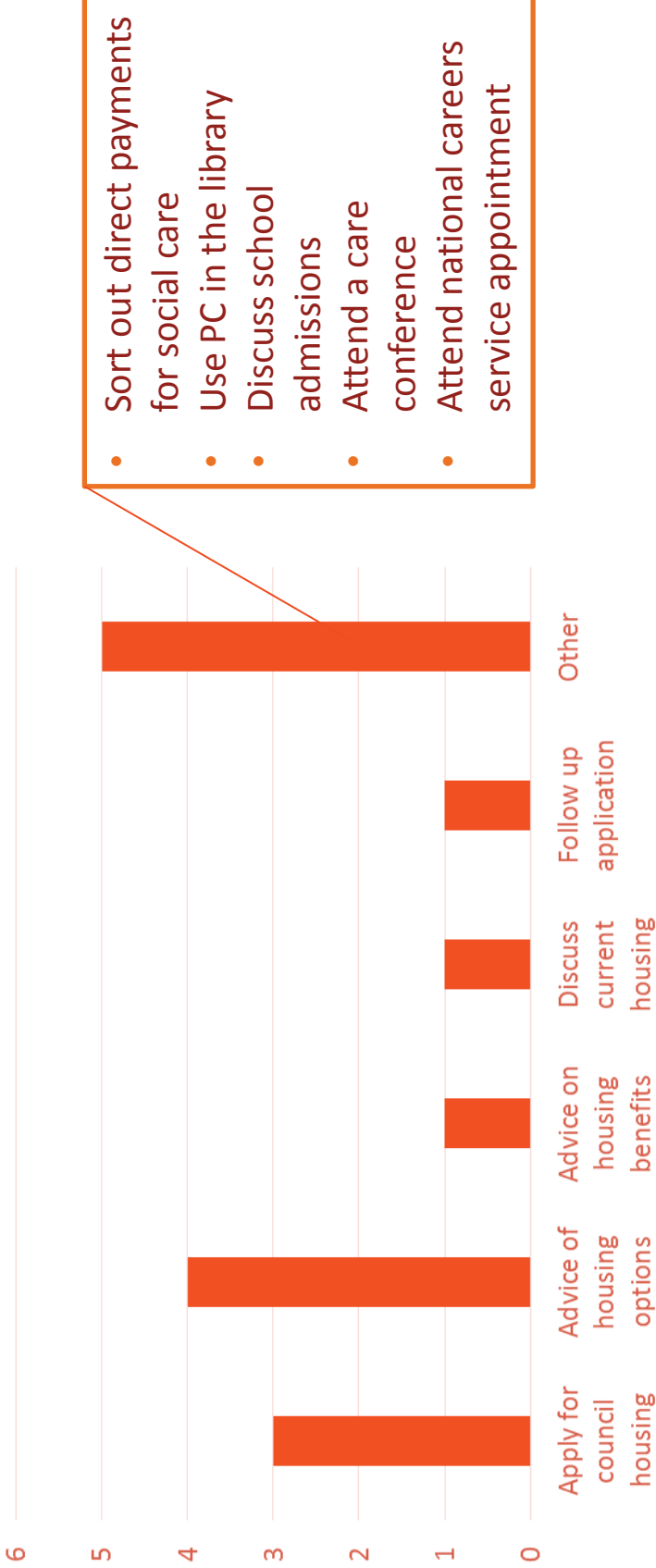
Key to understanding the customer experience is understanding what it is that the customer wants

The customer experience: summary of key findings

- Customers are looking for a well-organised, quality service that answers all their questions in one visit. This is more important to them than been seen quickly.
- Generally, customers feel that the service provided is good. However, key areas for improvement include:
 - Improved staff availability at peak times of customer demand
 - More information made available online and distributed by email
 - Clearer information that is simple to understand
 - Ensure staff remain professional as well as friendly
 - Improved access to parking
 - Keep customers informed during the housing process to avoid unnecessary visits to check progress

Customer demand: understand why your customers make contact

Of the 15 people interviewed face to face, reasons for visiting Merton Link included:



While this is just a small sample, it is clear that Merton Link is used for a variety of reasons. It is important that the right facilities and right information is available for customers to meet these needs.

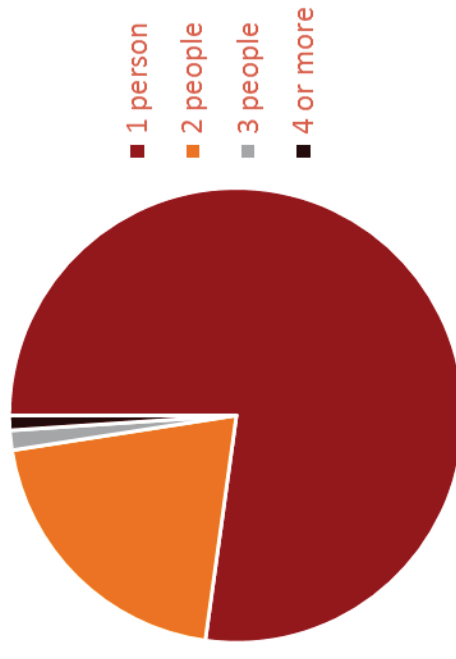
The space at Merton Link is used for a variety of reasons not solely for customers using Merton Link services.

Customer demand: understand when your customers make contact

Based on data gathered during two visits to Merton Link:

- The flow of customers into Merton Link was relatively steady with peak times during early morning and at lunch (around 12 o'clock).
- The overwhelming majority of customers visited alone.
- When visiting in pairs, the customers appeared to fit into one of the following groups:
 - parent with a young child;
 - older parent and son/daughter where English may not be the parent's first language;
 - female customer with a friend.
- Few people came into Merton Link and left without speaking to anybody.

Proportion of customers entering Merton Link based on group size



More customers visit in the morning and at lunch, and most visit alone

Understand your customers: what's important to them?

‘quality not speed’

‘I need a sense of achievement’

‘willingness to help’

‘access to facilities’

‘well-organised’

‘all in one visit’

‘the right facilities’

‘I want to walk away with my questions answered’

‘quality information in reasonable time’

‘being seen quickly’

‘organised’

‘to be seen by the right person’

Customers are looking for a well-organised, quality service that answers all their questions in one visit.

How are we doing: 'well-organised'

Data and observations gathered using customer safari methodologies identify how the centre is organised and the areas utilised.

Reception

- processes customers quickly - *of the people observed, most queued and spoke to a receptionist in 3 to 5 minutes. Individuals either leave with paperwork or are directed to a waiting area.*
- at peak times there are often desks unoccupied by staff, or occupied by staff who are not serving customers - *provision at peak times could be adapted to meet the demand*
- the four desks are rarely occupied simultaneously and reception staff are often not busy with customers - *desks and reception staff could be better utilised*
- reception staff are friendly and knowledgeable but sometimes unprofessional

'They were discussing their personal lives while I was waiting which I didn't like'

While the reception system appears well organised and processes customers quickly, there are opportunities to improve how the facilities are utilised for the council.

RedQuadrant customer
insight for Merton 106

How are we doing: ‘well-organised’

Data and observations gathered using customer safari methodologies identify how the centre is organised and the areas utilised.

Areas B (triage) & A (housing teams)

- lots of seating space is available in both areas and provides a waiting area for visitors to staff in the civic centre as well as people using Merton Link services – *people coming down from the departments are not sure who they are collecting so have to ask all customers*
- desks and private rooms are never all occupied – *these could be better utilised as resources for staff in the civic centre times to enable better customer service*
- there are high numbers of un-staffed desks even when lots of customers are waiting. This is particularly the case for Area B – *staff could be used flexibly when required at peak*
- there are scribbles and damage on signage – *returning customers know where to go, but there are opportunities to improve area signage to make the distinction clearer for new customers and improve the layout*

How are we doing: 'access to the right facilities'

Payphones

- utilised most at peak times
- the provision of phones is correct – *at no time were customers waiting to use the phones. It was common for two phones to be in use at once.*

'good facilities'

Café

- used principally by council staff and civic centre visitors – *in 16 snapshot observations taken across two days, only 4 Merton Link customers were observed using the cafe*

Noticeboards

- available but with little information presented – *more useful information could be presented on noticeboards*
- few leaflets or brochures are available to read when waiting – *one customer notes that 'printouts of what services are offered would have been useful'*

'efficient and easy to access'




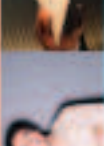

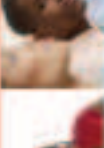



Accessibility

- public transport is good but better directions from the tube would help
- access to parking for those who drive is difficult, particularly for those with mobility issues – *better accessible parking is needed*

'need better accessible parking'


How are we doing: 'a quality service'

Customer1

Objectives, scope and journey type	Customer segment					Marrned, 65 or over, Deirdre has a disability
Having received direct payments for years, they suddenly stopped without any notification or explanation. We've visited Merton Link to speak to someone to find out why and resolve the situation.						
Moments of truth						
Key journey steps	Personal carer had to leave	Caring agency staff put in for 2 hrs each day	Son advised we talk to the Ombudsman	Got a call from Pauline, my social worker	Came to Merton Link to talk to Pauline	Told to wait for Pauline
Actions, feelings, thoughts and reactions	This was difficult - I've had the same personal carer in for 38 hours each week for 7 and a half years, and the same social worker for over 20 years. This was a very stressful time	There was no explanation why an agency carer was put in rather than getting direct payments; no explanation why the hours were cut from 38 to 14; no reason given; and no communication. Peter has to help me now, but he is 82 and can't help with my personal care. It is too much for him. They've even offered him care but it is so expensive we can't afford it. We can't cope any more without proper support!	We were so unhappy and stressed. We spoke to the Ombudsman who advised we come in and talk to the social worker and find out what is going on. Very confusing.	This must have been because we contacted the Ombudsman because she phoned us to come in and talk without us calling her. She wanted to make an appointment for us to come down and talk, but wanted to arrange a time when I couldn't do it, as I had a hospital appointment. We finally found a good time.	I just want to find out why this is happening. We're uncertain and stressed, and shouldn't have to come out into the cold in the bad weather to sort this out. We have a mobility car which helps but there is no parking nearby!	Reception told us to wait. We made the appointment with Pauline for 11am but now we've been told she won't see us till half past. We just want to get this all sorted now.
Touch points with the council	None	None - no letters, no contact, no explanation	None	Telephone call	Merton Link	Reception, Merton Link




How are we doing: 'a quality service'

Customer2

Objectives, scope and journey type	My aunt was in residential care and I wanted to see if she was entitled to financial help.	Phoned the council	Phoned the council for a second time	Customer segment	Relative of a Merton resident in care.
Moments of truth					
Key journey steps	Phoned the council	Phoned the council for a second time	Phoned the council for a second time	Confusion at the conflicting information and the wait continues.	
+100 Actions, feelings, thoughts and reactions	I telephoned the council a few months ago because my aunt has been in residential care for a while and her money is running out. I'd been told to contact them and that they might be able to help, but the council said that my aunt should contact them when she had less than £23,000 left. It was easier to call the council than go in as I have limited time and generally, I don't mind using the telephone service.	My aunt's money was getting even lower so I rang the council again. This time they told me the money had to be less than £20,000 to be considered a priority.	The information the second time round was different to what I'd been told before which was frustrating. It would have been better to get the proper information the first time round rather than waiting and hoping! It wasn't clear who I'd spoken to either time so I don't know where the wrong information came from. And there was no continuity between the two calls, even in who I spoke with. If I'm going to use the phone service I want to get the right information!		
-100					
Touch points with the council	Telephone conversation	Telephone conversation	Telephone conversation	N/A	













How are we doing: 'a quality service'

Customer3

	<p>Objectives, scope and journey type</p>	<p>My father is a Merton resident with a carer. I got in touch to find out about getting bars fitted in his house and to see if the council can provide walking sticks because I wasn't sure what the council provides.</p>	<p>Customer segment</p>	<p>Relative of Merton resident who requires care</p>
<p>Moments of truth</p>		<p>Phoned the council</p>		<p>Occupational therapist provided lots of useful information</p>
<p>Key journey steps</p>	<p>+100</p>	<p>I phoned the council. It was hard work getting the information I needed out of the person I spoke to – I had to be persistent in asking rather the information being given out clearly and easily.</p>	<p>Assigned a contact person</p>	<p>The occupational therapist visited the house</p>
<p>Actions, feelings, thoughts and reactions</p>	<p>-100</p>	<p>I've dealt with hospitals and know what often needs to be done to get the information I need so am persistent. But I don't think others who don't have the same experience would be able to get the information they need.</p>	<p>I was assigned a contact person and eventually managed to book an appointment for the therapist to visit my father's home.</p>	<p>The therapist visited and we spoke about my father's situation. It was good to speak to someone that understood our situation and knew what was available.</p>
<p>Touch points with the council</p>	<p>Telephone call</p>	<p>Telephone call</p>	<p>Telephone call</p>	<p>Face to face house visit, leaflets</p>

How are we doing: 'a quality service'

Customer4

	  	  			 		<p>My mother is in a care home and has broken her arm. I wanted to speak to someone to find out about financial support arrangements.</p>	<p>Relative of a Merton resident in care.</p>
<p>Objectives, scope and journey type</p>	<p>Moments of truth</p>	<p>Key journey steps</p>	<p>+100</p>	<p>Actions, feelings, thoughts and reactions</p>	<p>-100</p>	<p>Touch points with the council</p>		
<p>Phoned the council</p>	<p>I've not really had any contact with the council apart from this phone call. I wanted to talk about financial arrangements for my mother so called the finance department.</p>	<p>The lady that answered the phone was very helpful. She told me it would take about a week to receive the financial booklet with more information.</p> <p>Generally I'm happy with the information the lady provided. But I'd prefer someone to come round to the house rather than speak about this over the phone. It's an assessment – so someone should meet me and my mother.</p>	<p>Lady answered</p>	<p>Received information booklet in the post</p>	<p>I received the booklet yesterday with no problems so just need to fill it in now.</p> <p>I'm concerned about when I'll find out whether my mother will get an assessment – the financial side I understand, but I'd like to know as far in advance as possible when my mother's assessment will be, as I have to travel to London to be here for it. I've no indication of when it will take place.</p>	<p>Booklet in the post</p>		
<p>Telephone conversation</p>	<p>Telephone conversation</p>	<p>Telephone conversation</p>	<p>Telephone conversation</p>	<p>Booklet in the post</p>	<p>Booklet in the post</p>	<p>Booklet in the post</p>		

How are we doing: 'a quality service'

When asked how Merton are doing in self-identified areas of importance, key customer quotes include:

'Front-line staff do not always know about other options and services that are available'

'I'm not sure what services are really available to me'

'Everyone is trying their hardest but it is hard to help within the current system.'

'appointments are generally on time'

'Sometimes it can be a bit slow...'

'More discussion of what is available is needed'

'Staff are really friendly. They speak the same language and I feel like they care'

How are we doing: 'a quality service'

Areas suggested for improvement by customers include:

- More, clear information accessible online
 - 'access to specific as well as generic information online would save a visit'
 - 'an online pdf submission portal would mean I didn't have to come in to give in paperwork'
 - 'an online do-it-yourself application form would save me coming down only to be told I'm not eligible'
- Improve awareness of the website as a source
 - 'I didn't know information was available on the council website. I've never accessed it'
- Better communication - acknowledgement and updates throughout the application process
 - 'if you keep us informed throughout the process we won't have to come in unnecessarily'
 - 'I haven't had acknowledgement that my application was received'
- A designated waiting area for non Merton-Link related customers

How are we doing: 'a quality service'

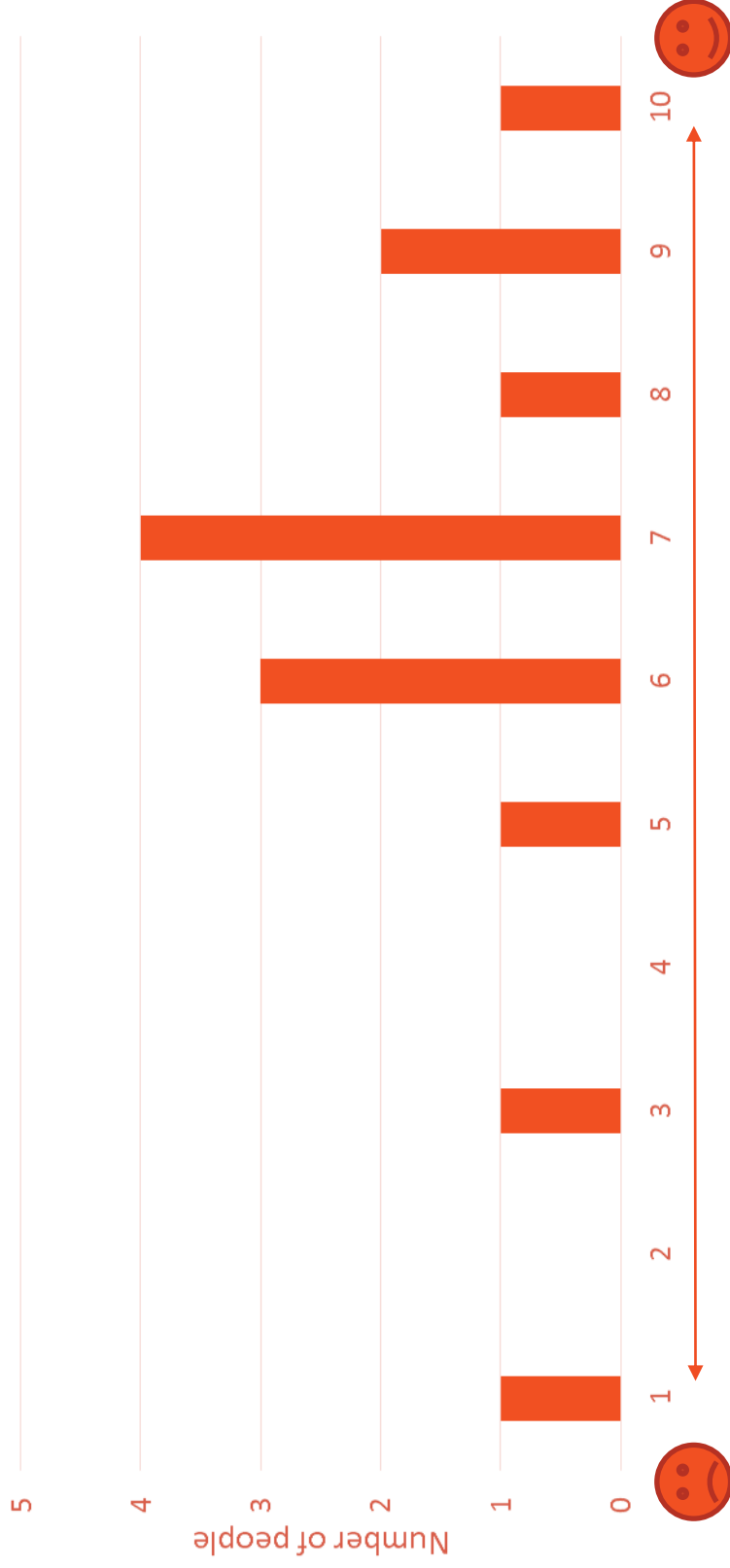
Other comments support the need for customers to 'be seen by the right person':

- 'often you are not given all the information in one visit so I have to keep coming back to get everything I need'
- 'Being seen by the right person is important. It is good if you can be seen quickly but less important.'
- 'Sometimes things are complicated and not explained properly which means I have to come back'

Ensuring people are seen by the right person first visit will mean that fewer people will need to return for more information.

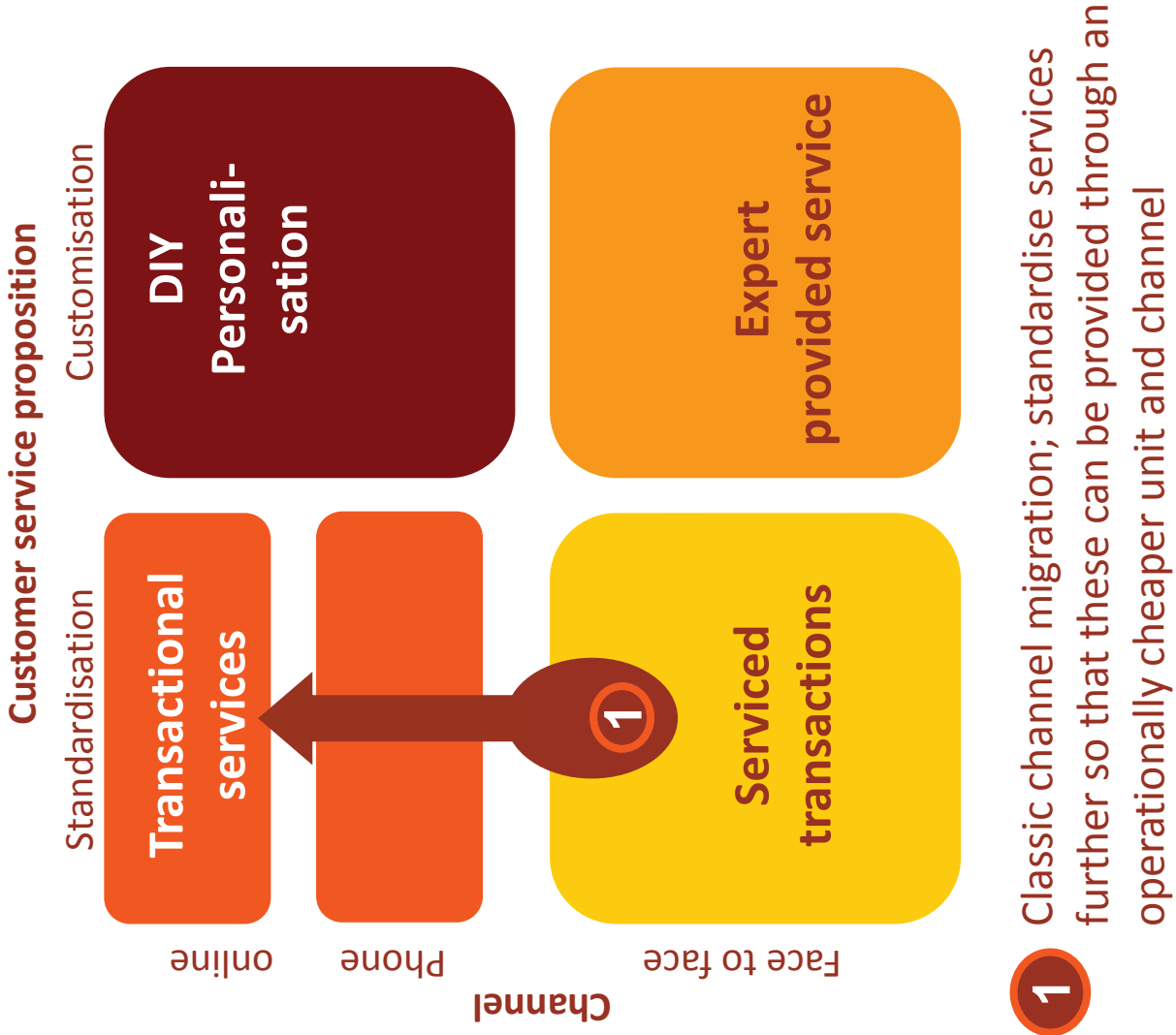
How are we doing: 'a quality service'

Despite having suggested improvements, of the people interviewed, an overwhelming majority were satisfied with the service offered, scoring it 7 or above on a scale of 1-10.





ANNEX 3: THE CUSTOMER SERVICE PROPOSITION – EXAMPLES

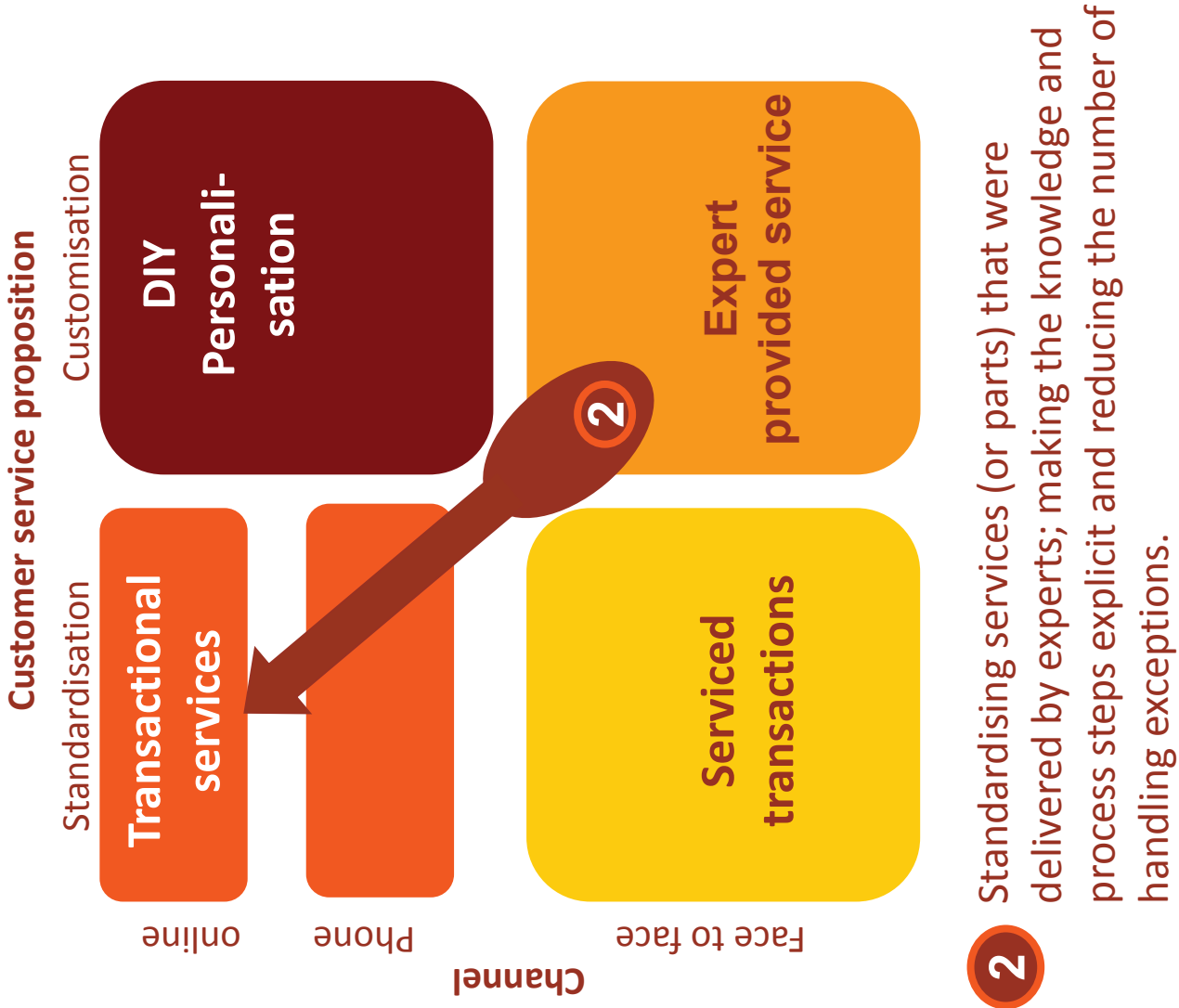


Typical Services

- Graffiti
- Localities provision
- Waste
- Simple applications
- Bookings

Selection criteria

- Can these be really fully resolved at point of contact?
- What does the customer segmentation/data say; how large and/or important is it to keep a face-to-face offer as well?

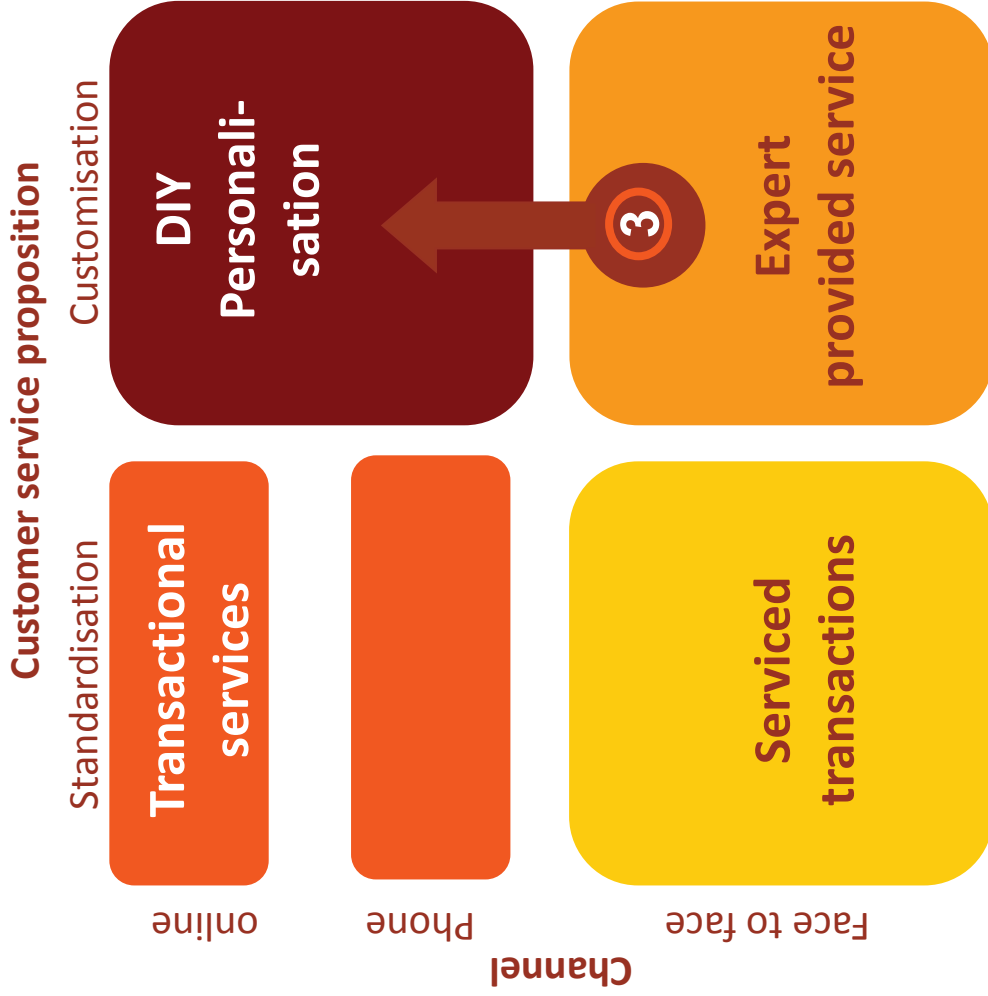


Typical Services

- Planning applications (part); parking and other permits
- Environment issues
- Housing needs

Selection criteria

- Can we easily separate (already in eyes of the customer) the service requests that are standard versus ones where an expert is needed?
- Can we resolve any authentication issues/or take conscious decision of risk versus costs?



3 Client-led service package choice instead of council expert provision. Clients personalise package from a range of menus, the council supplier manages and verifies.

Typical Services

- Social care package design and provision
- Education services
- Antisocial behaviour or nuisance reporting
- Housing benefits

Selection criteria

- Can we develop the complex service into menu options and support its delivery?
- Can we identify who we should persuade and who to dissuade to do their own personalisation?



ANNEX 4: LOCAL AUTHORITY BENCHMARKING

RedQuadrant local authority benchmarking – the London baseline

RedQuadrant's 2010 London survey asked boroughs to classify where each of 62 identified service areas were managed and through which channels.

- Key findings: contact environments
- Telephone, face-to-face, email and post were the most common sources of contact.
 - The majority of telephone, email and post contact was managed in council-wide contact centres.
 - Face-to-face contact was managed predominantly in a one stop shop environment.
 - The use of face-to-face contact was less common than telephone contact, and more diverse.
- The most common services provided in a face to face environment were parking permits and council tax, followed by public realm and waste services.
 - The majority of telephone contact was for transactional services – those most easily simplified and automated.
 - Environment and parking, revenues and benefits, out of hours, and social services were the main services that utilised a managed customer environment outside of corporate contact centres.

The picture in 2010

RedQuadrant customer
insight for Merton 122



2010 - levels of integration with the 'back office'

- Levels of integration between telephony and face to face contact centres varied from information and signposting, service request/booking, through to full resolution through back office systems
- Highest levels of full resolution were found in Revs & Bens, waste, public realm and parking
- Lowest levels of full resolution were found in childrens, adults and education services
- In general there was a general movement for face to face contact towards a single point of contact with deep resolution or clustered contact points based on the customer's requirements
- This was less clear cut for telephony, where future options were split between a single point of contact with deep resolution, clustered contact points based on the customer's requirements, and prioritising self-service
- Levels of integration of web services were generally much lower, with only a handful of services achieving full online case handling in a lower number of authorities (e.g. recruitment, parking, planning and building control, school admissions, business rates, licensing, leisure bookings)

RedQuadrant survey of 50 authorities, July 2012

1. Two thirds of current service provision is through one/first stop shops
2. Key shift is to **absolute prioritisation of self-service** in f2f – from 0% to 37%
3. With deeper one-stop shops (30%) and **clustering according to customer** (11%) also being seen as important targets
4. Telephony – main target models area **self service** (43%), **‘deep’ single point resolution** (32%), and clustering according to customer need (15%)
5. Email and web – two thirds of current provision is departmental and low resolution single point; 75% of future provision is moving towards **‘deep’ single point resolution** (28%) and **total prioritisation of self-serve** (47%); largest shift away from departmental focus (40% to 4%)
6. The three most important factors identified in service improvement are: **process improvement; channel shift; and improved systems integration**

Building on our 2010 survey

RedQuadrant customer
insight for Merton 124



Local authority channel shift views

80% of local authority respondents agreed implementation of self service would lead to a reduction in face to face or telephone contacts. They gave following advice:

- **Communication** – good internal and external communications plan essential
- **Strategy** – 'be bold' and ensure that improvements are linked to a corporate strategy that has been clearly defined
- **Behaviour change - customer demand:** range of opinions from 'Customers will do what they want to do, unless you shut a channel down ', others, felt that there needs to be existing customer demand to get significant take-up of new methods. Others, that there is already significant demand for self-services that is not being met. Need to support traditional face to face customers to use self service functionality. Face to face customers will migrate to telephone channel – lots of views
- **Behaviour change – staff:** will have to change the way they work, and front line staff need to be engaged in process design
- **Data** – important that channel shift strategy is supported by insight data, and a need for thorough analysis of transactions and mapping of what channels would be appropriate in the future for each discrete transaction

63% local authorities have a channel shift strategy

Local authorities' views on challenges to, and factors supporting, improvement

Challenges

resources/budget/staff
challenges of channel shift
technology integration
and new technologies
changes in customer demand
organisational culture and silos
need for process improvement
national policy changes – e.g. UC
and CT localisation
outsourcing
digital inclusion,
staff retention
partnership delivery

Supporting factors

channel shift and
development of e-services
better use of ICT
process improvement/good
staff/organisational culture
change
customer insight
corporate strategy
partnership working
customer expectations,
customer engagement,
bottom up involvement
digital inclusion



Thanks for listening!

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Committee: Overview and Scrutiny Commission

Date: 11 March 2014

Subject: Member Survey 2014 - Analysis

Lead officer: Julia Regan, Head of Democracy Services

Lead member: Councillor Peter Southgate, Chair of the Overview and Scrutiny Commission

Contact officer: Julia Regan; julia.regan@merton.gov.uk; 020 8545 3864

Recommendations:

- A. That the Overview and Scrutiny Commission considers the findings arising from the 2014 Member Survey and from a meeting of scrutiny chairs and vice chairs with the scrutiny officers.
 - B. That the Overview and Scrutiny Commission agrees the proposed actions to be taken forward to improve the effectiveness of scrutiny.
-

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 For the Overview and Scrutiny Commission to consider the findings from the 2014 Member Survey, a meeting of the scrutiny chairs and vice chairs, and the proposed actions to be taken forward to improve the scrutiny function.

2. DETAILS

- 2.1 Each year the Scrutiny Team carries out a survey to collect the views of Merton councillors and co-opted scrutiny members about how scrutiny is working - where things work well, where things don't work quite so well, and how they can be improved. The survey also evaluates satisfaction with the scrutiny function as a whole and with the different workstreams that make up overview and scrutiny.
- 2.2 The 2014 Member Survey was sent out to 60 councillors and 6 co-opted members. It was completed by 37 councillors and 3 co-opted members, giving an overall response rate of 61% (which was a 60% response rate from councillors). These response rates are higher than those achieved in recent years, with the exception of the 62% in 2011.
- 2.3 A late response was received. This has not been included in any of the numerical results but the verbatim comments have been added to the appendix.
- 2.4 The target set for Member satisfaction with the overall effectiveness of the scrutiny function has again been exceeded, with a rating of 81% against a target of 80%.
- 2.5 The target set on scrutiny agendas was also met. In response to the question "do you think that the commission/panel agendas are too full to consider the items properly?", 56% thought this to be the case, which is lower (and therefore better) than the target of 58%.

- 2.6 Overall the survey results indicate that scrutiny is well established and effective in Merton and is well regarded by councillors (both scrutiny and Cabinet). All three co-opted members who replied stated that they felt that the support provided by the scrutiny team was good and met their needs and expectations.
- 2.7 Satisfaction levels continue to be high. Task group work was given a satisfaction rating of 89%, pre-decision scrutiny 77%, budget scrutiny 72% and performance monitoring scored 70%. There is still scope for improvement with call in which scored a 56% satisfaction rating.
- 2.8 The level of satisfaction with the support provided by the scrutiny team continues to be high. 33% rated this support as excellent and 64% rated it as good. 1 respondent rated the support as poor.
- 2.9 The analysis and detailed findings of the 2014 Member Survey are contained in Appendix 1. Appendix 2 contains all the verbatim comments received from members.
- 2.10 Appendix 3 contains a list of proposed actions for improvement.
- 2.11 Appendix 4 contains notes of the meeting of scrutiny chairs and vice chairs with the scrutiny team in December 2013.

3. ALTERNATIVE OPTIONS

- 3.1 Whilst there is not a requirement to undertake an annual member survey, the findings of the survey enable members' satisfaction with the scrutiny process at Merton to be measured against agreed annual targets and actions to be taken to improve the scrutiny process year on year.

4. CONSULTATION UNDERTAKEN OR PROPOSED

- 4.1 The Member Survey is conducted annually during February/March and runs for a minimum of three weeks each year.

5. TIMETABLE

- 5.1 The Member Survey is undertaken in February/March each year so that the reported members' satisfaction with the scrutiny process and the agenda length, for which there are annual service plan targets, can be fed into the performance management framework.

6. FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 6.1 None directly relating to the Member Survey itself. However, some actions arising from the findings of the survey year on year may have resource implications which need to be taken into consideration.

7. LEGAL AND STATUTORY IMPLICATIONS

- 7.1 None relating to this report.

8. HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

- 8.1 It is a fundamental aim of the scrutiny process to ensure that there is full and equal access to the democratic process through public involvement and

engagement. The findings of the Member Survey are reported to the Overview & Scrutiny Commission which is open to the public.

9. CRIME AND DISORDER IMPLICATIONS

9.1 None relating to this report.

10. RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

10.1 None relating to this report.

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

11.1 Appendix 1: Member Survey 2014

11.2 Appendix 2: verbatim comments from members

11.3 Appendix 3: list of proposed action points

11.4 Appendix 4: note of the meeting of scrutiny chairs and vice chairs with the scrutiny team, 11 December 2013

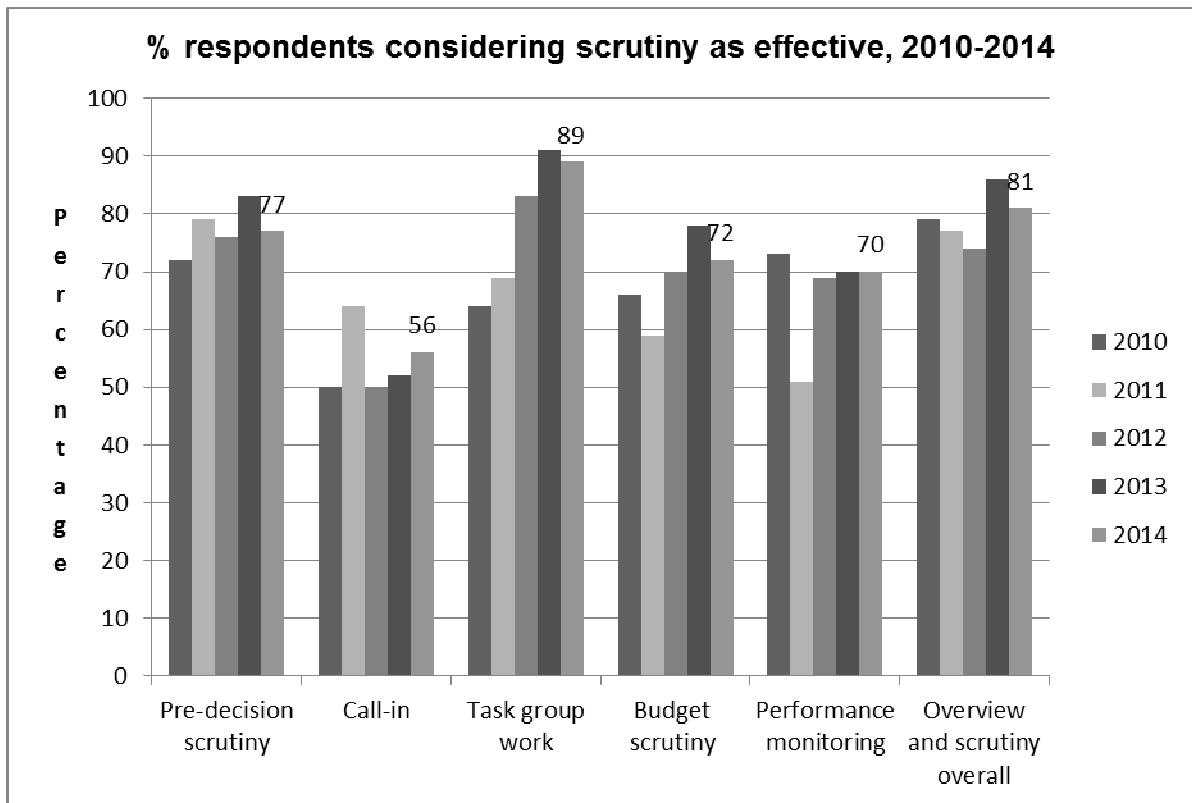
Member Survey 2014

Survey respondents

1. The survey was sent to all 60 Members of the Council and to the 6 co-opted scrutiny panel members.
2. 37 councillors and 3 co-opted members completed the survey form, giving a 61% response rate overall (60% for councillors). This is the second highest response rate achieved since 2010.
3. The majority of respondents have been actively involved in the scrutiny process over the past year:
 - ❖ 24 are **members of the scrutiny commission or a panel**. Fifteen of these have sat on a scrutiny review task group. Three have called in a decision.
 - ❖ 9 are “**other non-executive members**”, one of whom sat on a scrutiny review task group, one who has given evidence to a scrutiny review/meeting, and four who have attended a scrutiny meeting as a visiting member to observe/make a contribution.
 - ❖ 4 are **cabinet members**, all of whom have attended a scrutiny meeting to observe or make a contribution. One cabinet member sat on a scrutiny review task group prior to being appointed to the cabinet.
 - ❖ 3 are **co-opted members**, one of whom sat on a scrutiny review task group.

Effectiveness of the scrutiny function

4. The survey asked respondents to indicate whether they considered the scrutiny function to be effective in each key area of scrutiny activity and to rate the effectiveness of scrutiny overall. Results from the past five years are set out in the chart overleaf. These show a broadly positive trend in all areas since 2010.



Overall effectiveness

5. Respondents' perception of the overall effectiveness of overview and scrutiny continues to be high. Overall effectiveness is now rated at 81%, exceeding the 80% target set for 2013/14.
6. Comments made indicate a range of views held: some respondents think scrutiny is a useful tool, whereas others see it as needing more power:
 - *Overall find overview and scrutiny very intensive and effective.*
 - *Really don't think scrutiny in my portfolio area has been good and its contribution has been limited.*
 - *The scrutiny team has helped to ensure the Cabinet adheres to its manifestos.*
 - *It does not have enough teeth.*

Pre-decision scrutiny

7. The broadly upward trend in satisfaction since 2010 with the effectiveness of pre-decision scrutiny indicates that this function continues to be an integral part of scrutiny within an authority that has no overall political control.

Call-in

8. 56% of respondents expressed satisfaction with the effectiveness of call-in this year. This is up on 2013 and 2012, but down on the figure from 2011. 2011 saw a jump to 64% but this has not been repeated.
9. Three call-ins have been received so far in 2013/14. This is comparable to previous years, with 4 received in 2012/13, 2 in 2011/12, 5 in 2010/11, 3 in 2009/10, and 4 in 2008/9.
 - *It's difficult to comment on call-ins, but its effectiveness is subjective, depending on whether the result is the one you wanted; call ins are normally tabled for overt/covert partisan reasons.*
 - *Call-ins appear to be a bit of time wasting.*

Task groups

10. Task group work was once again rated the most effective element of scrutiny, with satisfaction reaching 89%, its second highest level since 2010. Comments included reference to the longer time period to reflect on council policy.
 - *Enables time to look at policy direction. Task group work is good.*
 - *Task group work continues to be one of the most rewarding aspects of scrutiny for those who take part.*

Budget scrutiny

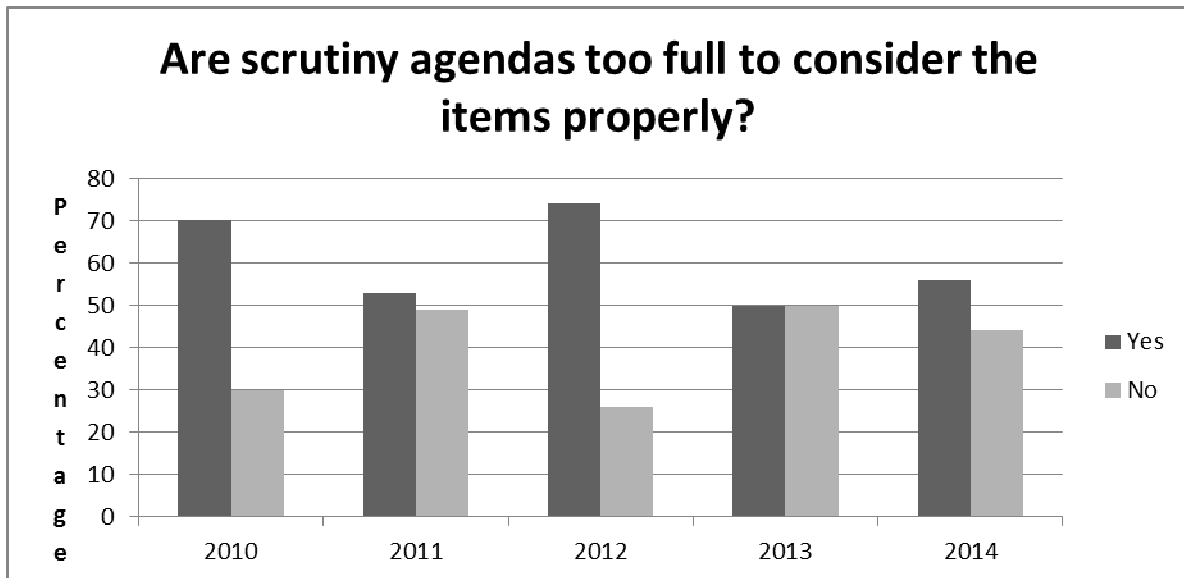
11. Satisfaction with budget scrutiny has shown an upward trend after a dip in 2011. It now stands at a 72% satisfaction rating.
 - *Budget scrutiny is generally challenging, probing and informative, but queries which can't be answered at the meeting often need to be pursued at least once before the answer is received.*

Performance monitoring

12. Satisfaction with the scrutiny of performance monitoring information has increased slightly, from 69% in 2012, to 70% in 2013, remaining at 70% in 2014. There have previously been negative comments about performance monitoring. This year there were no responses on the subject in the comment box.

Scrutiny agendas/ workload

13. The proportion of respondents who consider scrutiny agendas to be too full to consider items properly decreased significantly between 2012 (74%) and 2013 (50%). The figure now stands at 56% in 2014, which is lower and therefore better than the target of 58%.



14. Chairs have worked hard to aim for shorter and more strategically focused agendas, and comments made reflect mixed success:

- *Applies only to some panels.*
- *Panel chairs have got a lot better at controlling agenda length.*
- *Need better chairing of meetings.*

15. Two members made suggestions for other ways of shortening the agendas:

- *More sub groups to look at specific issues.*
- *Start by being more selective, focussing on subjects where the panel needs to be informed and, critically, where it can make a useful contribution. I am often asking myself "what value are we supposed to be bringing to this issue"?*

16. Action points

That the Commission and Panels continue to aim to have short strategically focussed agendas.

Development of the Commission/Panel work programmes

17. The survey asked respondents whether they have an opportunity to contribute to the development of the Commission/Panel work programmes.
18. In 2014, 92% of respondents said that they have had an opportunity to contribute to the panel work programmes, an increase from 2013's 79%. There has been an overall upward trend since 2009, which may in part be due to the success of the topic workshops which were introduced in 2010:
- *There's opportunity to get together at the start of the year.*
 - *Every member can suggest; though it doesn't guarantee acceptance!*

Scrutiny impact on decision making by the Cabinet

19. The survey asked whether decision making by the Cabinet had been influenced by scrutiny. The proportion agreeing that there had been an influence increased from 67% in 2010 to 79% in 2013 and has fallen to 66% this year.
20. As has been the case for some time, there are conflicting views on whether the Cabinet's decision making has been influenced by scrutiny. Some cited political considerations as being paramount in whether scrutiny recommendations are accepted, others noted that in a situation of no overall control scrutiny was key to influence on decision making.
- *Seems to be a "horse-trading" exercise. Some points/comments taken into account by Cabinet; but feel that done for political expediency.*
 - *Not nearly enough as far as I can see.*
 - *Yes in the case of wheelie bins in the past and in other areas. In education I think their contribution has been limited especially in relation to secondary school places.*
 - *Budget decisions take scrutiny concerns on board.*
 - *Cabinet usually takes on board the comments/communique issued during scrutiny meetings.*

Quality of evidence presented to overview and scrutiny

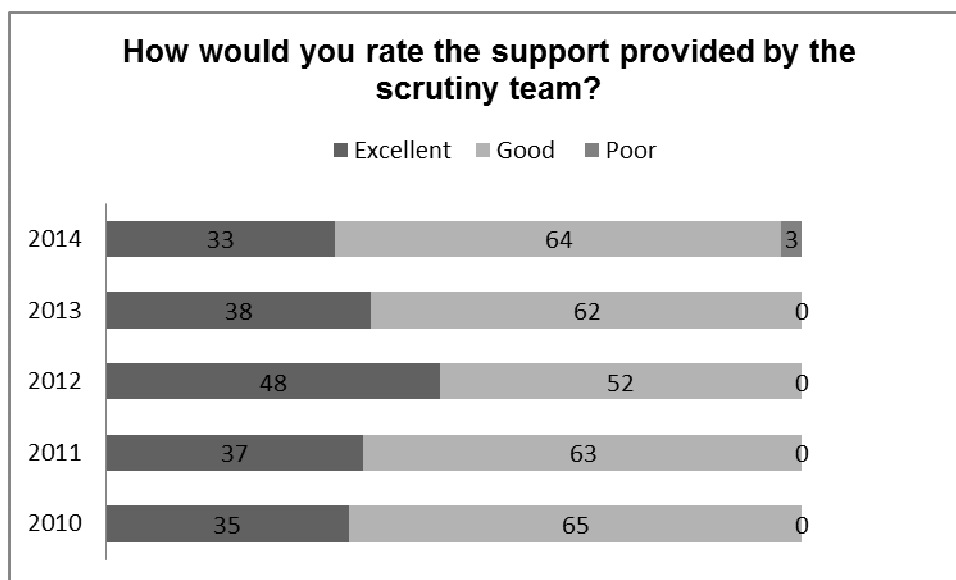
21. 84% of respondents said that the evidence presented was good. This has slipped compared to the 87% rating last year but is comparable to the 83% rating in 2012, 80% in 2011 and 82% in 2010.

22. A significant majority of respondents thought the evidence was good, with scrutiny being an essential tool. Others pointed out how jargon can sometimes be a problem when understanding evidence presented to scrutiny.

- *Scrutiny is an essential tool but so many areas are set by statutory policy that there is not always a chance to change and influence. However officers provide good papers but on occasions they should more clearly respond to minuted requests and tasks set by councillors.*
- *I think the reports have been of a high standard and officers have been willing to provide further information on request.*
- *Not always. Translation services a good example. Have spent many meetings trying to get meaningful data – even suggesting new procedures to get the information, but constantly feel we are being “fobbed off”.*
- *Sometimes it’s too wordy, not clear and full of jargon etc.*

Support from the Scrutiny Team

23. Satisfaction with the service remains positive, with 33% of respondents rating the support provided as excellent, 64% as good and 3% poor:



24. The proportion of respondents rating the scrutiny team as excellent (33%) has fallen since last year (38%), however the results continue to indicate general satisfaction with the service, with 97% stating the service was either good or excellent.

25. Members were also invited to rate different aspects of the scrutiny team on a scale from 1 to 4 (with 1 being the lowest and 4 being the highest). These results were very

positive. There were no '1' ratings, for example. The team scored a 93% satisfaction rate for email communication, a 90% satisfaction rate for task group reports, 86% for other written documents, 81% for verbal communication, 78% for quality of response to enquiries, and 74% for speed of response to enquiries.

Members' training and development needs

26. The skills and knowledge which members bring to the overview and scrutiny process are crucial to its effectiveness, so the survey asked what scrutiny related training and development opportunities would be useful for new and returning councillors following the May 2014 election.
27. A majority of respondents agreed that both new and returning councillors would find the following training useful:
- principles of effective scrutiny
 - questioning skills
 - budget scrutiny
 - how to monitor performance and interpret data
 - chairing and agenda management skills
28. The other suggestions for training were:
- overview of how the council works.
 - best practice in contributing to scrutiny.
 - effective call-in process.
 - assimilating the terminology within the subject field.
 - Council's service delivery partners – a rudimentary understanding of their role, functions and activities.
 - understanding the constitution
 - understanding finance (separate to budget scrutiny)
29. **Action points**
That the Head of Democracy Services will, in discussion with HR (who have responsibility for member development and training) ensure that appropriate training sessions are offered on all the areas identified by the survey.

Views and actions proposed at meeting of scrutiny chairs and vice chairs

30. The scrutiny chairs and vice chairs met with the scrutiny officers in December to review and learn from the way we have been conducting scrutiny over the past four years and to formulate proposals on how we might improve and adapt for the benefit of new and re-elected councillors, following the elections in 2014. The note of this meeting is attached in appendix 4.
31. They expressed mixed views on the desirability of councillors submitting some questions in advance of the meeting to enable officers to prepare responses.
32. They discussed the balance between officer and cabinet member contributions at scrutiny meetings and concluded that more opportunities should be taken to challenge and hold the cabinet members to account by engaging them in discussion. They also agreed to “re-invigorate” the informal meetings between scrutiny chairs, cabinet members and directors.
33. A number of suggestions were made to strengthen the impact of scrutiny on policy formation. These will be incorporated into the scrutiny officers’ preparation of the draft 2014/15 work programmes.
34. Attendees said that reports should be shorter and should outline the issues on which scrutiny input is sought. Technical details could be published electronically as background information and not included in the paper agendas. Scrutiny officers could provide suggested lines of enquiry.
35. They agreed to try out “mini” task groups to look at particular issues. A mini task group would have a short focussed brief, possibly on a very topical issue, and would take just one or two meetings to conclude its business.
36. Attendees also discussed ways of raising the profile of scrutiny in Merton and made various suggestions that the scrutiny officers will action.

Action points

- That the scrutiny officers will include information on key policy development dates in the information pack for the topic workshop discussion of the 2014/15 work programme so that pre-decision scrutiny can be timetabled
- That members of the Commission and Panels take opportunities to question cabinet members as well as officers at scrutiny meetings
- That the Head of Democracy Services should work with CMT and Scrutiny Chairs in order to get shorter reports to scrutiny meetings
- That the Head of Democracy Services should include a “mock scrutiny panel” as part of the training for new councillors.
- That the scrutiny team should approach a wider range of organisations for scrutiny topic suggestions, including local partners
- That the Commission, Panels and scrutiny team should identify opportunities within the 2014/15 work programme for holding half day/ mini scrutiny task groups

- That the Chair of the Overview and Scrutiny Commission should write to new candidates inviting them to get involved in scrutiny (this action to be reviewed after the prospective councillors' event on 25 February).
- That the Scrutiny Team should identify opportunities for promoting and celebrating the success of scrutiny and for encouraging new councillors to get involved. This should include a stall at the welcome event for new councillors (24 May), celebration of success on the scrutiny webpages, identification of opportunities for a "celebrating scrutiny" event.

Suggested issues and themes for scrutiny

37. In response to a request for suggested issues/ themes to be considered for inclusion in the overview and scrutiny work programme in 2014/15, the following suggestions were made:

- *Public health and how we can make our role as councillors effective in this arena.*
- *More examples of good financial management, i.e. reducing costs without diminution of service.*
- *Meeting the needs of the secondary school population over the next 5-10 years.*
- *Review of financial systems (eg HR/payroll systems/GL/Reporting) and projects to replace them. There are a number of system replacement projects coming up; Care First; GL etc. These should be reviewed by scrutiny.*
- *Scrutiny of the changes at St Helier and Epsom hospitals.*
- *Scrutiny of the clinical commissioning policy.*
- *Scrutiny of the health and wellbeing board.*
- *Scrutiny of the health watchdog (formerly the Link).*
- *Scrutiny of safeguarding.*
- *Inequalities in health in Merton.*
- *Transport in Merton.*
- *Wheelie bins.*
- *Tackling obesity.*
- *Parking in Merton.*
- *Exploring the system of the Universal Credit; and how it affects constituent members.*

- *With health being the big issue on east/west divide more scrutiny discussions required and target work programme to suit the needs. This wp must be linked with public health programme.*
- *Enforcement.*
- *Enforcement issues.*
- *Properties in multiple occupation.*
- *Would be happy to have something in my remit – cleanliness or parking.*
- *Review the impact (to date) of council tax localisation and the operation of welfare reforms for which the council has assumed responsibility from the Department of Work and Pensions.*
- *Building and mending communities.*
- *Mental illness is an urgent priority. Although CCG is giving presentation on 12/02/14, need information on council services e.g. supported housing/direct payments – personal budgets. Merton has lowest spend on MH services in whole of London. C Rethink report 2011.*
- *Vision/strategy for incoming/continuing administration.*
- *Four year plan to 2018.*
- *The report on demographic trends in Merton to 2017 should be seen as a backdrop to the work programme.*

38. Action point

All of these suggestions will be considered during the topic selection process for 2014/15.

Appendix 2: list of verbatim comments from respondents

#1 How would you rate the effectiveness of the overview and scrutiny function?

Members of the scrutiny commission or panels

- *My decisions/suggestions are overruled or don't "fit" with policy. It's hard to change plans and papers to any great effect. However we still need scrutiny.*
- *Overall find overview and scrutiny very intensive and effective.*
- *Performance monitoring discussions often incomplete with limited follow up of problem areas.*
- *I feel that, especially in the Commission, that a great deal of "pre meeting agreements" have been put in place and that there is bias towards certain parties/against certain parties – even though in theory meant to be non-political meetings!*
- *Difficult to give an effective view/comment as I have not been called on to sub very often.*
- *It does not have enough teeth.*
- *It's difficult to comment on call-ins, but its effectiveness is subjective, depending on whether the result is the one you wanted; call ins are normally tabled for overt/covert partisan reasons. Budget scrutiny is generally challenging, probing and informative, but queries which can't be answered at the meeting often need to be pursued at least once before the answer is received.*
- *As a new addition to the panels I am surprised about the function of call-ins. I feel that matters should not have reached a situation where we need a call in.*
- *Most members do not read and understand papers and this is evidenced by the verbal interventions of most members.*
- *The scrutiny team has helped to ensure the Cabinet adheres to its manifestos.*
- *Task group work continues to be one of the most rewarding aspects of scrutiny for those who take part.*
- *Most effective scrutiny takes place before any decisions are made. Unfortunately, very few Cabinet decisions come through pre-decision scrutiny; there should be an obligation (constitutional) to ensure this.*

Cabinet Members

- *Really don't think scrutiny in my portfolio area has been good and its contribution has been limited.*
- *Enables time to look at policy direction. Task group work is good. Call ins appear to be a bit of time wasting.*

Other non-executive Members

- *As I don't sit on scrutiny I cannot comment on all the Qs here.*
- *Almost inevitably the system is dominated by politics. There are glimmers of holding to account and for this we must be grateful.*
- *If not all councillors or council groups have a place on scrutiny how can it do its job at all?*

#2 Do you have an opportunity to contribute to the development of the commission/panel work programmes (for example, suggesting topics for review or items for agendas?) If not, why not?

Members of the scrutiny commission or panels

- *Yes at the annual workshops.*
- *Have done in the past.*
- *Every member can suggest; though it doesn't guarantee acceptance!*
- *Participated in the formulation of the scrutiny's work programme – in the Health Panel.*

Cabinet Members

- *If a key issue for adult social care arose, I would suggest Panel might want to look into it. It would be for them to decide how they structure their time.*
- *As cabinet member its not a decision of mine.*
- *There's opportunity to get together at the start of the year.*

#3 Do you think that the commission/panel agendas are too full in order to consider the items properly?

Members of the scrutiny commission or panels

- *Better chairing of meetings.*
- *But commission/panels can be more selective when setting their agendas.*
- *Start by being more selective, focussing on subjects where the panel needs to be informed and, critically, where it can make a useful contribution. I am often asking myself "what value are we supposed to be bringing to this issue"? Items brought to the panel for information without pre-reading are generally a waste of time with limited discussion and negligible outcome. If items are important enough they should not simply be dropped for lack of time; extra meetings if necessary.*
- *More sub groups to look at specific issues.*
- *Applies only to some panels.*
- *Some members have to get up early in the morning, if you wish to have a cross section the evening meeting must be shorter. Stop item being put forward as a matter of urgency.*
- *As I've previously suggested, some items could be dealt with electronically, with the same opportunities for comment/question/answer, e.g. CSF update reports.*
- *Scrutiny is so important for the council's function – it should not be left to well meaning volunteers.*
- *No because we discuss what we want on the agenda and how long for.*
- *Panel chairs have got a lot better at controlling agenda length.*
- *Some items should be considered on a remote basis (i.e. via email exchanges) to allow more time during meetings*

Cabinet Members

- *Do not think my panel has been focused in the least despite the meetings being two hours.*
- *Overkill sometimes. Information items can be emailed.*

Co-opted members

- *More specialist working groups.*

#4 Has decision-making by the Cabinet been influenced by comments from the commission/panels? If yes, please give examples.

Members of the scrutiny commission or panels

- *Not really aware of any major changes.*
- *Where staff was going to be reduced in department the panels influence the reversal of the decision because of the reduction the service to the community would not be satisfactory.*
- *When items referred back for further consideration.*
- *Seems to be a “horse-trading” exercise. Some points/comments taken into account by Cabinet; but feel that done for political expediency.*
- *I still not got the grip of this. I feel that Cabinet makes their own decision.*
- *Not often enough.*
- *Last year’s budget, e.g. Duke of Edinburgh award scheme. However, representations are only accepted by Cabinet if they don’t depart from the pre-agreed cabinet line.*
- *Cabinet usually takes on board the comments/communique issued during scrutiny meetings.*
- *Cabinet responded to scrutiny’s case for additional noise patrols with budget for a pilot on Friday nights year round.*

Cabinet Members

- *Budget particularly.*
- *Yes in the case of wheelie bins in the past and in other areas. In education I think their contribution has been limited especially in relation to secondary school places.*
- *Budget decisions take scrutiny concerns on board.*
- *Budget savings not taken after hearing scrutiny concerns.*

Other non-executive Members

- *Not aware of anything in the last year but previously yes.*
- *Not nearly enough as far as I can see.*
- *With a minority administration key to budget process.*

#5 Do you feel that the quality of evidence presented to overview and scrutiny has been good? Has it met the needs of the session? If not, why not?

Members of the scrutiny commission or panels

- *Scrutiny is an essential tool but so many areas are set by statutory policy that there is not always a chance to change and influence. However officers provide good papers but on occasions they should more clearly respond to minuted requests and tasks set by councillors.*

- *Sometimes data presented does not support the conclusions. For example the conclusions on 20 mph were not supported by the high level data presented.*
- *Not always. Translation services a good example. Have spent many meetings trying to get meaningful data – even suggesting new procedures to get the information, but constantly feel we are being “fobbed off”.*
- *Sometimes its too wordy, not clear and full of jargon etc.*
- *I feel more research would be ideal.*
- *Too many reports say the same thing 2 or 3 times.*
- *Inconsistent delivery of information, e.g. information withheld on basis of “confidentiality” – contrary to legislation*

Cabinet Members

- *I think the reports have been of a high standard and officers have been willing to provide further information on request.*
- *Essential information is sometimes missing that helps in decision making – or at least in forming opinions + recommendations – usually statistical evidence.*

Other non-executive Members

- *Yes for the most part.*
- *Not always transparent from meetings I have witnessed and questioning by members has been exceptionally poor.*

Co-opted members

- *Variable. Example. Excellent update from St Georges NHS Trust to HCOP on 13/11/13 but same Panel on 15/01/14 received little information from SW London St Georges MH Trust. Panel were asked to approve their governance requirements but no information was given on the services they provide. Chief Nurse spoke about IAPT service – but no reference to closure of 153 beds or that Trust has been rated WORSE by CQC for crisis services. Panel nodded through request without proper information. I asked Scrutiny Team for copy of previous CQC report – not provided!*

#8 How could the scrutiny team improve the way it supports overview and scrutiny?

Members of the scrutiny commission or panels

- *By setting report out in a simple and straight forward way.*
- *Now that attendance is being recorded online – need to ensure that all councillors can make the meetings when task groups arranged – especially if then rearranged to suit chairs. Otherwise will find members unwilling to put their names forward.*
- *Maintain effective communication between councillors and officers.*
- *More open discussion with the chair weeks before agenda is set.*
- *Within its limited resources, probably not much. However, with particular reference to CYP, we could be forwarded documents in A3 size where appropriate (e.g. service plans, key performance indicators) automatically – specifically, this would obviate the need for those of us with poor sight to make subsequent requests, and aid meeting preparation. The team could also liaise with departments to minimise the size of agendas; though I appreciate that this might lead some to complain of not receiving enough pertinent information. Generally very good, professional, courteous and friendly service.*
- *I would like to compare what we do with other council scrutiny panels.*
- *Satisfied with current level of support – although there will be a need for additional support to new councillors from May.*
- *Push cabinet/officers for timely responses*

Cabinet Members

- *I've never actually contacted them! Some reliance on the scrutiny team is needed in potential questioning. The early scrutiny officers were really good at this, there's some reluctance over the years but it has improved.*

Other non-executive Members

- *Scrutiny team is important but it's the members that can improve the process.*
- *Better report summaries and less repetition in reports.*

Co-opted members

By working with the Chair of HCOP Panel to provide more detailed background information to reports on request. Encourage/invite panel members to send in questions to the Chair on receipt of their public documents pack which arrives a week before Panel meeting. It is too late to ask questions at the meeting itself if one wants a detailed response, e.g. 13/01/14 one page doc on MH but info was too general.

#10 If you have any further comments/ suggestions about the overview and scrutiny function, including how it can be improved, please use the space below.

Members of the scrutiny commission or panels

- *Have reports more concise, and simple straight forward with each item where possible are complete before the start of another so we don't have to turn pages to get connected to the basics of what we are dealing with especially when dealing with numbers.*
- *More training.*
- *We should tell the residents what we do!*
- *Request to scrutiny panel for each council department (not directorate) which meet approx. every 6 weeks.*
- *More training programmes for budget scrutiny should be arranged for scrutiny members.*
- *Cabinet members responsible for the various departments should give periodic reports of their performance to scrutiny members. This will help in accountability.*

Cabinet Members

- *I think more effective training for some members would be useful. Chairs are of a variable standard, some very good, but others need training. Performance monitoring is of a mixed picture. Small summary reports given that it is quite clear that many in scrutiny meetings are reading reports in the meeting. Tendency to get bogged down in minor details.*
- *I always had problems with the times of the task group meetings. They usually started around 6-6.30. Sometimes would be good to see if members could meet daytime/morning. I know this is difficult with many people working, but could look at a topic that would be suited to daytime meetings and visits – i.e. education issues.*

Other non-executive Members

- *We need real discussion of challenges to the Executive not just “whipped” voting.*
- *I sit on the borough plan scrutiny panel which operates differently to other panels so most of the questions are not relevant.*
- *Ensuring all members from all political groups have seats on scrutiny.*

Co-opted members

- *On 15/01/14 HCOP Panel were presented with a 471 page report – this detailed information should still be provided but it would be helpful if an executive summary could be presented by the Finance Director for each section of the budget report*

outlining the main changes. She did this verbally but it needs to be written down in advance for members – I found it impossible to pick out spending on MH services.

Appendix 3: List of proposed action points

- That the Commission and Panels continue to aim to have short strategically focussed agendas.
- That the Head of Democracy Services will, in discussion with HR (who have responsibility for member development and training) ensure that appropriate training sessions are offered on all the areas identified by the survey.
- That the scrutiny officers will include information on key policy development dates in the information pack for the topic workshop discussion of the 2014/15 work programme so that pre-decision scrutiny can be timetabled
- That members of the Commission and Panels take opportunities to question cabinet members as well as officers at scrutiny meetings
- That the Head of Democracy Services should work with CMT and Scrutiny Chairs in order to get shorter reports to scrutiny meetings
- That the Head of Democracy Services should include a “mock scrutiny panel” as part of the training for new councillors.
- That the scrutiny team should approach a wider range of organisations for scrutiny topic suggestions, including local partners
- That the Commission, Panels and scrutiny team should identify opportunities within the 2014/15 work programme for holding half day/ mini scrutiny task groups
- That the Chair of the Overview and Scrutiny Commission should write to new candidates inviting them to get involved in scrutiny (this action to be reviewed after the prospective councillors’ event on 25 February).
- That the Scrutiny Team should identify opportunities for promoting and celebrating the success of scrutiny and for encouraging new councillors to get involved. This should include a stall at the welcome event for new councillors (24 May), celebration of success on the scrutiny webpages, identification of opportunities for a “celebrating scrutiny” event.
- That all the topic suggestions made will be considered at the scrutiny topic workshops in June 2014.

Note of Scrutiny Development Forum with Chairs and Vice Chairs on the 11th December 2013

Present: Councillors: Peter Southgate, Ray Tindle, James Holmes, Peter McCabe, Jeff Hanna

Apologies: Councillor Russell Makin, Councillor Logie Lohendran

Councillor Southgate said the purpose of the session is to reflect on what we have been doing for the last four years, our successes and challenges and to prepare for the new intake of members after the election. He said that scrutiny at Merton has come a long way and has moved away from a partisan approach to councillors taking a balanced view on issues based on the evidence provided.

Julia Regan, Head of Democracy Services added that the purpose of the discussion is to think about how we might get new members enthused about scrutiny, to promote what we have done so far and look at how things can be done differently.

Councillor Tindle said that he enjoyed scrutiny and found the parliamentary seminars very useful and suggested that new councillors would find it helpful to watch select committees in action. He also suggested that we develop a mechanism to enable councillors to submit questions to officers in advance of scrutiny meetings. This could mean that officers have the answers to hand at panel meetings.

There were some mixed views on the proposal to allow councillors to ask questions in advance as it was thought that it could; deflect from the opportunity to ask searching questions or make the process contrived which could impact on the quality of the debate at the panel.

There was a discussion on whether the balance is right between officer and cabinet member contribution to the discussion at panel meetings. It was thought that most questions were directed at officers but we should engage cabinet members more in the discussion.

Councillor Southgate reflected on whether scrutiny has enough input into policy formation;

Rebecca Redman, Scrutiny Officer, said that as part of the work programming process for next year, in consultation with the policy, partnerships and strategy team we plan to provide a list of policies that are due to be refreshed and think about the best opportunities for pre-decision scrutiny.

Stella Akintan, Scrutiny Officer, suggested we could also look at key policies being developed by local partners which may also be suitable for pre decision scrutiny.

Councillor Holmes said that he felt we need to provide more challenge to cabinet members. Concerns were expressed that reports simply ask Members to note the information and do not provide opportunity for scrutiny. There needs to be substantial improvements to reports that come to scrutiny panels:

- Reports should include a detailed one page executive summary.
- We currently have long reports bogged down in detail. There is too much background information and focus on the process.
- We need a strategic overview rather than a report that attempts to answer all the questions.

Rebecca Redman also suggested that officers provide suggested lines of enquiry to councillors in advance of the meeting to help guide their questioning. It was thought that questions would be useful alongside, good practice information and comparative data.

Councillor Hanna said that action plans are included in reports which can be used to challenge the department

Councillor Tindle feels that scrutiny meetings can be party political and therefore values the contribution of lay people who bring expertise.

Julia Regan confirmed that members are asking for ; lay experts to contribute to the panel discussion, comparative data, good practice, and lines of questioning.

Councillor Hanna suggested that we hold a mock scrutiny panel as part of the induction process to introduce new members to the scrutiny process. He also suggested that we need to cultivate a culture in which meetings are well chaired and kept within a two hour time slot. When officers present reports they need to keep it brief.

We need to re-invigorate the tri-angulation meetings between the Director, Cabinet Member and Chair to create a forum for constructive dialogue to discuss issues of concern; the work programmes and seek support for scrutiny of particular issues.

Councillor Southgate suggested the idea of short concise scrutiny sessions to look at particular issues.

Councillor Holmes expressed support for the idea of mini task groups; these could be two to three sessions held in the evening. They should be private sessions to encourage open debate. The Cabinet member will be an important part of the process they should be encouraged to attend and engage in the debate. There should be a willingness from the cabinet member to support the scrutiny topic and use the debate/recommendations to inform their decisions on the area, service or policy.

Councillor McCabe said we should be trying to communicate with people who are interested in becoming local councillors and talking to them about the scrutiny process.

It was also suggested that Councillor Southgate could write an article for the local guardian on scrutiny

Councillor Holmes said we should be raising the profile of Merton scrutiny. There should be a dedicated section on the website, we should send our reports to other boroughs, and brief summary of task group reports in My Merton, Cllr Southgate could send a letter to all new councillors highlighting scrutiny achievements and asking them to get involved.

Julia Regan said that Merton Scrutiny reports are placed on the Centre for Public Scrutiny Website and published on www.merton.gov.uk/scrutiny

Actions

Make use of the Policy timetable for pre-decision scrutiny

Question cabinet members as well as officers at scrutiny meetings

Report writing – Scrutiny reports should include short executive summaries and outline what officers are seeking views on

Training for new councillors –Hold a mock scrutiny panel.

Topic suggestions – open up to other sources including local partners

Hold Half day/ mini scrutiny task groups

Celebrating scrutiny event – identifying opportunities, stall at welcome event, celebrate success on website

Chair to write to new candidates inviting them to get involved - review after event on 25 February.

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.

OVERVIEW AND SCRUTINY COMMISSION - FINANCIAL MONITORING TASK GROUP

27 FEBRUARY 2014

(19.00 - 21.00)

PRESENT Councillors Peter Southgate(in the Chair), Iain Dysart, Suzanne Grocott and Diane Neil Mills

Paul Dale (Interim Assistant Director of Resources), Caroline Holland (Director of Corporate Services), Brian McLoughlin (Waste Operations Manager), Julia Regan (Head of Democracy Services) and Cormac Stokes (Head of Street Scene and Waste)

1. APOLOGIES FOR ABSENCE (Agenda Item 1)

Apologies were received from Councillor Dennis Pearce and from Chris Lee, Director of Environment and Regeneration.

The task group noted the resignation of Councillor Ray Tindle.

2. MINUTES OF MEETING HELD ON 29 OCTOBER 2013 (Agenda Item 2)

The minutes were agreed as a correct record of the meeting.

The task group requested that Councillor Grocott's questions and the Director of Corporate Services' responses be published with the minutes. ACTION: Head of Democracy Services

3. FINANCIAL MONITORING REPORT - QUARTER 3 (Agenda Item 3)

Caroline Holland, Director of Corporate Services, introduced the report. She drew the task group's attention to:

- recommendation A, which sets out the issues reported to Cabinet
- a marginal decrease in the net service expenditure overspend
- the movement in reserves, set out on page 59, that would be subsequently updated for Cabinet and Council
- customer and clients receipts (page 60) are in a relatively healthy position
- latest arrears position (page 61), council is expecting an increase in the amount of housing benefit debt outstanding due to turnover in clientele plus difficulties in clawing back large amounts in one payment

Caroline Holland and Paul Dale, Interim Assistant Director of Resources, made a number of points in response to questions about the revenue budget:

- in 2012/13 total redundancy costs were £2.7m, of which £930,000 were payments made to staff. The remainder were statutory payments to the pension fund in relation to those staff.

- There is a shortage of social workers in London. The council is actively recruiting new staff but at least 8 key posts are currently vacant. ACTION: Director of Corporate Services to confirm exact numbers.
- The 2013/14 budget for employee expenditure (page 10) includes the pay award plus transfer of legal staff from Kingston and Sutton
- The forecast underspend outlined in recommendation A is 0.65% of the net council budget and not the gross budget. ACTION: Director of Corporate Services to correct the report text
- Decisions on the allocation of the underspend in the Dedicated Schools Grants (page 17) will be made by the Schools Forum
- Negotiations have begun with the schools PFI contractor with a view to reducing cost and improving quality
- Caroline Holland undertook to check and confirm the position on client contributions for supported living (page 19). ACTION: Director of Corporate Services to confirm current position and date decisions likely to be taken
- NHS social care income (page 19) still fluid, likely to be more funding but also more responsibilities for the council
- Agreed that the wording in relation to building and development control (page 25) is unclear and will be clarified in future reports ACTION: Director of Corporate Services
- The employee overspend in waste services (page 26) is mainly for overtime plus agency cover when staff are sick
- Still waiting for report on the pension fund revaluation. It will be cheaper in the long run to pay as much of the deficit as soon as possible. If there was a move to a Londonwide scheme, deficits would not be pooled.
- Caroline Holland provided assurances that a close eye was kept on the shared service pension contract to ensure costs are minimised

Task group members noted the reduction in the Lee Valley levy and asked why this had not been ringfenced to the Wandle Valley project. Paul Dale said any such move would have to be a Member decision.

Members noted that only 56% of forecasted capital spend has actually been spent to date. Caroline Holland said that budget managers were encouraged to make sure that invoices come through are paid promptly so they will be included in this year's capital budget. In response to a question, Paul Dale said that he suspected that budget managers' predictions on spend are optimistic and that the capital programme underspend will be higher than predicted.

4. COMMERCIAL WASTE REVIEW (Agenda Item 4)

Cormac Stokes, Head of Street Scene and Waste, and Brian McLoughlin, Waste Operations Manager responded to members' questions about the independent report by Eunomia. Cormac Stokes explained that the report had been followed by a detailed action plan that he would send to task group members. Task group members agreed that the Eunomia report was excellent and looked forward to seeing the action plan. ACTION: Head of Street Scene and Waste.

The action plan contains measures to reduce costs, to consolidate current business and to target new businesses.

Task group members noted the costs and income associated with recycling a range of different materials and endorsed action to encourage both residents and businesses to recycle more. Members stressed the importance of continuing to provide a free recycling service to schools in order to promote positive environmental messages to pupils.

The officers stressed that all contracts are examined closely in order to achieve value for money for the council. Contractors are used because they are best placed to market the materials collected.

Task group members discussed the use of IT to track customers and bins so that the cost of business waste could be more accurately assigned. ACTION: Head of Street Scene and Waste to review how bin weighing equipment, computer chips and GPS tracking systems could best be used by the waste service in future.

Brian McLoughlin answered questions about the profitability of the service and said that a surplus of £135,389 was expected for 2013/14. Total expenditure is £1.3m and total income £1.46m. Income includes £106,000 internal recharges for waste collections from council buildings such as the civic centre and libraries. The total market share is stable in terms of the number of customers. Tonnage estimates are now more accurate as they have been separated from domestic waste, therefore comparison with past data should be treated with caution.

Cormac Stokes, in response to a question about the employee expenditure overspend in the waste service, said that officers were working to reduce this and the outturn is now predicted to be £190,000. Brian McLoughlin said that sickness levels have been reduced over the past two years from nearly 30 to 16 days per full time employee by robustly implementing the council's sickness procedure and by making decisions on long term absence much faster than previously. Other local authorities have been reluctant to share data on sickness levels, but unofficially levels appear to be about the same as Merton's.

Task group members suggested that waste and street cleaning operatives could have their full name on the uniforms so that feedback could be expedited. Cormac Stokes said that this would require consultation with the trade unions.

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Overview and Scrutiny Commission Work Programme 2013/14



This table sets out the Overview and Scrutiny Commission's Work Programme for 2013/14 that was agreed by the Commission at its meeting on 16 July 2013. This work programme will be considered at every meeting of the Commission to enable it to respond to issues of concern and incorporate reviews or to comment upon pre-decision items ahead of their consideration by Cabinet/Council.

The work programme table shows items on a meeting by meeting basis, identifying the issue under review, the nature of the scrutiny (pre decision, policy development, issue specific, performance monitoring, partnership related) and the intended outcomes. The last page provides information on items on the Council's Forward Plan that relate to the portfolio of the Overview and Scrutiny Commission so that these can be added to the work programme should the Commission wish to.

The Commission is asked to identify any work programme items that would be suitable for the use of an informal preparatory session (or other format) to develop lines of questioning (as recommended by the 2009 review of the scrutiny function).

The Overview and Scrutiny Commission has specific responsibilities regarding budget and financial performance scrutiny and performance monitoring which it has delegated to the financial monitoring task group – agendas and minutes are published on the Council's website.

Scrutiny Support

For further information on the work programme of the Overview and Scrutiny Commission please contact: -
Julia Regan, Head of Democracy Services, 0208 545 3864, Julia.regan@merton.gov.uk

Meeting date – 19 September 2013

Scrutiny category	Item/Issue	How	Lead Member/ Lead Officer	Intended Outcomes
Holding the executive to account	Leader and Chief Executive – vision, key priorities & challenges for 2013/14	Presentation	Leader of the Council Chief Executive	To take a view on whether to make changes to scrutiny work programme
	Cabinet response to request for options appraisal of 24/7 noise control service		Cabinet Member for Env. Sustainability and Regeneration John Hill, Head of Public Protection & Development	To formally receive & discuss response from Cabinet
Policy development	Public value pilot reviews	Report	Chris Lee, Director of Environment and Regeneration	To review with a view to follow up in more depth for particular services
Holding the executive to account	Cabinet response to recommendations of the volunteering task group	Report	Simon Williams, Director of Community and Housing	To monitor implementation of task group recommendations
Scrutiny reviews	Financial monitoring task group	Minutes of meeting	Cllr Peter Southgate Julia Regan	To note minutes of meeting on 04.09.13

Meeting date – 26 November 2013

Scrutiny category	Item/Issue	How	Lead Member/ Lead Officer	Intended Outcomes
Budget scrutiny	Business Plan 2014/18 - information pertaining to round one of budget scrutiny	Report	Cllr Mark Allison Caroline Holland, Director of Corporate Services	To send comments to Cabinet budget mtg 9 December
Scrutiny of crime and disorder	Borough Commander	Presentation/report and in-depth discussion	Borough Commander	Update on policing issues
Policy development	Policy and service developments in response to demographic change		Yvette Stanley, Director of Children, Schools and Families	To review with a view to follow up in more depth for particular services
Holding Executive to account	Action plan for recommendations of the civil unrest task group	Progress report	Annalise Elliott, Head of Safer Merton	To monitor implementation of task group recommendations
Scrutiny reviews	Financial monitoring task group	Minutes of meeting, incl discussion of local council tax benefit scheme	Cllr Peter Southgate Julia Regan	To note minutes of meeting held on 29.10.13

Meeting date – 30 January 2014 – scrutiny of the budget

Scrutiny category	Item/Issue	How	Lead Officer	Member/Lead	Intended Outcomes
Budget scrutiny	Business Plan 2014/18	Report – common pack for Panels and Commission	Cllr Mark Allison, Cabinet Member for Finance Caroline Holland, Director of Corporate Services		To report to Cabinet on budget scrutiny round 2
	Business Plan update - latest info from Cabinet 20 January incl update on balances and reserves	Report	Cllr Mark Allison, Cabinet Member for Finance Caroline Holland, Director of Corporate Services		To report to Cabinet on budget scrutiny round 2

Meeting date – 11 March 2014

Scrutiny category	Item/Issue	How	Lead Member/Lead Officer	Intended Outcomes
Scrutiny of crime and disorder	Borough Commander	Presentation/report and discussion	Borough commander	Update on future of policing in Merton
Policy review	Monitoring the Council's equalities commitments	Report	Yvette Stanley, Director, Children Schools and Families	To comment on annual action plan update
Holding the executive to account	Customer contact programme	Report	Sophie Ellis, Assistant Director of Business Improvement	Progress report for comment
Performance management	Members' Survey 2013 - analysis	Report	Cllr Peter Southgate Julia Regan	Discuss findings and agree action plan for 2014/15
Scrutiny reviews	Financial monitoring task group	Minutes of meeting	Cllr Peter Southgate Julia Regan	Note minutes of meeting held on 18.02.14

Meeting date – 7 April 2014

Scrutiny category	Item/Issue	How	Lead Officer	Member/Lead	Intended Outcomes
Policy development	Single fraud investigation service	Report	Christine Bidwell, Head of Investigations		To discuss and comment on government proposals and the impact on the Council
Performance management	Overview and Scrutiny Annual Report	Report	Cllr Peter Southgate Julia Regan		To approve and forward to Council
Holding the executive to account	Volunteering	Report	Simon Williams, Director of Community and Housing		Update on implementation of task group recommendations, implementation of Merton Partnership Volunteering & Community Action Strategy and annual update from lead CMT member.
Performance management	Draft Service Plans 2014-18	Report – common pack for Panels and Commission	Caroline Holland, Director of Corporate Services		To comment and make recommendations for changes to the draft service plans