

# Merton Council Overview and Scrutiny Commission



Date: 14 July 2015

Time: 7.15 pm

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

## AGENDA

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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](mailto:scrutiny@merton.gov.uk). Alternatively, visit [www.merton.gov.uk/scrutiny](http://www.merton.gov.uk/scrutiny)

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## Overview and Scrutiny Commission membership

### Councillors:

Peter Southgate (Chair)  
Peter McCabe (Vice-Chair)  
Hamish Badenoch  
Brenda Fraser  
Suzanne Grocott  
Jeff Hanna  
Oonagh Moulton  
Abigail Jones  
Stan Anderson  
Katy Neep

### Substitute Members:

John Dehaney  
Russell Makin  
David Simpson CBE  
David Williams  
John Sargeant

### Co-opted Representatives

Simon Bennett, Secondary and Special School Parent Governor Representative  
Peter Connellan, Roman Catholic diocese  
Denis Popovs, Primary School Parent Governor Representative  
Colin Powell, Church of England diocese  
Geoffrey Newman, non-voting co-opted member

### 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](mailto:scrutiny@merton.gov.uk). Alternatively, visit [www.merton.gov.uk/scrutiny](http://www.merton.gov.uk/scrutiny)



# Agenda Item 3

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## Report for Overview & Scrutiny Committee of Merton Council

**Author: DCS Stuart Macleod, Merton Borough Commander**

### 1. Background

In November 2014, Merton's full Council Meeting passed a motion calling upon Merton Police to review the deployment of officers across the Borough. Prior to the motion being debated and passed, the Merton Police Borough Commander was asked to comment on the proposed motion and responded as follows:

"Thank you for sight of the motion, the content of which is duly noted. As Borough Commander, I have a responsibility to provide a service to all of the residents of Merton and I am committed to doing so. The operational deployment of police resources is and will remain a police decision. Our current service delivery model is delivering crime reduction across the Borough, with all 3 Sectors currently showing reductions in recorded crime over the last 12 months. However, as always, we will continue to monitor crime trends and levels, as well as other policing demands, and will respond to these by tasking our available resources accordingly."

However, the motion was passed and the Overview & Scrutiny Committee have asked for a written report covering the following points:

- I. whether a review of the deployment of officers has been carried out and, if so, what was its nature
- II. what are the current levels of crime in the three sectors
- III. what is the current deployment of officers in each of the three sectors and the rationale for this
- IV. The Commission understands that of the 300 officers on the borough, 200 are dedicated to specific areas and 100 are retained for flexible deployment. How are these 100 being deployed at present?

Subsequently, following the Overview and Scrutiny Meeting in March 2015, the following additional points were raised:

- Information about the review that has taken place of the allocation of officers to the three sectors in Merton
- Outcome of the consultation with MOPAC about the proposed move from 3 to 2 sectors in the borough
- Crime data in same format as for 25 March meeting
- Formal response to the questions sent previously in relation to the motion of Full Council on 19 November 2014:

## 2. Response

- I. whether a review of the deployment of officers has been carried out and, if so, what was its nature

The Local Policing Model (LPM) was introduced across London's 32 Boroughs to deliver a consistent approach to Neighbourhood Policing. As a 'Tranche 1' borough, Merton implemented the Local Policing Model on 8th July 2013. Within that model the Safer Neighbourhood's structure for Merton was predicated on three Neighbourhoods, namely Wimbledon comprising of six wards and Mitcham and Morden each comprising of seven wards. Locally, Boroughs were given little or no latitude in terms of variations from the model.

The Budgeted Workforce Target for Safer Neighbourhoods under the LPM is 3 inspectors, 20 sergeants, 80 constables and 40 PCSOs. There are 20 wards in total. Each of the three neighbourhoods is therefore comprised of the following posts:

- 1 Neighbourhood Inspector supported by 1 sergeant as Neighbourhood Deputy
- 1 Pc and 1 PCSO per ward as Dedicated Ward Officers
- 5 leave lines of 1 sergeant and four constables

I can confirm that a local review of Neighbourhood Policing had been under consideration prior to the Council Motion. The driver for this was that the demand profile and confidence levels for the three neighbourhoods demonstrated that policing in Merton is more challenging in the more deprived east of the borough. Mitcham Neighbourhood accounts for 41% of borough crime and 43% of call demand while confidence in policing sits at 68%. In comparison, Wimbledon Neighbourhood accounts for 30% of total crime with overall confidence at 79%, while Morden accounts for 29% of crime and confidence levels of 71%.

The substance of this discussion internally recognised that Mitcham Neighbourhood would benefit from having additional neighbourhood officers posted permanently to this Neighbourhood, and a review was commissioned to explore how this could be achieved from within the Budgeted Workforce Total. At the same time, a corporate review of the LPM was commissioned by MPS Management Board, and the local review needed to be cognisant of this review and its recommendations, and there was no latitude to introduce local changes in advance of the corporate review. Unfortunately, the corporate review took longer than anticipated to be agreed by Management Board and therefore the ability of the Borough to make any changes locally was also delayed. The findings of the corporate review did not fundamentally change the LPM model, however it did introduce a new corporate shift pattern for neighbourhood officers and remove some functions from neighbourhood officers; both measures were designed to increase neighbourhood officers' visibility, engagement and problem solving.

Once the corporate review had been received in early 2015, this was used to inform the formal local review and an internal paper was prepared recommending changes to the Merton LPM structure. The paper recommended that Merton moved from a three to a two neighbourhood model. This would conflate with political boundaries in the borough, providing a 'West' and 'East' Neighbourhood each comprising of ten wards. In simple terms the proposed model would be similar to:

<b>Current</b>		
<b>Wimbledon</b> <ul style="list-style-type: none"> <li>• 1 Inspector, 1 Ps deputy</li> <li>• 6 Pc and 6 PCSO DWOs</li> <li>• 5 sergeants and 20 constables on leave lines</li> </ul>	<b>Morden</b> <ul style="list-style-type: none"> <li>• 1 Inspector, 1 Ps deputy</li> <li>• 7 Pc and 7 PCSO DWOs</li> <li>• 5 sergeants and 20 constables on leave lines</li> </ul>	<b>Mitcham</b> <ul style="list-style-type: none"> <li>• 1 Inspector, 1 Ps deputy</li> <li>• 7 Pc and 7 PCSO DWOs</li> <li>• 5 sergeants and 20 constables on leave lines</li> </ul>
<b>Proposed</b>		
<b>West</b> <ul style="list-style-type: none"> <li>• 1 Inspector</li> <li>• 10 Pc and 10 PCSO DWOs</li> <li>• 7 sergeants and 25 constables on leave lines</li> </ul>	<b>East</b> <ul style="list-style-type: none"> <li>• 1 Inspector</li> <li>• 10 Pc and 10 PCSO DWOs</li> <li>• 9 sergeants and 35 constables on leave lines</li> </ul>	

It was felt that the proposed changes would provide the following advantages:

- Allocating available resources across two Neighbourhoods rather than three allows more officers to be posted to a leave line and allows flexibility to post more officers to the east of the borough, better reflecting demand.
- Larger leave lines with enhanced resilience to absences and more experienced officers on leave lines to support probationers.
- With more officers in the east of the borough, it allows a fairer allocation of investigations per officer and improved levels of victim care.
- Two neighbourhood boundaries rather than three improves ability to flex officers across the borough to crime and ASB hotspots and provides enhanced visibility and ability to problem solve.
- Reassurance for the community that resources are allocated to demand.
- A model which remains true to the principles of LPM and retains the existing DWO footprint on every ward.
- Better alignment of neighbourhood boundaries to political boundaries.
- An inspector and 2 sergeants freed up to focus on pan Borough partnership activity. This alleviates demand on Neighbourhood Inspectors, allowing them to concentrate on reducing crime and disorder, investigating crime and improving confidence and engagement in their areas. It also provides renewed focus on pan Borough partnership activity in areas of risk including gangs, Integrated Offender Management (IOM), Anti-Social Behaviour (ASB), mental health, Troubled Families, violence against women and girls, Child Sexual Exploitation (CSE) as well as pan Borough problem solving.
- A continuing commitment to making Merton's SNTs accessible, retaining existing Contact Points and buildings within Merton's Safer Neighbourhood estate

The perceived weaknesses of the current model were:

- Abstraction levels mean that running leave lines of less than 1 sergeant and 4 constables is not operationally viable and therefore, resources have had to be allocated equitably across the three neighbourhoods despite the stark contrasts in demand.
- The small size of SNT leave line teams coupled with the rise in numbers of probationers and the need for 'skilled' officers to be deployed predominantly on Emergency Response and Patrol Teams has resulted in probationary constables often working alone without the daily guidance and support of 'substantive' constables. 65% of constables allocated to SNT leave lines are probationers.
- Low numbers across each of the three neighbourhoods and the difficulty in flexing across Neighbourhood boundaries, has reduced the ability to effectively 'pulse patrol', problem solve and provide a visible presence in areas where confidence is lower.
- The allocation of the numerous pan Borough portfolios such as ASB and mental health to Neighbourhood Inspectors has proved a significant drain on their time and their ability to concentrate on driving day to day performance for their Neighbourhoods.

The review was completed and formally submitted to MPS Chief Officers at the end of April 2015. We have recently been informed that the review has been supported in principle, however due to the current backdrop of continuing financial pressures and the ongoing corporate change programme (One Met Model 2020) no formal changes to neighbourhood models will be agreed at this time. To re-draw Neighbourhood boundaries and amend processes internally to support any such change is a costly exercise and it would be imprudent at a time when the organisation is on the cusp of significant change.

In view of this, whilst we are unable to structurally change to a 2 Neighbourhood model at this time, we have taken a more flexible approach to better match resources to demand across the Borough.

- 1 Inspector responsible for Mitcham & Morden Neighbourhoods who has the flexibility to utilise non-dedicated Ward Officers across both Neighbourhoods to tackle crime and anti-social behaviour problems as they emerge. The larger teams of officers provides greater resilience and numbers to effectively tackle a problem
- Flexing of officers from across the Neighbourhood leave lines to provide dedicated Town Centre Teams for both Wimbledon and Mitcham, both of which are crime generators. These measures have received positive feedback from the community already, particularly in Mitcham.
- Reduced demand on Neighbourhood Inspectors and Supervisors by removing pan Borough portfolio responsibilities and allowing them to concentrate on operational delivery on their Neighbourhoods. These responsibilities now lie with a dedicated partnership team consisting of 1 Chief Inspector, 1 Inspector and 3 Sergeants.

II. what are the current levels of crime in the three sectors

Neighbourhood	Over previous 12 months		Over previous 3 months		Over previous month, (May 2015)	
Mitcham	5,142	42.4%	1,251	41.8%	446	40.8%
Morden	3,337	27.5%	824	27.6%	307	28.0%
Wimbledon	3,650	30.1%	914	30.6%	328	30.1%

III. what is the current deployment of officers in each of the three sectors and the rationale for this

For Wimbledon, the Budgeted Workforce Target is 27 Constables. Currently, this Neighbourhood is at 27.42 Constables.

For Mitcham & Morden Neighbourhoods, the combined Budgeted Workforce Target total is 54 Constables. Currently, the strength across these Neighbourhoods is 65 Constables. This includes a team of 1 Sergeant, 5 Constables and 2 PCSOs who are dedicated to Mitcham Town Centre. Nominally, 35 of these Constables are deployed to Mitcham Neighbourhood, with the remaining 30 deployed to Morden. As discussed above, with the exception of Dedicated Ward Officers, all of these officers can be flexed across Mitcham and Morden Neighbourhoods to respond to priorities.

Currently, there are 28.75 PCSOs employed in Merton Borough. Of these, 13 are posted To Mitcham Neighbourhood, 8.75 are deployed in Morden Neighbourhood and 7 are deployed to Wimbledon Neighbourhood.

IV. The Commission understands that of the 300 officers on the borough, 200 are dedicated to specific areas and 100 are retained for flexible deployment. How are these 100 being deployed at present?

It is not immediately apparent what the above figures relate to, and they appear to be inaccurate. The current Budgeted Workforce Target for Merton Borough is 339 Police Officers. Broadly speaking, the workforce is divided into 3 main areas of business - Safer Neighbourhoods, Emergency Response and Investigation. In addition there are other limited Pan - Borough roles that support the delivery of these 3 key areas of policing (including the Senior Leadership Team, Partnership Roles and Grip & Pace). In terms of Safer Neighbourhoods, once Dedicated Ward Officers are excluded, there are 72 Safer Neighbourhood Officers assigned to leave lines who can therefore be flexibly deployed. Of these, 21 are assigned to Wimbledon Neighbourhood with the remaining 51 assigned to Mitcham and Morden Neighbourhoods.

Subsequent questions from the Overview & Scrutiny Meeting in March

- Information about the review that has taken place of the allocation of officers to the three sectors in Merton

See above.

- Outcome of the consultation with MOPAC about the proposed move from 3 to 2 sectors in the borough - As above, this was not formally submitted to MoPaC.
- Crime data in same format as for 25 March meeting - See Appendix B.
- Formal response to the questions sent previously in relation to the motion of Full Council on 19 November 2014 - As above.

Stuart Macleod, Merton Police Borough Commander, 01/07/2015

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Scorecard										Notes	
VW - Merton											
MOPAC Crime											
	FY 11/12	Offences	Current R12	% Chg	% Chg 123 vs:			SD Rate		No. Primary	
Crime Type	Target	Previous R12	Current R12	% Chg	Previous P3	Last Year P3	P3	Previous R12	Current R12	Previous R12	Current R12
MOPAC 7		7,746	6,199	-20.0 %	2.5%	5.3%	5.3%	21.7%	20.5%	21.4%	20.4%
Burglary		2,232	1,658	-25.7 %	-11.0%	-16.3%	6.1%	61.4%	55.2%	81.4%	707
Criminal Damage		1,637	1,414	-13.6 %	4.0%	6.1%	6.1%	16.5%	15.6%	16.2%	15.7%
Robbery		677	294	-56.6 %	-41.2%	-23.1%	-23.1%	8.7%	11.5%	7.3%	11.4%
Theft From MV^^		1,445	982	-32.0 %	-47.7%	-16.6%	-16.6%	8.7%	8.3%	7.1%	8.7%
Theft/Taking Of MV		431	377	-12.5 %	-29.5%	-30.4%	-30.4%	8.7%	14.3%	7.4%	14.3%
Theft From Person		272	236	-13.2 %	4.0%	20.9%	20.9%	13.9%	10.7%	13.9%	10.7%
Violence With Injury		1,052	1,238	+17.7 %	-5.2%	-6.4%	-6.4%	18.3%	19.4%	18.0%	19.4%
TNO		11,466	12,910	+7.4 %	12.7%	-2.7%	-2.7%	17.4%	16.3%	17.4%	16.3%
State-based		909	823	-9.5 %	-85.7%	-60.0%	-60.0%	37.5%	47.3%	31.3%	47.3%
Victim-based		10,544	11,433	+8.4 %	-15.4%	-15.4%	-15.4%	21.7%	18.9%	-	18.9%
Burglary	-6.0%	1,586	1,658	+4.5 %	10.1%	-2.0%	-2.0%	2.7%	3.1%	2.5%	3.1%
Burglary In a Dwelling		1,008	1,034	+2.6 %	14.1%	-5.3%	-5.3%	1.9%	1.3%	1.6%	1.3%
Burglary In Other Buildings		578	624	+8.0 %	0.0%	8.6%	8.6%	5.5%	7.7%	5.5%	7.7%
Criminal Damage	-5.0%	1,144	1,414	+23.6 %	10.2%	-1.5%	-1.5%	2.8%	1.3%	2.8%	1.3%
Robbery	-2.0%	344	294	-14.5 %	8.3%	18.2%	18.2%	3.6%	0.7%	-	3.6%
Personal Robbery		328	264	-19.5 %	21.5%	15.8%	15.8%	38.5%	34.5%	38.5%	34.5%
Business Robbery		16	30	+87.5 %	38.4%	26.1%	26.1%	28.2%	19.5%	28.2%	19.1%
Robbery of mobile phone*		157	106	-32.5 %	-1.7%	0.0%	0.0%	54.5%	43.2%	54.5%	43.2%
Theft Of/From MV		1,508	1,359	-9.9 %	16.4%	16.4%	16.4%	38.1%	38.1%	49.2%	49.4%
Theft From MV^^	-6.0%	1,161	982	-15.4 %	40.0%	23.5%	23.5%	30.7%	25.3%	30.7%	21.7%
Theft/Taking Of MV	-8.0%	347	377	+8.6 %	188.9%	23.8%	23.8%	21.7%	13.2%	21.7%	13.2%
Theft From Person	-2.0%	323	236	-26.9 %	2.8%	23.3%	23.3%	36.3%	30.9%	36.3%	25.5%
Theft of mobile phone*		192	197	+2.6 %	32.4%	16.7%	16.7%	28.6%	21.6%	28.6%	21.6%
Violence With Injury	12.0%	989	1,238	+25.2 %							
Non-Domestic Abuse VWI		600	796	+32.7 %							
Domestic Abuse VWI		389	442	+13.6 %							
Domestic Abuse		1,027	1,298	+26.4 %							
Sexual Offences		218	217	-0.5 %							
Rape		83	68	-18.1 %							
Other Sexual Offences		135	149	+10.4 %							
Sexual Offences**		182	174	-4.4 %							
ASIS		Previous R12	Current R12	% Chg							
Total ASB Demand		5,840	4,557	-20.3 %							
ASB Repeat Callers		138	103	-25.4 %							
CCC Dispatch		Previous R12	Current R12	% Chg							
1 Calls within 15 mins		94.1%	90.9%	-3.1%							
5 Calls within 60 mins		91.6%	86.0%	-5.5%							
Satisfaction		Q3 13	Q3 14	% Chg							
Overall Satisfaction		83.0%	81.0%	-2.0%							
Burglary		87.0%	84.0%	-3.0%							
Motor Vehicle Crime		85.0%	82.0%	-3.0%							
Violent Crime		77.0%	75.0%	-2.0%							
Increase Confidence	Target	Q1 12	Q1 13	% Chg							
Police in my local area do a good or excellent job	66%	73%	76%	+3.0%							

**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
- Sky Blue indicates an increase on last year
- Plum indicates a decrease on last year

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Scorecard										Notes			
VW - Merton		Offences				% Chg				Sanction		Detections	
Crime Type	Target	Previous R12	Current R12	% Chg	Previous P3	Last Year P3	% Chg P3	Previous R12	Current R12	% Chg	Previous R12	Current R12	No. Primary Detections
MOPAC Crime													
MOPAC 7		7,746	6,219	-19.7 %									
Burglary		2,232	1,698	-23.9 %									
Criminal Damage		1,637	1,394	-14.8 %									
Robbery		677	303	-55.2 %									
Theft From MV^^		1,445	982	-32.0 %									
Theft/Taking Of MV		431	379	-12.1 %									
Theft From Person		272	239	-12.1 %									
Violence With Injury		1,052	1,224	+16.3 %									
<b>Offences</b>													
TNO		11,452	12,297	+7.4 %	-1.9%	4.9%		21.7%	20.6%	-21.5%	21.5%	20.5%	2,517
State-based		920	828	-10.0 %	-13.7%	-14.5%		78.4%	78.4%	-	78.4%	78.4%	710
Victim-based		10,520	11,447	+8.8 %	1.4%	7.0%		16.6%	15.8%	16.5%	16.5%	15.7%	1,807
Burglary	6.0%	1,604	1,698	+5.9 %	-41.4%	-17.5%		8.0%	11.1%	6.7%	6.7%	11.1%	189
Burglary In a Dwelling		1,025	1,050	+2.4 %	-45.1%	-8.4%		8.4%	8.4%	6.7%	6.7%	6.7%	171
Burglary In Other Buildings		579	648	+11.9 %	-34.6%	-28.4%		7.4%	2.7%	6.7%	6.7%	6.7%	18
Criminal Damage	5.0%	1,151	1,394	+21.1 %	2.7%	15.6%		16.7%	10.9%	16.7%	10.9%	10.9%	152
Robbery	2.0%	345	303	-12.2 %	7.2%	17.5%		18.0%	20.8%	17.7%	17.7%	20.8%	63
Personal Robbery		331	272	-17.8 %	23.2%	16.9%		17.2%	17.2%	17.2%	17.2%	17.2%	48
Business Robbery		14	31	+121.4 %	-61.5%	25.0%		35.7%	42.4%	28.6%	28.6%	42.4%	15
Robbery of mobile phone*		168	106	-36.9 %	0.0%	-11.1%		22.6%	19.8%	-	-	-	-
Theft Of/From MV		1,505	1,361	-9.6 %	7.1%	-6.0%		2.7%	3.1%	2.5%	2.5%	3.1%	42
Theft From MV^^	-6.0%	1,167	982	-15.9 %	14.8%	-6.6%		2.0%	1.3%	1.7%	1.7%	1.3%	13
Theft/Taking Of MV	-8.0%	338	379	+12.1 %	-10.1%	-4.3%		5.3%	5.3%	5.3%	5.3%	5.3%	29
Theft From Person	-2.0%	326	239	-26.7 %	-4.6%	1.6%		2.8%	1.7%	2.8%	2.8%	1.7%	4
Theft of mobile phone*		200	197	-1.5 %	-5.3%	24.1%		3.0%	1.5%	-	-	34.2%	118
Violence With Injury	12.0%	961	1,224	+27.1 %	8.3%	10.2%		38.8%	34.2%	38.8%	38.8%	34.2%	118
Non-Domestic Abuse VWI		590	784	+32.9 %	15.4%	20.2%		28.5%	28.5%	28.5%	28.5%	28.5%	189
Domestic Abuse VWI		371	440	+18.6 %	-2.6%	-4.3%		55.3%	43.0%	55.3%	55.3%	43.0%	189
Domestic Abuse		1,009	1,278	+26.7 %	3.8%	10.7%		50.7%	38.1%	50.7%	50.7%	38.1%	487
Sexual Offences		220	213	-3.2 %	-2.0%	-2.0%		30.0%	25.8%	30.0%	30.0%	22.1%	47
Rape		87	66	-24.1 %	58.3%	0.0%		19.5%	15.2%	19.5%	19.5%	15.2%	10
Other Sexual Offences		133	147	+10.5 %	-21.1%	-3.2%		36.8%	30.6%	36.8%	36.8%	25.2%	37
Serious Sexual Offences**		186	171	-8.1 %	-14.0%	-15.9%		26.9%	22.8%	26.9%	26.9%	22.8%	39
<b>ASB</b>													
Total ASB Demand		6,004	4,712	-21.5 %									
ASB Repeat Callers		140	105	-24.3 %									
<b>CCC Dispatch</b>													
1 Calls within 15 mins		94.0%	91.2%	-2.8% pt									
5 Calls within 60 mins		91.6%	86.5%	-5.1% pt									
<b>Satisfaction</b>													
Overall Satisfaction		83.0%	81.0%	-2.0% pt									
Burglary		87.0%	84.0%	-3.0% pt									
Motor Vehicle Crime		85.0%	82.0%	-3.0% pt									
Violent Crime		77.0%	75.0%	-2.0% pt									
Increase Confidence	Target	Q1-12	Q1-13	% Chg									
Police in my local area do a good or excellent job	66%	73%	78%	+3.0% pt									

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Enter Daily Dashboard

Weekly Charts

Rolling 12 Months Chart

## Scorecard

Notes

MOPAC Crime	Offences		% Chg	SD Rate		No. Primary Detections
	FY 11/12	Current R12		Previous R12	Current R12	
MOPAC 7	7,746	6,210	19.8%	11.1%	14.0%	
Burglary	2,232	1,712	-23.3%	6.4%	10.9%	
Criminal Damage	1,637	1,371	-16.2%	13.0%	11.8%	
Robbery	677	302	-55.4%	12.0%	20.5%	
Theft From MV^^	1,445	1,008	-30.2%	1.7%	1.3%	
Theft/Taking Of MV	431	369	-14.4%	4.9%	7.3%	
Theft From Person	272	237	-12.9%	5.1%	1.7%	
Violence With Injury	1,052	1,211	+15.1%	34.3%	34.0%	

Crime Type	Target	Offences		% Chg	% Chg P2 vs:		Sanction		Detections		
		Previous R12	Current R12		Previous R3	Last Year R3	Previous R12	Current R12	Previous R12	Current R12	
TNO		11,416	12,234	+7.2%	-7.7%	7.8%	21.7%	20.6%	21.3%	20.5%	2,507
State-based		908	848	-6.6%	1.4%	10.7%	80.0%	80.0%	80.0%	84.4%	716
Victim-based		10,497	11,363	+8.2%	-7.1%	7.1%	16.6%	15.8%	16.2%	15.6%	1,791
Burglary	-5.0%	1,631	1,712	+5.0%	-28.9%	8.6%	8.7%	10.9%	6.7%	10.6%	182
Burglary In a Dwelling		1,048	1,047	-0.1%	-34.8%	16.9%	9.4%	9.1%	6.6%	9.2%	93
Burglary In Other Buildings		583	665	+14.1%	-16.7%	-2.6%	7.5%	11.5%	6.9%	11.3%	89
Criminal Damage	0.0%	1,150	1,371	+19.2%	-3.4%	13.4%	16.2%	11.8%	16.2%	11.8%	162
Robbery	-5.0%	359	302	-15.9%	0.0%	20.0%	16.7%	20.5%	16.4%	20.5%	62
Personal Robbery		345	270	-21.7%	-4.8%	5.3%	15.9%	15.9%	15.9%	17.5%	48
Business Robbery		14	32	+128.6%	33.3%	300.0%	35.7%	11.5%	28.6%	11.5%	14
Theft From mobile phone*		163	110	-33.1%	-7.1%	-13.3%	21.3%	20.0%	-	-	-
Theft From MV	-8.0%	1,483	1,377	-7.1%	-22.6%	-17.0%	2.7%	2.9%	2.5%	2.9%	40
Theft From MV^^	-1.0%	1,154	1,008	-12.7%	-13.8%	-11.2%	2.2%	1.3%	1.9%	1.3%	13
Theft/Taking Of MV		329	369	+12.2%	-40.8%	-30.6%	4.6%	3.5%	4.6%	7.3%	23
Theft From Person	-15.0%	325	237	-27.1%	-1.6%	-14.1%	2.8%	1.7%	2.8%	1.7%	4
Theft of mobile phone*		201	132	-34.3%	-10.8%	-15.4%	3.0%	1.5%	-	-	112
Violence With Injury	-5.0%	941	1,211	+28.7%	-13.4%	13.1%	37.7%	34.0%	37.7%	34.0%	112
Non-Domestic Abuse VWI		586	762	+30.0%	-20.3%	7.6%	27.5%	27.5%	27.5%	27.5%	112
Domestic Abuse VWI		355	449	+26.5%	-0.9%	22.3%	54.6%	44.5%	54.6%	44.5%	300
Domestic Abuse		985	1,274	+29.3%	2.2%	20.7%	51.1%	39.0%	51.1%	39.0%	497
Sexual Offences		228	212	-7.0%	2.0%	-7.4%	29.4%	25.0%	29.4%	21.2%	45
Rape		86	64	-25.6%	36.5%	-33.3%	19.8%	17.2%	19.8%	17.2%	11
Other Sexual Offences**		142	148	+4.2%	-11.1%	18.5%	35.2%	28.4%	35.2%	23.0%	34
Serious Sexual Offences**		190	172	-9.5%	2.5%	-18.0%	26.5%	21.5%	26.3%	21.5%	57

ASB	Previous R12		Current R12		% Chg
	6,227	4,746	6,227	4,746	
Total ASB Demand	6,227	4,746	-23.8%	-27.7%	
ASB Repeat Callers	148	107	-27.7%	-27.7%	
CCC Dispatch	Previous R12		Current R12		% Chg
T Calls within 15 mins	94.2%	91.4%	-2.8%	2.8%	pt
S Calls within 60 mins	91.8%	87.2%	-4.6%	4.6%	pt
Satisfaction	Q3 13		Q3 14		% Chg
Overall Satisfaction	83.0%	81.0%	-2.0%	2.0%	pt
Burglary	87.0%	84.0%	-3.0%	3.0%	pt
Motor Vehicle Crime	85.0%	82.0%	-3.0%	3.0%	pt
Violent Crime	77.0%	75.0%	-2.0%	2.0%	pt
Increase Confidence	Target		Q1 13		% Chg
Police in my local area do a good or excellent job	66%	73%	+3.0%	3.0%	pt

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Enter Daily Dashboard

VK - Kingston-Upon-Thames

## Scorecard

Notes

MOBAC Crime	FY 11/12		Offences		% Chg
	Previous R12	Current R12	Current R12	% Chg	
MOPAC 7	5,239	4,042	4,042	22.8 %	
Burglary	1,323	969	969	-26.8 %	
Criminal Damage	1,176	1,047	1,047	-11.0 %	
Robbery	248	90	90	-63.7 %	
Theft From MV^^	743	508	508	-31.6 %	
Theft/Taking Of MV	162	123	123	-24.1 %	
Theft From Person	448	310	310	-30.8 %	
Violence With Injury	1,139	995	995	-12.6 %	

Crime Type	Target	Offences		% Chg	% Chg R3 vs:		Sanction		No. Primary Detections
		Previous R12	Current R12		Previous R3	Last Year R3	Previous R12	Current R12	
TNO		9,290	9,930	+6.9 %	1.4%	7.2%	26.8%	26.7%	2,653
State-based		927	1,032	+11.3 %	-3.1%	14.5%	88.7%	86.6%	325
Victim-based		8,363	8,898	+5.9 %	1.6%	4.9%	20.0%	19.8%	1,328
Burglary	6.0%	1,059	969	-8.5 %	-26.3%	-14.8%	10.4%	9.0%	113
Burglary In a Dwelling		625	603	-3.5 %	-51.3%	-25.8%	9.0%	7.4%	42
Burglary In Other Buildings		434	366	-15.7 %	42.3%	-1.0%	12.4%	12.4%	71
Criminal Damage	5.0%	886	1,047	+18.2 %	3.6%	7.0%	17.2%	16.9%	177
Robbery	2.0%	139	90	-35.3 %	5.6%	-26.9%	20.9%	20.0%	18
Personal Robbery		125	85	-32.0 %	0.0%	-22.7%	17.6%	16.5%	14
Business Robbery		14	5	-64.3 %	100.0%	-50.0%	50.0%	50.0%	4
Theft of mobile phone**		59	34	-42.4 %	0.0%	-44.4%	27.1%	-	-
Theft Of/From MV		747	631	-15.5 %	23.0%	2.2%	4.3%	4.1%	26
Theft From MV^^	6.0%	580	508	-12.4 %	27.9%	24.6%	4.0%	2.4%	12
Theft/Taking Of MV	6.0%	167	123	-26.3 %	8.1%	-37.5%	5.4%	11.4%	11
Theft From Person	2.0%	404	310	-23.3 %	29.0%	39.1%	3.5%	1.6%	5
Theft of mobile phone*		218	147	-32.6 %	92.0%	54.8%	4.1%	2.7%	-
Violence With Injury	12.0%	862	995	+15.4 %	12.4%	31.8%	38.7%	38.0%	378
Non-Domestic Abuse VWI		626	737	+17.7 %	10.9%	37.2%	30.4%	30.4%	245
Domestic Abuse VWI		236	258	+9.3 %	16.2%	19.7%	61.0%	51.6%	133
Domestic Abuse		661	925	+39.9 %	-2.8%	27.8%	49.8%	42.4%	397
Sexual Offences		160	256	+60.0 %	9.1%	71.4%	26.9%	19.1%	49
Rape		51	86	+68.6 %	-20.7%	53.3%	9.8%	9.3%	5
Other Sexual Offences		109	170	+56.0 %	32.4%	81.5%	34.9%	24.1%	44
Sexual Offences**		127	200	+57.5 %	-10.5%	70.0%	23.6%	19.5%	26
ASB		4,751	4,189	-11.8 %					
Total ASB Demand		110	113	+2.7 %					
ASB Repeat Calls		93.9%	92.1%	-1.8%					
CCC Dispatch		94.7%	92.9%	-1.9%					
I Calls within 15 mins		Q3 13	Q3 14						
S Calls within 60 mins		83.0%	83.0%	0.0%					
Satisfaction		87.0%	84.0%	-3.0%					
Overall Satisfaction		88.0%	82.0%	-6.0%					
Burglary		75.0%	83.0%	+8.0%					
Motor Vehicle Crime		Q4 12	Q4 13						
Violent Crime		75%	81%	+6.0%					
Increase Confidence		Target	Target						
Police in my local area do a good or excellent job		60%	60%	0%					

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Enter Daily Dashboard

WW - Wandsworth

## Scorecard

Notes

MOPAC Crime	FY 11/12		Offences		% Chg
	FY 11/12	Current R12	Current R12	% Chg	
MOPAC 7	13,181	10,869	17.5%	-17.5%	
Burglary	3,146	2,562	18.6%	-18.6%	
Criminal Damage	2,269	1,918	15.3%	-15.3%	
Robbery	1,214	469	61.4%	-61.4%	
Theft From MV^^	3,274	1,975	39.7%	-39.7%	
Theft/Taking Of MV	952	1,054	10.7%	+10.7%	
Theft From Person	813	699	14.0%	-14.0%	
Violence With Injury	1,513	2,192	44.9%	+44.9%	

Crime Type	Target	Offences		% Chg	% Chg R3 vs:		Sanction		Detections		No. Primary Detections
		Previous R12	Current R12		Previous R3	Last Year R3	Previous R12	Current R12	Previous R12	Current R12	
TNO		21,765	23,069	+6.0%	3.5%	9.4%	20.2%	16.8%	19.6%	16.8%	3,876
State-based		1,645	1,358	-17.4%	0.0%	-20.8%	84.7%	75.8%	84.4%	75.8%	1,030
Victim-based		20,100	21,694	+7.9%	3.5%	11.0%	14.9%	13.1%	14.2%	13.1%	2,834
Burglary	6.0%	2,855	2,562	-10.3%	-11.8%	-9.0%	9.0%	6.5%	7.3%	6.4%	165
Burglary In a Dwelling		1,580	1,370	-13.3%	-19.4%	-17.7%	9.0%	5.0%	7.8%	4.9%	67
Burglary In Other Buildings	5.0%	1,275	1,192	-6.5%	-3.5%	0.7%	9.1%	8.2%	6.6%		
Criminal Damage		1,683	1,918	+14.0%	-3.1%	14.6%	16.8%	13.7%	16.7%	13.7%	262
Robbery	2.0%	838	469	-44.0%	14.9%	-16.5%	17.3%	14.1%	17.3%	14.1%	66
Personal Robbery		767	421	-45.1%	22.6%	-21.4%	14.2%	13.3%	14.2%	13.3%	56
Business Robbery		71	48	-32.4%	62.5%	62.5%	50.7%	20.8%	50.7%	20.8%	10
Theft of mobile phone*		393	146	-62.8%	12.9%	-43.5%	12.2%	3.1%			
Theft Of/From MV		3,235	3,029	-6.1%	-8.3%	-13.1%	4.1%	3.1%	2.2%	3.1%	91
Theft From MV^^	6.0%	2,316	1,975	-14.7%	-4.1%	-19.2%	4.0%	1.1%	1.4%	1.1%	22
Theft/Taking Of MV	8.0%	919	1,054	+14.7%	-14.6%	-0.4%	4.4%	6.7%	4.4%	6.7%	72
Theft From Person		996	699	-29.8%	20.1%	20.1%	5.7%	1.7%	5.7%	1.7%	12
Theft of mobile phone*		728	368	-49.3%	16.1%	16.1%	5.6%	1.9%			
Violence With Injury	1.0%	1,617	2,192	+35.6%	21.8%	33.8%	40.0%	31.4%	40.0%	31.4%	669
Non-Domestic Abuse VWI		1,077	1,500	+38.3%	20.6%	33.7%	28.9%	27.6%	28.9%	27.6%	48
Domestic Abuse VWI		540	692	+28.1%	24.2%	34.0%	62.2%	39.7%	62.2%	39.7%	275
Domestic Abuse		1,457	2,068	+41.9%	5.8%	31.3%	56.9%	34.1%	56.9%	34.1%	706
Sexual Offences		381	508	+33.3%	19.0%	44.2%	23.6%	10.0%	23.6%	10.0%	51
Rape		126	168	+32.3%	7.1%	36.4%	5.4%	5.4%	17.5%	5.4%	9
Other Sexual Offences		255	340	+33.1%	25.0%	47.9%	26.7%	12.4%	26.7%	12.4%	42
Serious Sexual Offences**		312	404	+29.5%	9.6%	37.3%	22.1%	9.7%	22.1%	9.7%	39

ASB	Previous R12		Current R12		% Chg
	Previous R12	Current R12	Previous R12	Current R12	
Total ASB Demand	9,693	7,243	-25.3%	-25.3%	
ASB Repeat Callers	351	194	-45.0%	-45.0%	
CCC Despatch	95.0%	92.2%	-2.8%	-2.8%	
1 Calls within 15 mins	95.1%	87.5%	-7.9%	-7.9%	
5 Calls within 60 mins	Q3 13	Q3 14	% Chg		
Satisfaction	80.0%	81.0%	+1.0%	+1.0%	
Overall Satisfaction	85.0%	85.0%	0.0%	0.0%	
Burglary	81.0%	79.0%	-2.0%	-2.0%	
Motor Vehicle Crime	74.0%	78.0%	+4.0%	+4.0%	
Violent Crime	Target	Q4 13	% Chg		
Increase Confidence	69%	72%	+3.0%	+3.0%	
Police in my local area do a good or excellent job	60%				

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## Scorecard

Notes

MOPAC Crime	FY 11/12		Offences		% Chg
	Previous R12	Current R12	Current R12	% Chg	
MOPAC 7	17,333	13,860	13,860	-20.0%	
Burglary	4,492	3,068	3,068	-31.7%	
Criminal Damage	3,544	3,127	3,127	-11.6%	
Robbery	1,834	809	809	-55.9%	
Theft From MV^^	2,871	1,989	1,989	-30.7%	
Theft/Taking Of MV	995	924	924	-7.1%	
Theft From Person	795	536	536	-32.6%	
Violence With Injury	2,802	3,407	3,407	+21.6%	

Crime Type	Target	Offences		% Chg	% Chg R3 vs:		Sanction		No. Primary			
		Previous R12	Current R12		Previous R3	Last Year R3	Previous R12	Current R12	Previous R12	Current R12		
TNO		27,910	29,588	+6.0%	2.8%	12.0%	22.5%	21.1%	22.0%	21.1%	6,253	6,253
State-based		2,674	2,654	-0.7%	-1.2%	-1.1%	83.1%	80.7%	83.1%	80.6%	2,140	2,140
Victim-based		25,214	26,771	+6.2%	2.7%	11.6%	16.1%	15.3%	15.5%	15.3%	4,113	4,113
Burglary	6.0%	3,675	3,068	-16.5%	-17.2%	-1.0%	10.2%	7.9%	6.9%	7.8%	239	239
Burglary In a Dwelling		2,567	2,011	-21.7%	-34.1%	-7.8%	7.6%	5.6%	5.5%	5.5%	110	110
Burglary In Other Buildings		1,108	1,057	-4.6%	28.1%	10.2%	16.2%	12.2%	10.4%	12.2%	129	129
Criminal Damage	5.0%	2,771	3,127	+12.8%	13.2%	26.7%	15.2%	15.7%	20.3%	15.2%	191	191
Robbery	-2.0%	1,343	809	-39.8%	-30.6%	-43.2%	21.7%	20.9%	20.3%	20.8%	168	168
Personal Robbery		1,217	710	-41.7%	-30.5%	-44.8%	20.8%	19.0%	19.8%	19.8%	135	135
Business Robbery		126	99	-21.4%	-31.3%	-31.3%	31.0%	31.0%	25.4%	25.4%	-	-
Robbery of mobile phone*		572	276	-51.7%	-48.1%	-64.0%	23.9%	22.8%	-	-	-	-
Theft Of/From MV		3,161	2,913	-7.8%	8.9%	12.1%	3.3%	3.2%	3.2%	3.2%	94	94
Theft From MV^^	6.0%	2,468	1,989	-19.4%	19.8%	3.7%	2.1%	1.3%	2.0%	1.3%	26	26
Theft/Taking Of MV	8.0%	693	924	+33.6%	-9.7%	37.1%	7.4%	7.2%	7.2%	7.2%	68	68
Theft From Person	2.0%	771	536	-30.5%	14.6%	18.3%	3.0%	2.8%	3.0%	2.8%	15	15
Theft of mobile phone*		519	286	-44.9%	-11.5%	-2.8%	2.9%	2.9%	-	-	-	-
Violence With Injury	12.0%	2,879	3,407	+18.3%	18.1%	14.7%	33.3%	31.0%	33.3%	31.0%	1,055	1,055
Non-Domestic Abuse VWI		1,733	2,111	+21.8%	22.7%	15.7%	25.9%	25.2%	25.9%	25.2%	531	531
Domestic Abuse VWI		1,146	1,296	+13.1%	11.0%	13.2%	44.6%	40.4%	44.6%	40.4%	524	524
Domestic Abuse		3,006	3,767	+25.3%	1.1%	20.1%	38.3%	32.8%	38.3%	32.8%	1,235	1,235
Sexual Offences		560	724	+29.3%	3.3%	24.5%	18.6%	14.9%	18.6%	14.9%	108	108
Rape		237	316	+33.3%	-5.2%	10.6%	15.6%	12.7%	15.6%	12.7%	52	52
Other Sexual Offences		323	408	+26.3%	9.5%	35.3%	20.7%	15.4%	20.7%	15.4%	56	56
Serious Sexual Offences**		473	636	+34.5%	-0.6%	25.4%	19.7%	15.4%	19.7%	15.4%	93	93

ASB	Previous R12		Current R12		% Chg
	Previous R12	Current R12	Current R12	% Chg	
Total ASB Demand	12,574	9,359	9,359	-25.6%	
ASB Repeat Calls	374	245	245	-34.2%	
CCC Dispatch	94.4%	93.7%	93.7%	-0.7% pt	
9 Calls within 60 mins	95.6%	93.7%	93.7%	-1.9% pt	
Satisfaction	Q3 13	Q3 14	Q3 14	% Chg	
Overall Satisfaction	80.0%	77.0%	77.0%	-3.0% pt	
Burglary	86.0%	82.0%	82.0%	-4.0% pt	
Motor Vehicle Crime	78.0%	74.0%	74.0%	-4.0% pt	
Violent Crime	75.0%	75.0%	75.0%	0.0% pt	
Increase Confidence	Target	Q4 12	Q4 13	% Chg	
Police in my local area do a good or excellent job	66%	62%	65%	+4.0% pt	

**Key**

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- Plum indicates a decrease on last year

Enter Daily Dashboard

ZT - Sutton

## Scorecard

Notes

MOPAC Crime	FY 11/12		FY 11/12 vs		SD Rate		Sanction		Detections		No. Primary Detections
	Current R12	% Chg	Previous R12	% Chg	Previous R12	Current R12	Previous R12	Current R12	Previous R12	Current R12	
MOPAC 7	6,210	-11.1%	5,919	-11.1%	12.4%	14.9%	22.8%	21.4%	22.4%	21.3%	2,877
Burglary	1,559	-6.8%	1,451	-6.8%	6.9%	6.9%	85.3%	77.3%	85.3%	77.3%	553
Criminal Damage	1,621	-16.2%	1,359	-16.2%	12.0%	14.2%	18.0%	17.5%	17.6%	17.4%	1,115
Robbery	319	-43.3%	181	-43.3%	20.4%	16.6%	8.4%	6.9%	6.2%	6.8%	99
Theft From MV^^	1,264	-31.5%	866	-31.5%	1.6%	1.4%	7.0%	6.2%	5.5%	5.5%	42
Theft/Taking Of MV	278	0.0%	278	0.0%	7.9%	9.7%	10.6%	7.5%	7.3%	7.5%	42
Theft From Person	180	-28.3%	129	-28.3%	3.9%	2.3%	13.3%	11.2%	13.3%	14.2%	193
Violence With Injury	989	+26.9%	1,255	+26.9%	35.6%	36.3%	14.9%	16.6%	14.9%	16.6%	30
<b>Offences</b>	<b>Previous R12</b>	<b>Current R12</b>	<b>% Chg</b>	<b>% Chg</b>	<b>Previous R12</b>	<b>Current R12</b>	<b>Previous R12</b>	<b>Current R12</b>	<b>Previous R12</b>	<b>Current R12</b>	<b>Current R12</b>
<b>TNO</b>	10,379	11,180	+7.7%	-1.1%	8.4%	8.4%	-1.1%	-1.1%	8.4%	8.4%	2
State-based	740	715	-3.4%	-0.6%	-16.0%	-16.0%	-3.4%	-3.4%	-16.0%	-16.0%	2
Victim-based	9,634	10,403	+8.0%	-1.4%	7.2%	7.2%	-1.4%	-1.4%	7.2%	7.2%	2
Burglary	1,460	1,451	-0.6%	-0.6%	7.0%	7.0%	-0.6%	-0.6%	7.0%	7.0%	2
Burglary In a Dwelling	874	690	-21.1%	-39.7%	-37.8%	-37.8%	-21.1%	-39.7%	-37.8%	-37.8%	2
Burglary In Other Buildings	586	761	+29.9%	+10.0%	67.1%	67.1%	+29.9%	+10.0%	67.1%	67.1%	2
Criminal Damage	1,236	1,359	+10.0%	-15.4%	4.5%	4.5%	-15.4%	-15.4%	4.5%	4.5%	2
Robbery	228	181	-20.6%	-13.3%	8.3%	8.3%	-20.6%	-13.3%	8.3%	8.3%	2
Personal Robbery	207	166	-19.8%	-16.7%	0.0%	0.0%	-19.8%	-16.7%	0.0%	0.0%	2
Business Robbery	21	15	-28.6%	33.3%	300.0%	300.0%	-28.6%	33.3%	300.0%	300.0%	2
Theft of mobile phone**	90	96	+6.7%	-43.8%	15.6%	15.6%	+6.7%	-43.8%	15.6%	15.6%	2
Theft From MV^^	1,346	1,144	-15.0%	-5.0%	-13.1%	-13.1%	-15.0%	-5.0%	-13.1%	-13.1%	2
Theft From MV^^	1,088	866	-20.4%	-14.3%	2.1%	2.1%	-20.4%	-14.3%	2.1%	2.1%	2
Theft/Taking Of MV	278	278	0.0%	-20.9%	-9.3%	-9.3%	0.0%	-20.9%	-9.3%	-9.3%	2
Theft From Person	153	129	-15.7%	-13.9%	-8.8%	-8.8%	-15.7%	-13.9%	-8.8%	-8.8%	2
Theft of mobile phone**	82	59	-28.0%	15.4%	-21.1%	-21.1%	-28.0%	15.4%	-21.1%	-21.1%	2
Violence With Injury	1,079	1,255	+16.3%	13.0%	11.4%	11.4%	+16.3%	13.0%	11.4%	11.4%	2
Non-Domestic Abuse VVI	670	783	+16.9%	10.8%	11.4%	11.4%	+16.9%	10.8%	11.4%	11.4%	2
Domestic Abuse VVI	409	472	+15.4%	16.7%	11.5%	11.5%	+15.4%	16.7%	11.5%	11.5%	2
Domestic Abuse	1,037	1,359	+31.1%	13.2%	27.5%	27.5%	+31.1%	13.2%	27.5%	27.5%	2
Sexual Offences	214	285	+33.2%	8.8%	-3.1%	-3.1%	+33.2%	8.8%	-3.1%	-3.1%	2
Rape	77	89	+15.6%	-20.0%	-46.7%	-46.7%	+15.6%	-20.0%	-46.7%	-46.7%	2
Other Sexual Offences	137	196	+43.1%	24.3%	35.3%	35.3%	+43.1%	24.3%	35.3%	35.3%	2
Serious Sexual Offences**	175	211	+20.6%	6.5%	-7.5%	-7.5%	+20.6%	6.5%	-7.5%	-7.5%	2
<b>ASB</b>	<b>Previous R12</b>	<b>Current R12</b>	<b>% Chg</b>	<b>% Chg</b>	<b>Previous R12</b>	<b>Current R12</b>	<b>Previous R12</b>	<b>Current R12</b>	<b>Previous R12</b>	<b>Current R12</b>	<b>Current R12</b>
Total ASB Demand	5,167	5,398	+30.4%	-30.4%	3.9%	3.9%	+30.4%	-30.4%	3.9%	3.9%	32
ASB Repeat Callers	123	79	-35.8%	-35.8%	3.9%	3.9%	-35.8%	-35.8%	3.9%	3.9%	32
CCC Dispatch	94.0%	93.7%	-0.3%	-0.3%	pt	pt	-0.3%	-0.3%	pt	pt	32
1 Calls within 15 mins	92.7%	92.4%	-0.2%	-0.2%	pt	pt	-0.2%	-0.2%	pt	pt	32
3 Calls within 60 mins	93.1%	92.4%	-0.7%	-0.7%	pt	pt	-0.7%	-0.7%	pt	pt	32
<b>Satisfaction</b>	<b>Q3 11</b>	<b>% Chg</b>	<b>% Chg</b>	<b>% Chg</b>	<b>Q3 11</b>	<b>% Chg</b>	<b>% Chg</b>	<b>% Chg</b>	<b>Q3 11</b>	<b>% Chg</b>	<b>% Chg</b>
Overall Satisfaction	83.0%	84.0%	+1.0%	+1.0%	pt	pt	+1.0%	+1.0%	pt	pt	32
Burglary	88.0%	82.0%	-6.0%	-6.0%	pt	pt	-6.0%	-6.0%	pt	pt	32
Motor Vehicle Crime	81.0%	92.0%	+11.0%	+11.0%	pt	pt	+11.0%	+11.0%	pt	pt	32
Violent Crime	79.0%	79.0%	0.0%	0.0%	pt	pt	0.0%	0.0%	pt	pt	32
Police in my local area do a good or excellent job	75%	76%	+1.0%	+1.0%	pt	pt	+1.0%	+1.0%	pt	pt	32

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- Sky Blue indicates an increase on last year
- Plum indicates a decrease on last year

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# ***Stops and Searches Monitoring Mechanism***

## **Merton: May 2015**

<b>Report Title</b>	PD 339 Stops and Searches Monitoring Mechanism
<b>Version</b>	6.6
<b>Protective Marking</b>	Not Protectively Marked
<b>Publication Scheme (Y/N)</b>	Y
<b>Summary</b>	Borough Stop and Search Monitoring Report
<b>Key Words</b>	Stop, Account, Search
<b>Date of Stop Search Data Extract</b>	23 June 2015
<b>Report Relevant to;</b>	Ops Manager 
<b>Review Date</b>	July 2015
<b>Date Last Printed</b>	23 Jun 2015 15:15
<b>General Information</b>	MPS Stop and Searches Team Tel: 0207 161 0967 Email: <a href="mailto:StopsandSearches-TPHQ@met.police.uk">StopsandSearches-TPHQ@met.police.uk</a>

# Stops and Searches Monitoring Mechanism

## Guidance Notes

These are the latest stops and searches figures, the date of download from the Stops database is shown on cover page. Numbers are likely to increase as boroughs continue to enter stops and searches onto the database system.

Borough shown is location of search and not necessarily the borough of the officer conducting the search.

Heathrow population data is unavailable as it has no resident population.

The ethnicity of persons stopped and searched within the central London area are unlikely to reflect the resident population due to large numbers of British and foreign tourists in this region.

Calculations on very small sample sizes (particularly female and 'other' ethnic groups, or low stop and search and arrest numbers) are unlikely to reflect the true nature of stop and search activity in certain boroughs. For example if 4 people were searched in a borough and 2 were arrested, this would lead to an arrest rate of 50%, but with such a small sample size conclusions should not be drawn on this figure.

This data excludes stops carried out under Section 43 of the terrorism act.

## Glossary

Section 60 Criminal Justice & Public Order Act 1994 (s.60)

Where an authorising officer reasonably believes that serious violence may take place or that persons are carrying dangerous instruments or offensive weapons without good reason they may authorise powers for officers in uniform to stop and search any person or vehicles within a defined area and time period.

Stop and Account

Where an officer requests a person in a public place to account for their actions, their behaviour, their presence in an area or their possession of anything.

Stop and Search (S&S)

This is when a police officer stops a member of the public and searches them. The police can only detain members of the public in order to carry out a search when certain conditions have been met. Search powers fall under different areas of legislation which include searching for

- stolen property
- prohibited articles namely offensive weapons or anything used for burglary, theft, deception or criminal damage
- drugs
- guns

Historically searches of unattended vehicles and vessels have made up a very low proportion of search activity.

PACE and Other Stops and Searches

Stops and Searches under PACE (Police and Criminal Evidence Act), S23 Drugs Act, S47 Firearms Act plus a very small number not included in the other categories (e.g. s27(1) Aviation Security Act 1982 or S7 Sporting Events (Control of Alcohol) Act 1985)

Groupings

Searches within this report are sometimes grouped as either 'Weapons' or 'Key Crime' searches. Weapons group is composed of stops recorded under codes C - Firearms (s47 Firearms Act), D - Offensive Weapons (s1 PACE), E - Pointed/Bladed Articles, K - Anticipated Violence (s60 CJPO). Key Crime Group is composed of codes A - Stolen Property (s1 PACE), F- Going Equipped (s1 PACE), L- Criminal Damage. The target rate for Weapons Searches is 20% of searches. The target rate for Key Crime Searches is 40% of searches.

Ethnic Appearance

The ethnicity of the person stopped as perceived by the officer.

For further information on the mapping of 4+1 groupings to 18+1 census data please see HO report Statistics on Race and the Criminal Justice System 2010 at <http://www.homeoffice.gov.uk/rds/pubsstatistical.html>

Self Defined Ethnicity (SDE)

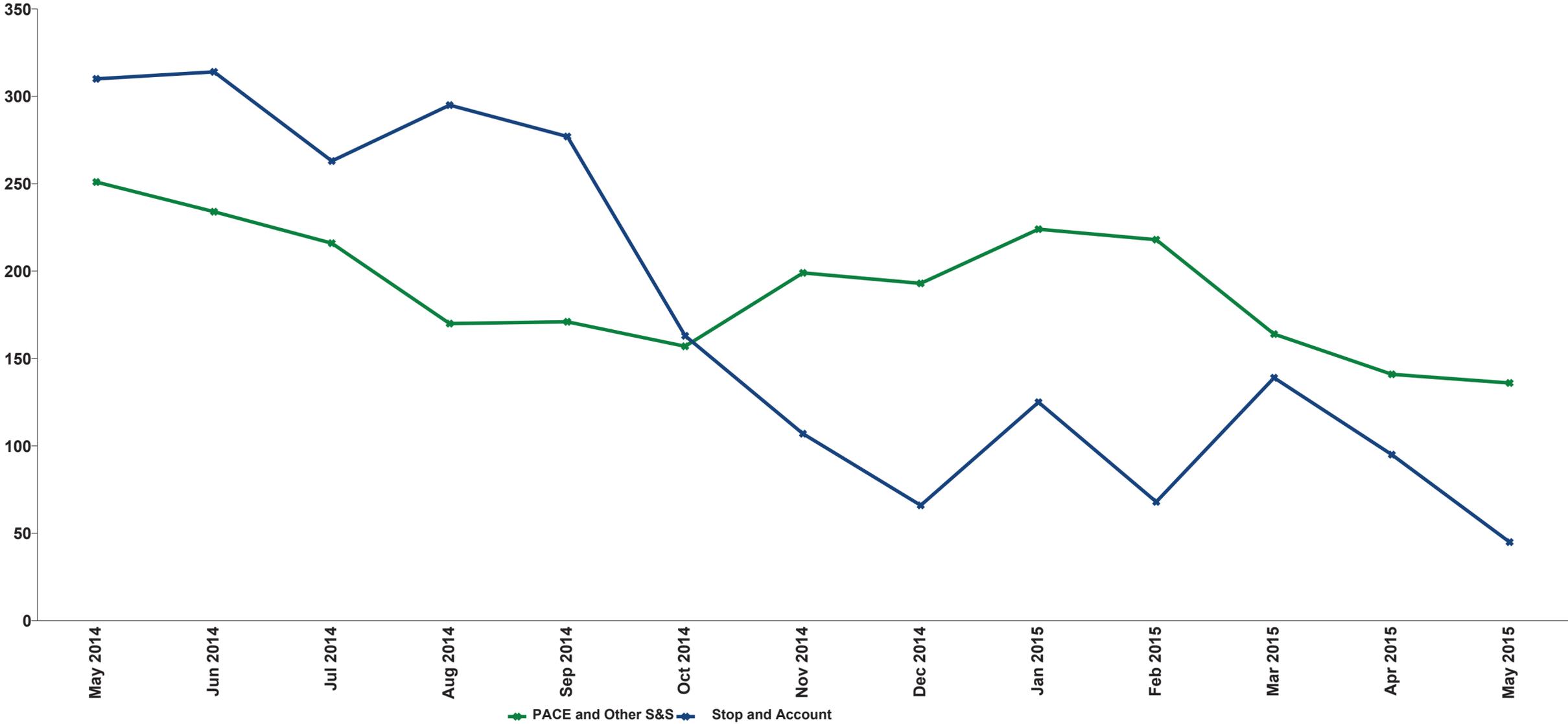
The ethnic group as defined by the person stopped (National Census categories).

Arrest Rate

Percentage rate which is determined by dividing the number of persons arrested resulting from searches by the total number of persons searched.

Merton: All Searches & Stop and Account\* excluding s.60

No of Stops (Inclusive of Vehicles / Vessels)

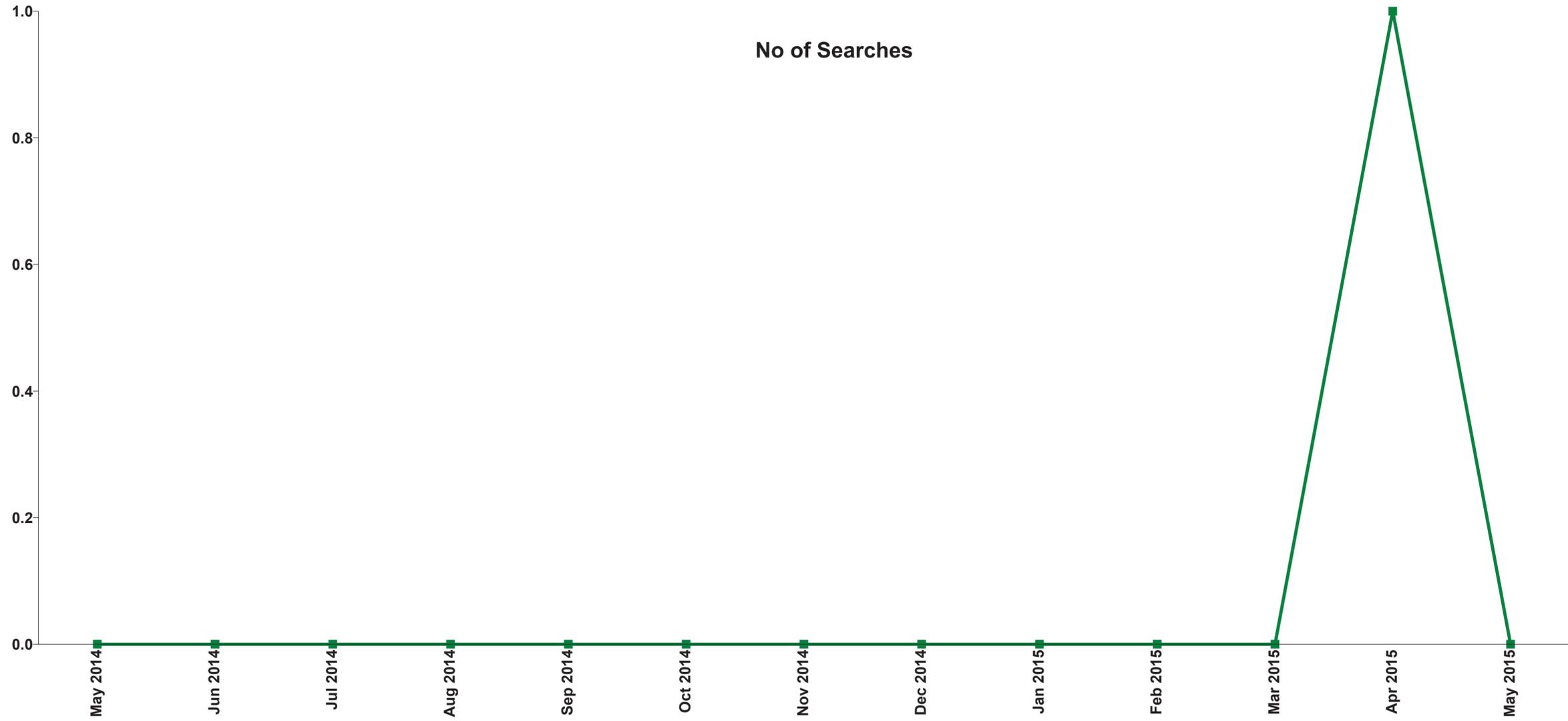


Totals include searches of unattended vehicles / vessels as well as persons

	2014								2015				
	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
PACE and Other S&S	251	234	216	170	171	157	199	193	224	218	164	141	136
Stop and Account	310	314	263	295	277	163	107	66	125	68	139	95	45

\*See Glossary

Merton: Number of Persons Searched under s.60 Authority

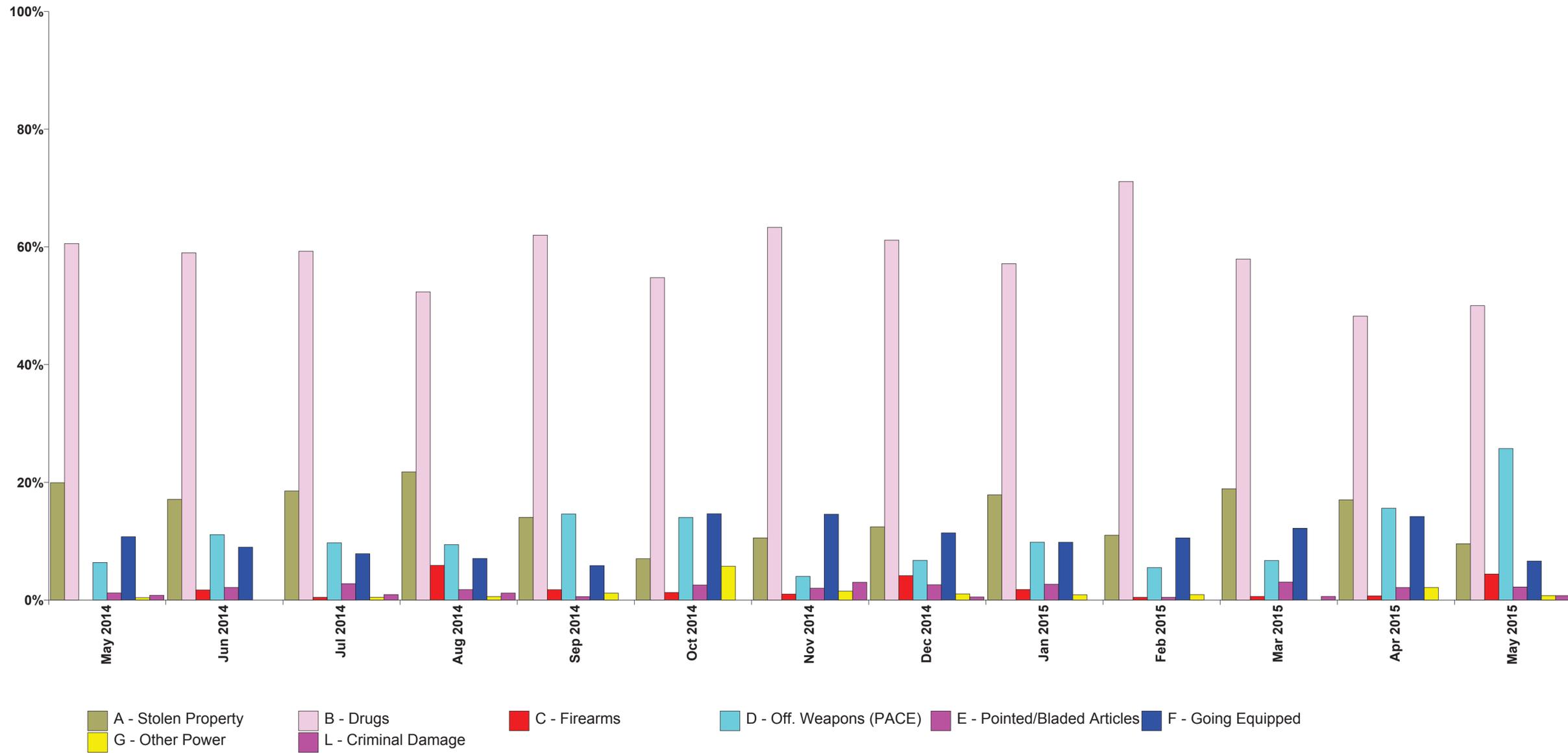


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Totals include searches of unattended vehicles / vessels as well as persons

	2014								2015				
	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
<b>S60</b>	0	0	0	0	0	0	0	0	0	0	0	1	0

Merton: Stop & Searches by Reason (excluding s.60)



\*Weapons search target is 20% of all Searches. Key Crimes Search target is 40% of all searches

Merton: Stop & Searches by Reason (excluding s.60)

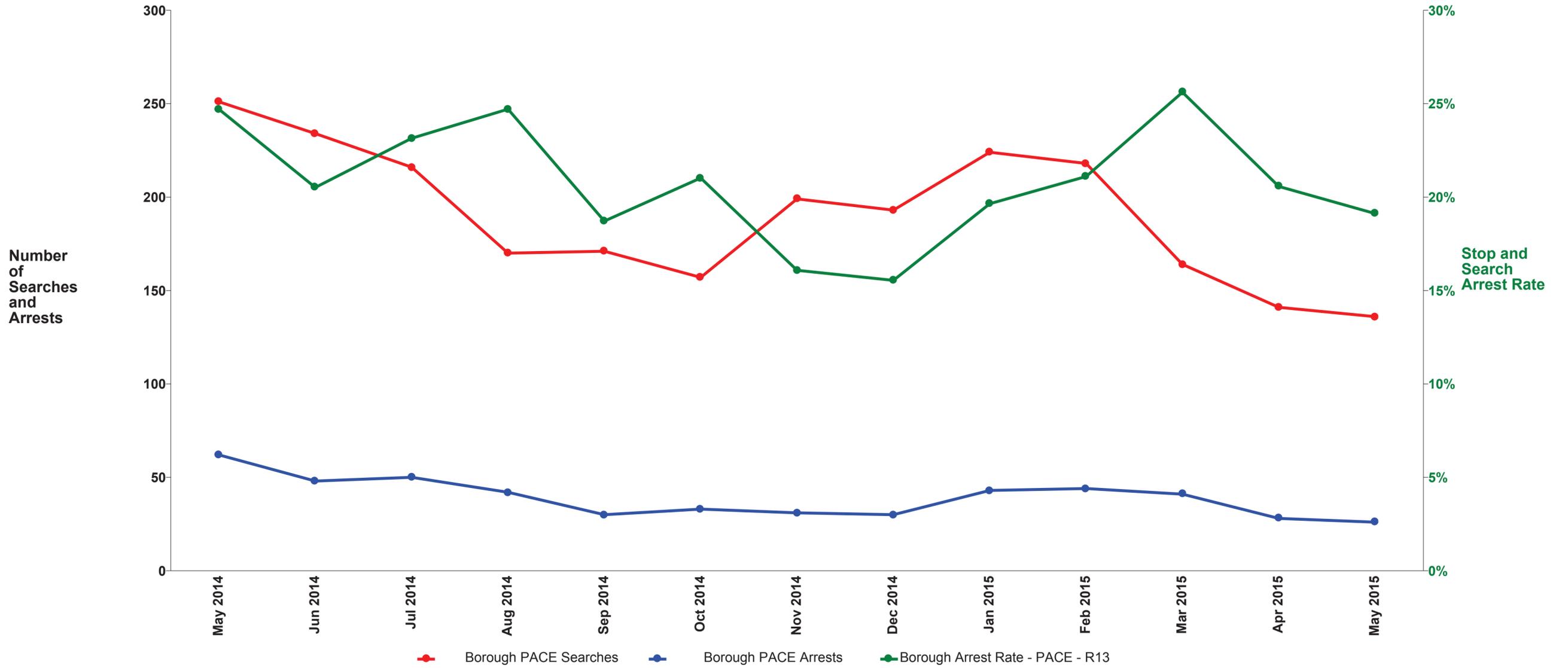
Reason for Stop and Search. (Includes Vehicle only searches)	2014																2015									
	May		Jun		Jul		Aug		Sep		Oct		Nov		Dec		Jan		Feb		Mar		Apr		May	
	%	No.																								
<b>A - Stolen Property</b>	19.9 %	50	17.1 %	40	18.5 %	40	21.8 %	37	14.0 %	24	7.0 %	11	10.6 %	21	12.4 %	24	17.9 %	40	11.0 %	24	18.9 %	31	17.0 %	24	9.6 %	13
<b>B - Drugs</b>	60.6 %	152	59.0 %	138	59.3 %	128	52.4 %	89	62.0 %	106	54.8 %	86	63.3 %	126	61.1 %	118	57.1 %	128	71.1 %	155	57.9 %	95	48.2 %	68	50.0 %	68
<b>C - Firearms</b>	n/a	0	1.7 %	4	0.5 %	1	5.9 %	10	1.8 %	3	1.3 %	2	1.0 %	2	4.1 %	8	1.8 %	4	0.5 %	1	0.6 %	1	0.7 %	1	4.4 %	6
<b>D - Off. Weapons (PACE)</b>	6.4 %	16	11.1 %	26	9.7 %	21	9.4 %	16	14.6 %	25	14.0 %	22	4.0 %	8	6.7 %	13	9.8 %	22	5.5 %	12	6.7 %	11	15.6 %	22	25.7 %	35
<b>E - Pointed/Bladed Articles</b>	1.2 %	3	2.1 %	5	2.8 %	6	1.8 %	3	0.6 %	1	2.5 %	4	2.0 %	4	2.6 %	5	2.7 %	6	0.5 %	1	3.0 %	5	2.1 %	3	2.2 %	3
<b>F - Going Equipped</b>	10.8 %	27	9.0 %	21	7.9 %	17	7.1 %	12	5.8 %	10	14.6 %	23	14.6 %	29	11.4 %	22	9.8 %	22	10.6 %	23	12.2 %	20	14.2 %	20	6.6 %	9
<b>G - Other Power</b>	0.4 %	1	n/a	0	0.5 %	1	0.6 %	1	1.2 %	2	5.7 %	9	1.5 %	3	1.0 %	2	0.9 %	2	0.9 %	2	n/a	0	2.1 %	3	0.7 %	1
<b>L - Criminal Damage</b>	0.8 %	2	n/a	0	0.9 %	2	1.2 %	2	n/a	0	n/a	0	3.0 %	6	0.5 %	1	n/a	0	n/a	0	0.6 %	1	n/a	0	0.7 %	1
<b>Total: Number of Search</b>		<b>251</b>		<b>234</b>		<b>216</b>		<b>170</b>		<b>171</b>		<b>157</b>		<b>199</b>		<b>193</b>		<b>224</b>		<b>218</b>		<b>164</b>		<b>141</b>		<b>136</b>

<b>Weapons Searches and % of all searches.*</b>	<b>7.6 %</b>	<b>19</b>	<b>15.0 %</b>	<b>35</b>	<b>13.0 %</b>	<b>28</b>	<b>17.1 %</b>	<b>29</b>	<b>17.0 %</b>	<b>29</b>	<b>17.8 %</b>	<b>28</b>	<b>7.0 %</b>	<b>14</b>	<b>13.5 %</b>	<b>26</b>	<b>14.3 %</b>	<b>32</b>	<b>6.4 %</b>	<b>14</b>	<b>10.4 %</b>	<b>17</b>	<b>18.4 %</b>	<b>26</b>	<b>32.4 %</b>	<b>44</b>
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<b>Key Crime Searches and % of all Searches.*</b>	<b>31.5 %</b>	<b>79</b>	<b>26.1 %</b>	<b>61</b>	<b>27.3 %</b>	<b>59</b>	<b>30.0 %</b>	<b>51</b>	<b>19.9 %</b>	<b>34</b>	<b>21.7 %</b>	<b>34</b>	<b>28.1 %</b>	<b>56</b>	<b>24.4 %</b>	<b>47</b>	<b>27.7 %</b>	<b>62</b>	<b>21.6 %</b>	<b>47</b>	<b>31.7 %</b>	<b>52</b>	<b>31.2 %</b>	<b>44</b>	<b>16.9 %</b>	<b>23</b>
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\*Weapons search target is 20% of all Searches. Key Crimes Search target is 40% of all searches

Merton: Arrest Rates from Searches (excluding s.60)



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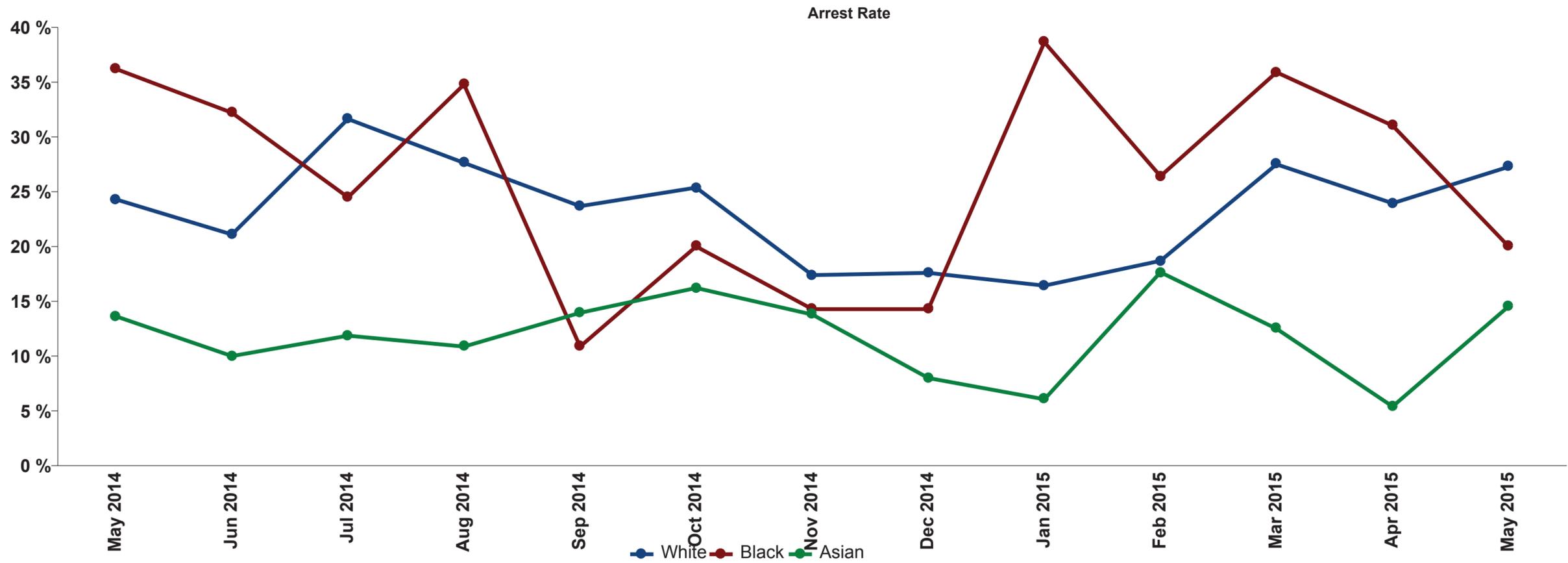
	2014								2015				
	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
<b>No of Searches</b>	251	234	216	170	171	157	199	193	224	218	164	141	136
<b>No of Arrests</b>	62	48	50	42	30	33	31	30	43	44	41	28	26
<b>Arrest Rate</b>	24.7 %	20.5 %	23.1 %	24.7 %	17.5 %	21.0 %	15.6 %	15.5 %	19.2 %	20.2 %	25.0 %	19.9 %	19.1 %

<b>No Further Action (NFA)*</b>	46	45	33	55	102	102	135	133	154	151	102	85	87
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Includes Vehicle only searches  
No of Arrests for All Reasons resulting from searches other than sec60

\*NFA = No arrest made or drugs warning given,  
no penalty notice issued, no other out of court disposal

### Merton: Ethnic Appearance of People Searched and Subsequently Arrested (excluding s.60)



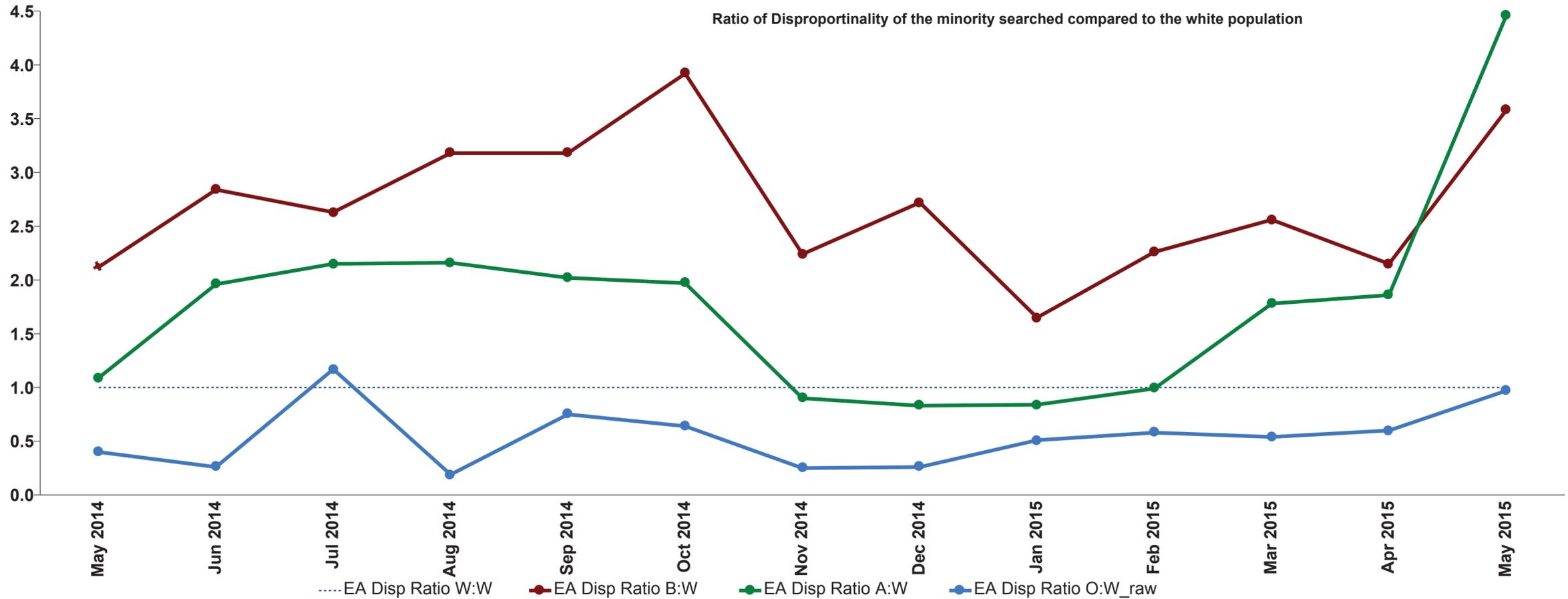
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Searches Arrests	2014																2015									
	May		Jun		Jul		Aug		Sep		Oct		Nov		Dec		Jan		Feb		Mar		Apr		May	
<b>White</b>	144	35	109	23	98	31	76	21	76	18	67	17	115	20	108	19	140	23	123	23	80	22	71	17	44	12
<b>Black</b>	58	21	59	19	49	12	46	16	46	5	50	10	49	7	56	8	44	17	53	14	39	14	29	9	30	6
<b>Asian</b>	44	6	60	6	59	7	46	5	43	6	37	6	29	4	25	2	33	2	34	6	40	5	37	2	55	8
<b>Other</b>	4	n/a	2	n/a	8	n/a	1	n/a	4	1	3	n/a	2	n/a	2	1	5	1	5	1	3	n/a	3	n/a	3	n/a
<b>Not Stated</b>	n/a	n/a	1	n/a	n/a	n/a	1	n/a	n/a	1	n/a															

**Excludes Vehicle only searches**  
**No of Arrests from searches (excluding sec60)**

Arrest Rate	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
<b>White</b>	24.3 %	21.1 %	31.6 %	27.6 %	23.7 %	25.4 %	17.4 %	17.6 %	16.4 %	18.7 %	27.5 %	23.9 %	27.3 %
<b>Black</b>	36.2 %	32.2 %	24.5 %	34.8 %	10.9 %	20.0 %	14.3 %	14.3 %	38.6 %	26.4 %	35.9 %	31.0 %	20.0 %
<b>Asian</b>	13.6 %	10.0 %	11.9 %	10.9 %	14.0 %	16.2 %	13.8 %	8.0 %	6.1 %	17.6 %	12.5 %	5.4 %	14.5 %
<b>Other</b>	n/a	n/a	n/a	n/a	25.0 %	n/a	n/a	50.0 %	20.0 %	20.0 %	n/a	n/a	n/a
<b>Not Stated</b>	n/a												

**Merton: Ethnic Appearance of People Searched shown as a Disproportionality Ratio  
(2011 Census Data) excluding s.60**

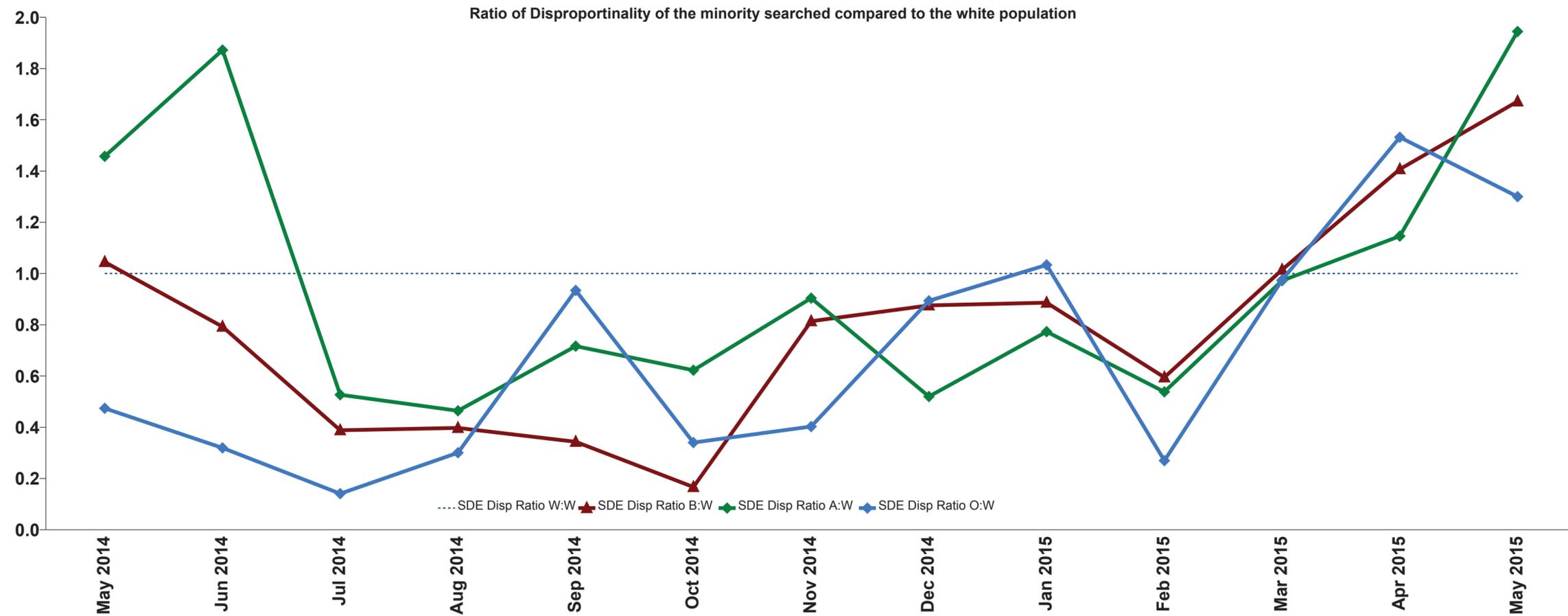


**Excludes vehicle/vessel only searches**

	2014								2015				
	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
<b>White</b>	1.00 (144)	1.00 (109)	1.00 (98)	1.00 (76)	1.00 (76)	1.00 (67)	1.00 (115)	1.00 (108)	1.00 (140)	1.00 (123)	1.00 (80)	1.00 (71)	1.00 (44)
<b>Black</b>	2.12 (58)	2.84 (59)	2.63 (49)	3.18 (46)	3.18 (46)	3.92 (50)	2.24 (49)	2.72 (56)	1.65 (44)	2.26 (53)	2.56 (39)	2.15 (29)	3.58 (30)
<b>Asian</b>	1.09 (44)	1.96 (60)	2.15 (59)	2.16 (46)	2.02 (43)	1.97 (37)	0.9 (29)	0.83 (25)	0.84 (33)	0.99 (34)	1.78 (40)	1.86 (37)	4.46 (55)
<b>Other</b>	0.40 (4)	0.26 (2)	1.17 (8)	0.19 (1)	0.75 (4)	0.64 (3)	0.25 (2)	0.26 (2)	0.51 (5)	0.58 (5)	0.54 (3)	0.60 (3)	0.97 (3)
% of Searches Ethnicity not recorded	0% ( )	0.4% (1)	0% ( )	0.6% (1)	0% ( )	0% ( )	0% ( )	0% ( )	0% ( )	0.5% (1)	0% ( )	0% ( )	0% ( )

Ethnicity	Population	
<b>White</b>	129,606	This report uses 2011 Census data. This is held in 18+1 format and the recorded ethnic appearance of the Stop/Search (4+1) must be mapped to the appropriate 18+1 Census categories. The categories are mapped as follows; White = White British, White Irish, White Gypsy or Irish Traveller, and any other White Background. Black = Black or Black British, Caribbean, African, Mixed White and Black Caribbean, Mixed White and Black African, and any other Black Background Asian = Asian or Asian British Indian, Pakistani, Bangladeshi, Mixed White and Asian and any other Asian background. Other = Chinese, Arab, and any other Ethnic Group <i>Note: Due to differences in the way ethnic appearance (EA) and self defined ethnicity (SDE) are recorded, groupings may differ.</i>
<b>Black</b>	24,669	
<b>Asian</b>	36,354	
<b>Other</b>	9,064	
<b>Total</b>	<b>199,693</b>	

### Merton: Self Defined Ethnicity of People Stopped and held to Account\* shown as a Disproportionality Ratio (2011 Census Data)



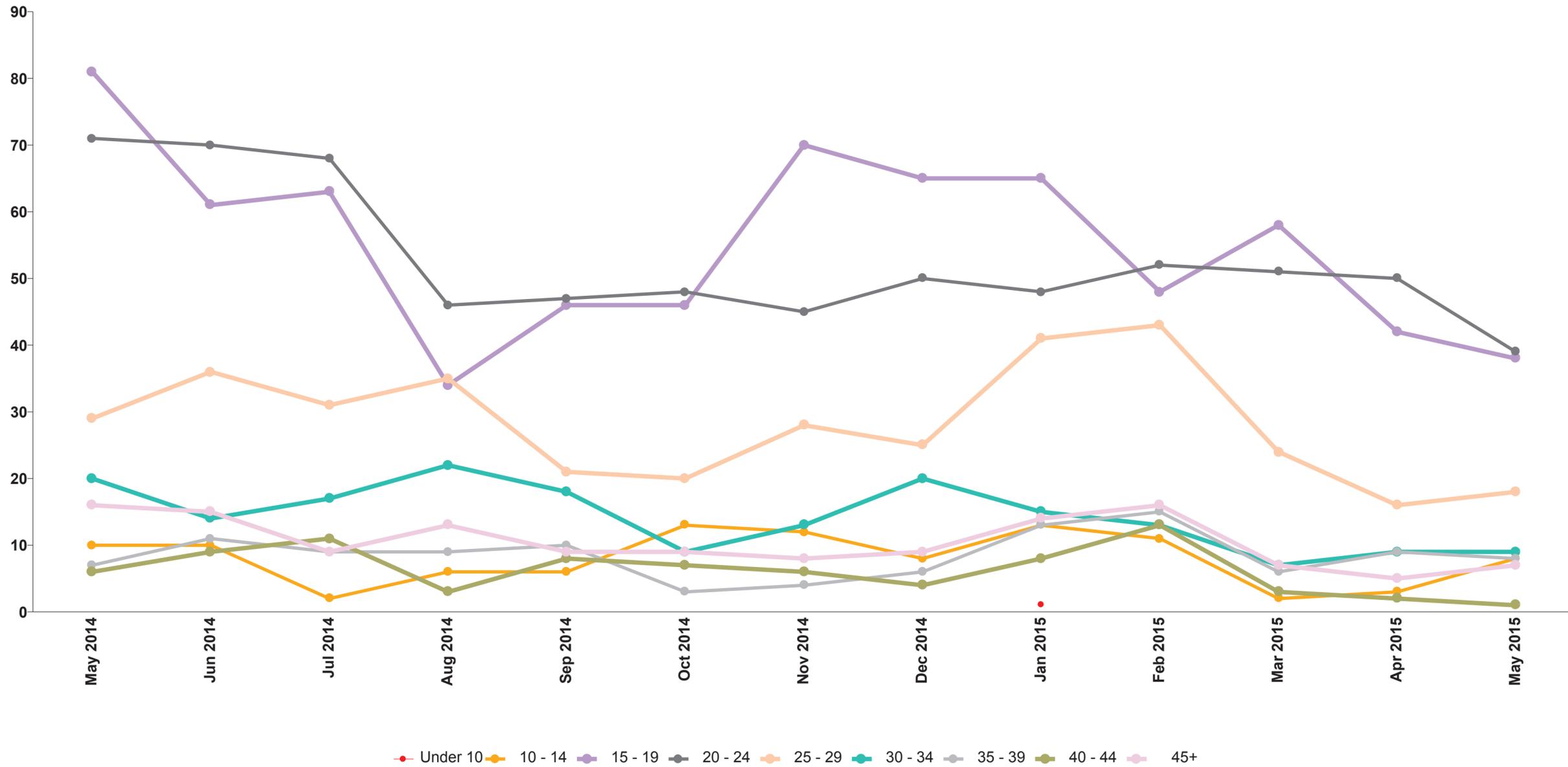
#### Excludes vehicle/vessel only searches

	2014								2015				
	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
White	1.00 (181)	1.00 (179)	1.00 (203)	1.00 (238)	1.00 (199)	1.00 (126)	1.00 (71)	1.00 (48)	1.00 (83)	1.00 (53)	1.00 (88)	1.00 (56)	1.00 (22)
Black	1.04 (36)	0.79 (27)	0.39 (15)	0.40 (18)	0.34 (13)	0.17 (4)	0.81 (11)	0.88 (8)	0.89 (14)	0.59 (6)	1.01 (17)	1.41 (15)	1.67 (7)
Asian	1.46 (74)	1.87 (94)	0.53 (30)	0.46 (31)	0.72 (40)	0.62 (22)	0.90 (18)	0.52 (7)	0.77 (18)	0.54 (8)	0.97 (24)	1.15 (18)	1.94 (12)
Other	0.47 (6)	0.32 (4)	0.14 (2)	0.30 (5)	0.93 (13)	0.34 (3)	0.40 (2)	0.89 (3)	1.03 (6)	0.27 (1)	0.97 (6)	1.53 (6)	1.30 (2)
% of Stops and Accounts with unknown Self Defined Ethnicity	4.2% (13)	3.2% (10)	4.9% (13)	1.0% (3)	4.3% (12)	4.9% (8)	4.7% (5)	()	3.2% (4)	()	2.9% (4)	()	4.4% (2)

Ethnicity	Pop2011	
White	129,606	This report uses 2011 Census data. This is held in 18+1 format and the recorded ethnic appearance of the Stop/Search (4+1) must be mapped to the appropriate 18+1 Census categories. The categories are mapped as follows; White = White British, White Irish, White Gypsy or Irish Traveller, and any other White Background. Black = Black or Black British, Caribbean, African, Mixed White and Black Caribbean, Mixed White and Black African, and any other Black Background Asian = Asian or Asian British Indian, Pakistani, Bangladeshi, Mixed White and Asian and any other Asian background. Other = Chinese, Arab, and any other Ethnic Group <i>Note: Due to differences in the way ethnic appearance and self defined ethnicity is recorded, groupings may differ.</i>
Black	24,669	
Asian	36,354	
Other	9,064	
<b>Total</b>	<b>199,693</b>	

\*See Glossary

### Merton: Searches by Age Group (excluding s.60)



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Age	May 2014		Jun 2014		Jul 2014		Aug 2014		Sep 2014		Oct 2014		Nov 2014		Dec 2014		Jan 2015		Feb 2015		Mar 2015		Apr 2015		May 2015		
	%	No.																									
<b>Under 10</b>	n/a	n/a	0.5 %	1	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a														
<b>10 - 14</b>	4.2 %	10	4.4 %	10	1.0 %	2	3.6 %	6	3.6 %	6	8.4 %	13	6.5 %	12	4.3 %	8	6.0 %	13	5.2 %	11	1.3 %	2	2.2 %	3	6.3 %	8	
<b>15 - 19</b>	33.8 %	81	27.0 %	61	30.0 %	63	20.2 %	34	27.9 %	46	29.7 %	46	37.6 %	70	34.8 %	65	29.8 %	65	22.7 %	48	36.7 %	58	30.9 %	42	29.7 %	38	
<b>20 - 24</b>	29.6 %	71	31.0 %	70	32.4 %	68	27.4 %	46	28.5 %	47	31.0 %	48	24.2 %	45	26.7 %	50	22.0 %	48	24.6 %	52	32.3 %	51	36.8 %	50	30.5 %	39	
<b>25 - 29</b>	12.1 %	29	15.9 %	36	14.8 %	31	20.8 %	35	12.7 %	21	12.9 %	20	15.1 %	28	13.4 %	25	18.8 %	41	20.4 %	43	15.2 %	24	11.8 %	16	14.1 %	18	
<b>30 - 34</b>	8.3 %	20	6.2 %	14	8.1 %	17	13.1 %	22	10.9 %	18	5.8 %	9	7.0 %	13	10.7 %	20	6.9 %	15	6.2 %	13	4.4 %	7	6.6 %	9	7.0 %	9	
<b>35 - 39</b>	2.9 %	7	4.9 %	11	4.3 %	9	5.4 %	9	6.1 %	10	1.9 %	3	2.2 %	4	3.2 %	6	6.0 %	13	7.1 %	15	3.8 %	6	6.6 %	9	6.3 %	8	
<b>40 - 44</b>	2.5 %	6	4.0 %	9	5.2 %	11	1.8 %	3	4.8 %	8	4.5 %	7	3.2 %	6	2.1 %	4	3.7 %	8	6.2 %	13	1.9 %	3	1.5 %	2	0.8 %	1	
<b>45+</b>	6.7 %	16	6.6 %	15	4.3 %	9	7.7 %	13	5.5 %	9	5.8 %	9	4.3 %	8	4.8 %	9	6.4 %	14	7.6 %	16	4.4 %	7	3.7 %	5	5.5 %	7	

**Merton: PACE and Other Stop and Search (excl. s.60) - Last 12 Months vs. 2011 Census Population Data**

June 2014 to May 2015

**Ethnicity by 1,000 Head of Population**

	White Searches per 1000 White Pop	Black Searches per 1000 Black Pop	Asian Searches per 1000 Asian Pop	Other Searches per 1000 Other Pop
<b>Ethnic Appearance (EA)</b>	8.5	22.3	13.7	4.5

**Ethnicity Ratio by 1,000 Head of Population**

Searches per 1000 population Ratio Black:White	Searches per 1000 population Ratio Asian:White	% of Searches without record of ethnicity
2.6	1.6	0.1 %

**Age Group by 1,000 Head of Population**

	10 to 14	15 to 19	20 to 24	25 to 29	30 to 34	35 to 39	40 to 44	45+	% of Searches without Age record
<b>No of Searches / 1000 Pop</b>	9.0	61.1	49.3	17.0	7.9	6.0	4.8	1.8	2.3 %

**Proportion by Age Group**

	Under 10	10 - 14	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45+
<b>% of Searches</b>	0.0 %	4.4 %	29.6 %	28.6 %	15.7 %	7.7 %	4.8 %	3.5 %	5.6 %

**Gender by 1,000 Head of Population**

	Male	Female	Total
<b>No of Searches per 1000 Pop</b>	21.1	1.1	11.0

**Vehicle Only Searches: 24**

**Merton: Stops and Account\* - last 12 months by population - (2011 Census Data) - Summary**  
Between June 2014 and May 2015

**Ethnicity by 1,000 Head of Population**

Stop and Account / 1000 Pop (SDE)	White Stop and Account per 1000 White Pop	Black Stop and Account per 1000 Black Pop	Asian Stop and Account per 1000 Asian Pop	Other Stop and Account per 1000 Other Pop
<b>Self Defined Ethnicity (SDE)</b>	10.5	6.3	8.9	5.8

**Ethnicity Ratio by 1,000 Head of Population**

Stops per 1000 population Ratio Black:White	Stops per 1000 population Ratio Asian:White	% of Stops and Account without record of ethnicity
0.6	0.8	3.1 %

# Merton: Arrests following PACE and Other Searches (excl. s.60)

May 2015

## Arrests by Reason Following Search

	A - Stolen Property		B - Drugs		C - Firearms		DE - Offensive Weapon		F - Going Equipped		O - Other	
Merton	6	23.1 %	8	30.8 %	2	7.7 %	5	19.2 %	1	3.8 %	4	15.4 %

## Arrest Rates by Ethnic Appearance (EA)

	White		Black		Asian		Other	
Merton	12	46.2 %	6	23.1 %	8	30.8 %	n/a	n/a

## Arrest Rates by Gender

Arrests resulting from all PACE Searches: Gender Profile	FEML		MALE	
Merton	1	3.8 %	25	96.2 %

## Arrest By Age Group

Arrests resulting from all PACE Searches: Age Profile	10 - 14	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45+
Merton	1	6	6	5	3	3	n/a	2

# Merton: Arrests following PACE and Other Searches (excl. s.60) - 12 Months

June 2014 to May 2015

## Arrests by Reason Following Search

	A - Stolen Property		B - Drugs		C - Firearms		DE - Offensive Weapon		F - Going Equipped		O - Other	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Merton	103	22.7 %	161	35.5 %	11	2.4 %	26	5.7 %	26	5.7 %	127	28.0 %

## Arrest Rates by Ethnic Appearance (EA)

	White		Black		Asian		Other	
	Count	%	Count	%	Count	%	Count	%
Merton	246	55.2 %	137	30.7 %	59	13.2 %	4	0.9 %

## Arrest Rates by Gender

Arrests resulting from all PACE Searches: Gender Profile	FEML		MALE	
	Count	%	Count	%
Merton	35	7.8 %	411	92.2 %

## Arrest By Age Group

Arrests resulting from all PACE Searches: Age Profile	10 - 14	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45+
Merton	11	125	99	77	35	28	24	37

Merton: Reasons for Search and Subsequent Arrest

May 2015

Search Reason

Recorded Arrest Reason	A - Stolen Property	B - Drugs	C - Firearms	D - Off. Weapons (PACE)	E - Pointed/Bladed Articles	F - Going Equipped	G - Other Power	L - Criminal Damage	All Searches for Arrest Reason
A - Stolen Property	5	0	0	1	0	0	0	0	6
B - Drugs	0	8	0	0	0	0	0	0	8
C - Firearms	0	0	1	1	0	0	0	0	2
D - Off. Weapons (PACE)	0	1	0	3	0	0	0	0	4
E - Pointed/Bladed Articles	0	0	0	1	0	0	0	0	1
F - Going Equipped	0	0	0	0	0	1	0	0	1
O - Other	0	0	0	2	0	1	1	0	4
All Arrests for Search Reason	5	9	1	8	0	2	1	0	26

Merton: Reasons for Search and Subsequent Outcome

May 2015

Search Reason

Recorded Outcome	A - Stolen Property	B - Drugs	C - Firearms	D - Off. Weapons (PACE)	E - Pointed/Bladed Articles	F - Going Equipped	G - Other Power	K - Anticipated Violence	L - Criminal Damage	All Searches for Outcome
1 - NFA	7	44	4	25	3	7	0	0	1	91
4 - Arrested	5	9	1	8	0	2	1	0	0	26
9 - Cannabis or Khat Warning	0	10	1	1	0	0	0	0	0	12
11 Penalty Notice (PND\FPN)	0	2	0	0	0	0	0	0	0	2
13 - Community Resolution	0	1	0	1	0	0	0	0	0	2
Other	1	2	0	0	0	0	0	0	0	3
<b>All Outcomes for Search Reason</b>	<b>13</b>	<b>68</b>	<b>6</b>	<b>35</b>	<b>3</b>	<b>9</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>136</b>

# MPS Borough Comparison

May 2015

## MPS Borough Comparison May 2015

BOCU Search Location	Search Volume (PACE, S60, Other)	Arrest Rate %	% Weapons Searches*. Codes (C/D/E/K)	% Key Crime Searches*. Codes (A/F/L)
Barking & Dagenham	272	16.5 %	8.1 %	13.2 %
Barnet	219	17.4 %	16.9 %	29.2 %
Bexley	178	16.3 %	9.6 %	23.0 %
Brent	378	18.5 %	9.5 %	21.7 %
Bromley	386	19.4 %	8.0 %	38.3 %
Camden	456	18.9 %	6.6 %	24.3 %
Croydon	308	19.2 %	13.6 %	24.0 %
Ealing	371	15.9 %	8.9 %	25.3 %
Enfield	288	21.9 %	8.7 %	33.0 %
Greenwich	335	21.2 %	13.4 %	26.3 %
Hackney	323	25.4 %	22.0 %	20.7 %
Hammersmith & Fulham	358	24.3 %	8.7 %	39.4 %
Haringey	502	19.1 %	15.9 %	30.7 %
Harrow	171	12.3 %	6.4 %	21.6 %
Havering	125	20.8 %	9.6 %	17.6 %
Heathrow Airport	72	20.8 %	6.9 %	26.4 %
Hillingdon	285	12.6 %	9.1 %	23.2 %
Hounslow	347	11.0 %	5.5 %	20.2 %
Islington	435	23.7 %	19.3 %	27.1 %
Kensington & Chelsea	249	17.7 %	6.8 %	28.1 %
Kingston upon Thames	269	19.0 %	11.2 %	21.2 %
Lambeth	1,035	21.4 %	21.0 %	17.8 %
Lewisham	452	24.3 %	18.1 %	24.1 %
Merton	136	19.1 %	32.4 %	16.9 %
Newham	447	20.6 %	10.5 %	27.7 %
Redbridge	299	23.1 %	6.0 %	26.8 %
Richmond upon Thames	137	14.6 %	6.6 %	47.4 %
Southwark	663	17.8 %	13.6 %	24.4 %
Sutton	165	29.1 %	7.3 %	29.1 %
Tower Hamlets	417	15.3 %	12.7 %	12.9 %
Waltham Forest	382	20.9 %	6.8 %	15.2 %
Wandsworth	206	25.2 %	15.0 %	38.3 %
Westminster	573	17.8 %	7.3 %	34.0 %
<b>MPS</b>	<b>11,239</b>	<b>19.5 %</b>	<b>12.2 %</b>	<b>25.2 %</b>

\*Arrest rate target is 20%. Key Crimes search target is 40% of all searches. Weapons search target is 20% of all searches.

# Pan-London Team Comparison

May 2015

## Pan-London Team Comparison

Pan-London Team*	Search Volume (PACE, S60, Other)	Arrest Rate %	% Weapons Searches*. Codes (C/D/E/K)	% Key Crime Searches*. Codes (A/F/L)
CO19 - Force Firearms Unit	70	45.7 %	65.7 %	21.4 %
CO20 - Taskforce	1,010	22.7 %	18.6 %	21.9 %
Roads and Transport Policing Command	217	24.9 %	12.4 %	35.9 %
Royal Parks	30	6.7 %	13.3 %	10.0 %
SO18 - Aviation Security	78	17.9 %	7.7 %	23.1 %
SO6 - Diplomatic Protection Group	1		--	--

\*Totals assigned to the Pan-London teams include searches already accounted for in the Borough table:  
Therefore, the totals presented above should NOT be added to those reported on page 14.

\*Arrest rate target is 20%. Key  
Crimes search target is 40% of  
all searches. Weapons search  
target is 20% of all searches.

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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# Overview and Scrutiny Commission 14 July 2015

## Merton A Health Promoting Council

Dr Kay W Eilbert  
Director of Public Health LBM



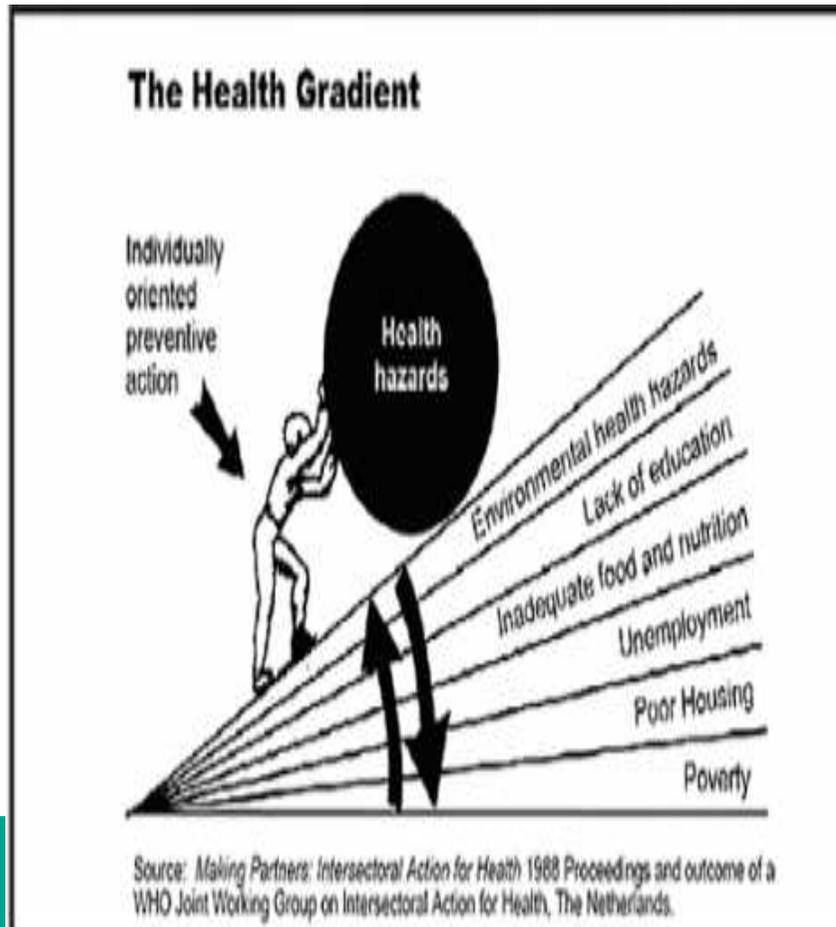
# Influences on Health



- Income
- Education and Training
- Early years
- Housing
- Crime
- Built and Green Environment
- Social Cohesion/Capital
- Feeling Safe/Crime
- Healthcare

# An Integrated Approach

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**Merton**  
– the place for a good life

Merton Health and Wellbeing Strategy  
2015/16 – 2017/18

good start in life  
place community health  
Merton the place for a good life

# Health and Wellbeing Strategy



A fair share of opportunities for  
**HEALTH AND WELLBEING**  
for all Merton residents

This means we will halt the rise in the gap in Life Expectancy between areas within Merton

## THEMES

## OUTCOMES

1

### Best Start in Life

Early years development and strong educational achievement

- Uptake of childhood immunisation is increased
- Waiting time for CAMHS from referral is shortened
- Childhood obesity is reduced
- Educational achievement gap in children eligible for pupil premium is reduced
- The proportion of children ready for school is increased

2

### Good Health

Focus on prevention, early detection of long-term conditions and access to good quality health and social care

- All partner organisations promote health in their policies and services
- Settings e.g. workplaces, schools, high streets where people spend time are healthier, providing healthy options.
- The proportion of adults making healthy lifestyle choices is increased
- A model of care for East Merton embeds prevention and delivers early detection of disease through integrated health and social care
- Integrated mental health pathway

3

### Life skills, lifelong learning & good work

- Integrated mental health pathway
- The number of JSA and ESA claimants in Mitcham JCP is reduced
- Increase employment by targeting initiatives to improve soft skills and to deliver skills in growth sectors
- Assist business start-ups and growth of existing businesses
- Bridge the lifelong learning gap in deprived wards

4

### Community participation and feeling safe

- The number of people engaged in their communities is increased through volunteering
- Sustainable voluntary and community organisations partner with the public sector to strengthen community capacity and cohesion
- People remain independent or regain independence as far as possible
- People feel safer through tackling perception of crime
- Causes of crime addressed through a place based approach in three hotspot areas identified through the Vulnerable Localities Index

5

### A good natural and built environment

- Positive health and wellbeing outcomes are embedded within major developments as a condition of granting planning permission
- Fuel poverty is reduced through collective energy switching
- Pollution is reduced through increased number of trees in parks
- The quality of houses of multiple occupation (HMOs) will be improved

Contact: [public.health@merton.gov.uk](mailto:public.health@merton.gov.uk)

Creating the Place for a Good Life -  
Where Do We Want to Be by  
2017/18?"

# Relevance to Scrutiny Committee Portfolios

## Influences on Health

- Education and Training
- Early years
- Housing
- Crime
- Built and Green Environment
- Income
- Social Cohesion/Capital
- Feeling Safe/Crime
- Healthcare

## Overview & Scrutiny Committee

- CYP Overview and Scrutiny
- Sustainable Communities
- Healthier Communities & Older People

# Issues for Discussion

- Health impact of your portfolio
- Role of your scrutiny portfolio in creating health
- How can we take this work forward?

**Cabinet Portfolio Briefings - Community and Culture**

**1. Synergies between Community and Culture services and Health and Wellbeing**

**Leisure centres**

The link between physical activity and health can be summarised as follows

People who are physically active have

- half the risk of heart disease than those with a sedentary lifestyle,
- 33–50% lower risks of type 2 diabetes and obesity (independent risk factors for heart disease)
- lower risk for stroke
- lower risk of colon cancer by up to 40–50% (with moderate activity – about 3–4 hours walking per week)
- lower risk of breast cancer by up to 30% (with 30 minutes walking a day reduces risk by 20%)
- increased life expectancy and healthy life expectancy

Physical activity can

- provide effective treatment of peripheral vascular disease
- improve several risk factors including raised blood pressure, adverse blood lipid profiles, and insulin resistance.
- decrease (by around 30%) the risks of prostate, uterine and lung cancers.
- Provide benefits for mental health
- Provide benefits for musculoskeletal health for older people, improved mobility and fewer falls (up to 25%) and fractures.<sup>12</sup>

**Housing**

Housing quality is an important determinant of health and a marker for poverty. The condition of housing stock is a major influence on the borough's capacity to reduce inequality. Factors that create risks to health include

- the presence of lead, asbestos, and radon,
- house dust mites, cockroaches and other infestations;
- extreme low or high temperatures and inadequate ventilation,
- inferior air quality, dampness/mould,
- cramped conditions and multiple family occupancy,

Health outcomes that may result from these conditions include asthma and TB for physical health and mental health conditions, such as stress.

**Licensing**

With Public Health now part of local government there are opportunities to use the levers under local government control that influence health. Licensing is an example of one of these levers that is particularly important for controlling alcohol harm in the borough.

**2. Public Health Achievements and current activities**

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<sup>1</sup> Indications of Public Health in the English Regions. 3: Lifestyle and its impact on health. 2005. Association of Public Health Observatories.

<sup>2</sup> At Least five a week Evidence on the impact of physical health and its relationship to health. 2004.

A few examples of the achievements made in relation to this portfolio to date:

- A new integrated behaviour change, stop smoking and weight management service which is currently being commissioned.
- A Responsible Authorities Group established by Public Health to develop strategic responses and to identify common areas of interest, including
  - responding regularly to licensing and planning applications using relevant public health data
  - working with the Licensing Committee and officers to refresh the statement of licensing policy
  - working with local and national planning colleagues to develop a 'best practice' guide setting out key points in the planning process where Public Health can add value, and identification of potential to work across planning and licensing functions.
- Merton Adult Education delivering English for Speakers of Other Languages (ESOL) courses based on health messages
- Libraries staff and volunteers have been trained as Health Champions to provide frontline brief advice and signposting to lifestyle services
- Work with Sports and Leisure through additional green gyms; a scheme to train physical activity champions is being designed
- Launch of Merton on the Move – an initiative to increase physical activity levels in the borough through encouraging, supporting and raising awareness of active travel (walking, running and cycling) and its role in improving mental and physical health.
- Agreement to work with litter enforcement officers to offer cancellation of litter fines for smokers who attend Stop Smoking services and quit smoking
- Work with Sustainable Communities and Transport through the work agenda and the Sustainable Merton partnership through DigMerton support to Healthy Schools
- Development of a Health Impact Assessment on the cost to the NHS and wider society of private sector housing hazards in Merton.

### **3. Health and Wellbeing Strategy 2015-18**

This portfolio specifically links to three themes of the Health and Wellbeing Strategy

- |         |   |
|---------|---|
| Theme 2 | Good Health – focus on prevention, early detection of long-term conditions and access to good quality health and social care. |
| Theme 3 | Life skills, lifelong learning and good work  |
| Theme 5 | A good natural and built environment  |

A summary page of all five themes with key outcomes is included in the Health and Wellbeing Strategy that can be found at <http://www.merton.gov.uk/health-social-care/publichealth.htm>.

**Scrutiny Commission 14 July 2015**  
**Cabinet Portfolio Briefings: Children's Services**

**1. Synergies between Children and Young People's services and Health and Wellbeing**

The Marmot Review 'Fair Society, Healthy Lives (2010)' set out the case for focusing investment on early years. The review advocates a life-course approach to tackling health inequalities, demonstrating that giving every child the best start in life is crucial to reducing health inequalities. The reasons for this include:

- Early childhood is the most important phase for overall development throughout the lifespan.
- Brain and biological development during the first years of life is highly influenced by an infant's environment.
- Early experiences determine health, education and economic participation for the rest of life.

**2. Achievements and current activities**

Public Health Children Schools and Families Group ensured that Public Health support to CSF early years and young people progressed effectively. The Consultant in Public Health and the Public Health Principal have designed and supported the implementation of a number of public health initiatives. They have supported the Merton Clinical Commissioning Group GP clinical director and workstream focusing on children, providing expert input to the re-procurement of the Community Health services and to the transfer of health visiting from NHS England. Specific initiatives include

- A review of the National Child Measurement Programme, one of the Public Health statutory services and delivered by School Nurses, provided the information to establish improved KPIs and to develop a robust specification for re-procurement of the service.
- A review of the early years' agenda which led to development of best practice in Children's Centres (Early Years Pathways, Mental Health Post). Pathway development is well underway to ensure a robust pathway and good communication between professionals who deal with young children—maternity, health visitors, children's centres and GPs, with a link to school nurses.
- A review of the Health Visiting service has informed ongoing work to ensure an effective transfer of health visiting service from NHS England to LBM Public Health in October 2015.
- Development of Healthy School programmes in two school clusters in the more deprived east of Merton, including work with Dig Merton to introduce food growing to children.
- Alive N Kicking – programme for children and their families, identified through the National Child Measurement Programme (NCMP)
- Reviews of CAMHS and Looked After children are ongoing

- School nursing and health visiting services are within the community health services being procured in partnership with Merton CCG for April 2016.
- Sexual Health services including the GettingItOn service targeted at young people

### **Health and Wellbeing Strategy 2015-18**

This portfolio specifically links to theme one of the Health and Wellbeing Strategy

Theme 1      Best start in life – early years development and strong educational achievement.

A summary page of all five themes with key outcomes is included in the Health and Wellbeing Strategy that can be found at <http://www.merton.gov.uk/health-social-care/publichealth.htm>.

## **1. Key synergies between Education and Health and Wellbeing**

- Educational qualifications are a key determinant of future employment and income. Education and income together represent the most significant influences on health.
- Poor educational attainment is a key risk factor in teenage pregnancy, offending behaviour, truancy, levels of crime, and alcohol and drug misuse. There are also clear links between attainment, absenteeism and both current and future health outcomes.
- People with higher levels of education tend to have healthier lifestyles. Life expectancy is used as the main measure of health; evidence shows that additional years of life are added with each year of education.
- Schools and Colleges also have an important role in promoting health and wellbeing for students, for example through provision of healthy schools meals, sport and physical activity, sex and relationship education, promotion of emotional wellbeing.
- Evidence shows that this can contribute to improving student performance as well as longer term health and wellbeing.
- Lifelong learning helps to keep the mind stimulated, which may delay conditions associated with growing older.

## **2. Achievements and current activities**

A Public Health-Children Schools and Families group ensured that Public Health support to CSF early years and young people progressed effectively. Specific initiatives relevant to education include:

- A review of the early years' agenda led to development of best practice in children's centres (Early Years Pathways, Mental Health Post). Pathway development is well underway to ensure a robust pathway and good communication between professionals who deal with young children—maternity, health visitors, children's centres and GPs, with a link to school nurses.
- Development of Healthy School programmes in two school clusters in the more deprived east of Merton, including work with Dig Merton to introduce food growing to children.

- Alive N Kicking – programme for children and their families, identified through the National Child Measurement Programme (NCMP)
- Reviews of CAMHS and Looked After children are ongoing
- School nursing and health visiting services are within the community health services being procured in partnership with Merton CCG for April 2016.
- Merton Adult Education delivers English for Speakers of Other Languages (ESOL) courses based on health messages
- Libraries staff and volunteers have been trained as Health Champions to provide frontline brief advice and signposting to lifestyle services
- Public Health will support a healthy catering officer in Environmental Health and a school travel post
- MVSC supports our community Health Champion initiative- volunteers from community groups are trained to Royal Society of Public Health NVQ2 level to deliver brief advice and signposting to members of their groups. A My Health Guide was created to support Health Champions and to provide opportunities for people to make a pledge for a chosen lifestyle change.
- Merton Chamber of Commerce has been commissioned to provide a sustainable healthy workplace outreach service to encourage small and medium size enterprises to support the health and wellbeing of staff, and sign up to the London Healthy Workplace Charter.

### **Health and Wellbeing Strategy 2015-18**

This portfolio specifically links two themes of the Health and Wellbeing Strategy

Theme 1      Best start in life – early years development and strong educational achievement.

Theme 3      Life skills, lifelong learning and good work

A summary page of all five themes with key outcomes is included in the Health and Wellbeing Strategy that can be found at <http://www.merton.gov.uk/health-social-care/publichealth.htm>.

## **1. Key synergies between portfolio and Health and Wellbeing**

**Waste services and waste operations-** Improper disposal of waste is one of the major risk factors affecting the health of individuals worldwide. Poor waste handling and disposal can lead to environmental pollution, encourage the breeding of disease and result in a range of diseases. Manual workers involved in these services often have unhealthy lifestyles such as smoking.

**Fly tipping and graffiti-** Apart from the direct health hazards of the waste and materials residents in Merton might encounter fly tipping and graffiti can alter the social and aesthetic appeal of a neighbourhood, encourage vandalism and crime, cause stress and be a contributory factor to depression and isolation. A neighbourhood that feels unsafe will also discourage outdoor activity including physical activity.

**Parking services-** While Merton residents need easy access to shops and services by different modes of transport including cars, the design and infrastructure of parking services can influence levels of physical inactivity, noise and air pollution, and crime and safety issues- all of which are public health issues.

## **2. Achievements and current activities**

A few examples of the achievements of Public Health in relation to this portfolio:

- A Responsible Authorities Group established by Public Health to develop strategic responses and to identify common areas of interest, including
  - responding regularly to licensing and planning applications using relevant public health data
  - working with the Licensing Committee and officers to refresh the statement of licensing policy
  - working with local and national planning colleagues to develop a 'best practice' guide setting out key points in the planning process where Public Health can add value, and identification of potential to work across planning and licensing functions
- Health impact assessments – although agreement to embed this across the Council did not move forward, HIAs are now underway with the regeneration team for three estate regeneration schemes. A quantitative HIA has also been commissioned on the cost to the NHS and wider society of private sector housing hazards in Merton, and the potential return on investment of tackling these hazards.
- Agreement to work with litter enforcement officers to offer cancellation of litter fines for smokers who attend Stop Smoking services and quit smoking
- Work with Sustainable Communities and Transport through the work agenda (discussed below under Pollards Hill pilot) and the Sustainable Merton partnership through DigMerton support to Healthy Schools

- The Fire Brigade staff were trained to embed prevention (smoking and alcohol, the largest causes of fires) in their frontline work to install fire alarms
- Merton Chamber of Commerce has been commissioned to provide a sustainable healthy workplace outreach service to encourage small and medium size enterprises to support the health and wellbeing of staff, and sign up to the London Healthy Workplace Charter.
- A pilot of the refreshed Health and Wellbeing Strategy – Merton the Place for a Good Life -- is being designed for Pollards Hill, in collaboration with Commonsense Community Development Trust, Phoenix residents association and residents. Starting with a Living Street Audit to identify assets and issues, efforts are now ongoing to seek support/interest from local residents to guide further development
- We are bringing together our work across lifestyle behaviours, including diet, exercise, smoking, and alcohol to create coordinated pathways that address not only individual lifestyle behaviours, but also enablers in our high streets and in the wider built environment to make the healthy option the easy choice.
- The DPH is the London DsPH lead for alcohol and works with the London Healthy High Street group to commission support to this agenda, as well as to identify areas of common interest across our boroughs, and to develop effective advocacy at the national level. We are awaiting feedback from a list of 'asks' sought by the group on increased control over their local high streets and are beginning to examine potential for a London pilot for alcohol minimum unit pricing for interested boroughs.

## **1. Health and Wellbeing Strategy 2015-18**

This portfolio specifically links to theme five of the Health and Wellbeing Strategy

Theme 5      A good natural and built environment

Additional links exist (particularly around the creation of health promoting environments) to:

Theme 2      Good Health – focus on prevention, early detection of long-term conditions and access to good quality health and social care.

A summary page of all five themes with key outcomes is included in the Health and Wellbeing Strategy that can be found at <http://www.merton.gov.uk/health-social-care/publichealth.htm>.

## **1. Key synergies between the portfolio and Health and Wellbeing**

**Efficiency-** In the area of health, achieving a favourable balance between cost and benefit, providing efficiency savings in health and social care, and in the wider health economy, and providing the most effective services are major areas of interest in public health.

**Value for money-** NICE (National Institute for Health and Care Excellence) has produced ROI (returns on investment) tools for tobacco<sup>i</sup>, physical activity and alcohol. NICE also has produced various costing and cost impact tools that could be used locally to assess the returns on investment for various public health initiatives where applicable.

**Budget-** The public health budget in local authorities is ring-fenced till March 2016. After this it is not clear how this budget will be provided or managed, and this could have a significant impact on the public health function in the borough.

**Savings-** Health Impact Assessment (HIA)<sup>ii</sup> is an example of a specialist public health methodology intended to help decision making by predicting the health consequences of a proposal being implemented. In addition to assessing the health consequences it also produces recommendations on how the positive consequences for health could be enhanced and how the negative consequences could be avoided or minimised. Mitigating the negative health consequences will produce savings by avoiding the associated costs of negative impacts. Enhancing the positive consequences will also produce savings to the wider economy through improved health and wellbeing and a knock on impact on use of health and social care services, but also broader benefits including a more productive workforce.

**IT-** Data is the lifeblood of public health and access to health and healthcare data, especially since public health is no longer situated in the NHS, is vital.

**Human Resources-** workforce wellbeing and promoting healthy settings are important public health areas that have a direct impact on human resources, including reducing sickness absence and improving the mental and physical wellbeing of employees

## **2. Achievements and current activities**

LBM Public Health now works across Council influences on health, including

- A Responsible Authorities Group established by Public Health to develop strategic responses and to identify common areas of interest, including
  - responding regularly to licensing and planning applications using relevant public health data
  - working with the Licensing Committee and officers to refresh the statement of licensing policy
  - working with local and national planning colleagues to develop a 'best practice' guide setting out key points in the planning process where Public Health can add value, and identification of potential to work across planning and licensing functions

- Health impact assessments – although agreement to embed this across the Council did not move forward, HIAs are now underway with the regeneration team for three estate regeneration schemes. A quantitative HIA has also been commissioned on the cost to the NHS and wider society of private sector housing hazards in Merton, and the potential return on investment of tackling these hazards.
- London Workplace Charter – in collaboration with HR, LBM achieved commitment level. A healthy workplace scheme is being designed for staff and will include Health Champions, frontline training for brief advice and signposting, as well as review of the physical environment (e.g. student dietitians review catering offer on-site).
- In addition, Merton Chamber of Commerce has been commissioned to provide a sustainable healthy workplace outreach service to encourage small and medium size enterprises to support the health and wellbeing of staff, and sign up to the London Healthy Workplace Charter.
- StepJockey has been operating in the Council since the repairs to the lifts started.
- Launch of Merton on the Move – a borough-wide initiative to increase physical activity levels in the borough through encouraging, supporting and raising awareness of active travel (walking, running and cycling) and its role in improving mental and physical health.
- Creation of the Public Health Board as sub-group of Healthy and Wellbeing Board to oversee the Public Health programme

### 3. Planned work

- In 2015-16 we are working to develop seamless pathways from prevention through to treatment/rehabilitation, in partnership with MCCG for both weight management and alcohol and substance misuse services. This will represent value for money by pulling services together under a single management.

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#### **Health and Wellbeing Strategy 2015-18**

This portfolio links to all themes of the Health and Wellbeing Strategy

A summary page of all five themes with key outcomes is included in the Health and Wellbeing Strategy that can be found at <http://www.merton.gov.uk/health-social-care/publichealth.htm>.

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<sup>i</sup> <http://www.nice.org.uk/usingguidance/implementationtools/returnoninvestment/TobaccoROITool.jsp>

<sup>ii</sup> <http://www.apho.org.uk/default.aspx?RID=40141>

## **1. Synergies between Sustainability and Regeneration services and Health and Wellbeing**

### **Physical Environments – open spaces, allotments, parks**

- Access to green, open spaces can have both physical health and psychological and mental health benefits, including reductions in stress levels.

### **Spatial planning**

- Health improvement requires a two-pronged approach; i.e., creating a built environment that offers healthy options, to enable individuals to take responsibility for their own lifestyle choices.
- Spatial planning issues that impact on health include transportation, buildings and communities, building healthy homes and flooding.
- Spatial planning has significant links to health through creation of a built environment that offers healthy options to fast food, alcohol and betting shop outlets, for example.

### **Transport**

The links between transport and health include

- Road safety and accidents
- Promotion of physical activities by providing opportunities for walking and cycling

### **Regeneration and economic development**

- Socio-economic deprivation, along with education, are the two major influences on health. Regeneration programmes that address these inequalities will generate health improvement. Positive health outcomes include increases in self reported health, mental health and improvements in mortality rates. Health impact assessments of these plans will help point out where they have potential harmful effects for example, on existing residents who may be displaced.

## **2. Achievements and current activities**

LBM Public Health now works across Council influences on health, including

- A Responsible Authorities Group established by Public Health to develop strategic responses and to identify common areas of interest, including
  - responding regularly to licensing and planning using relevant public health data
  - support the statement of licensing policy refresh
  - working with local and national planning colleagues to develop a 'best practice' guide setting out key points in the planning process where Public Health can add value, and identification of potential to work across planning and licensing functions
- Health impact assessments – although agreement to embed this across the Council did not move forward, HIAs are now underway with the regeneration team for three estate regeneration schemes. A quantitative HIA has also been commissioned on the cost to the NHS and wider society of private sector housing hazards in Merton.

- Work with Sports and Leisure through additional green gyms; a scheme to train physical activity champions is being designed
- Agreement to work with litter enforcement officers to offer cancellation of litter fines for smokers who attend Stop Smoking services and quit smoking
- Work with Sustainable Communities and Transport through the work agenda (discussed below under Pollards Hill pilot) and the Sustainable Merton partnership through DigMerton support to Healthy Schools
- A pilot of the refreshed Health and Wellbeing Strategy – Merton the Place for a Good Life -- is being designed for Pollards Hill, in collaboration with Commonsense Community Development Trust, Phoenix residents association and residents. Starting with a Living Street Audit to identify assets and issues, efforts are now ongoing to seek support/interest from local residents to guide further development

### **Planned work**

- We are bringing together work across lifestyle behaviours, including diet, exercise, smoking, and alcohol to create coordinated pathways that address not only individual lifestyle behaviours, but also enablers in our high streets and in the wider built environment to make the healthy option the easy choice.
- Our food work adopts a broad approach, starting with a Merton Food Summit in April to bring together organisations that deliver some aspect of the food agenda to discuss how we could do more by working more effectively together. Public Health will support a healthy catering officer in Environmental Health, to support this work and other work across the food environment.
- We are exploring how Public Health can best work with Council officers who deliver services that influence health. For example, we are undertaking an audit of physical activity provision in Merton against Public Health England's 'Everybody Active, Every Day' best practice guidelines, to see how we can better integrate services commissioned across the council, and ensure we are effectively targeting and supporting those in the borough who are least physically active.
- The DPH is the London DsPH lead for alcohol and works with the London Healthy High Street group to commission support to this agenda, as well as to identify areas of common interest across our boroughs, and to develop effective advocacy at the national level. We are awaiting feedback from a list of 'asks' sought by the group on increased control over their local high streets and are beginning to examine potential for a London pilot for alcohol minimum unit pricing for interested boroughs.

### **Health and Wellbeing Strategy 2015-18**

This portfolio specifically links to two themes of the Health and Wellbeing Strategy

Theme 3 Life skills, lifelong learning and good work

Theme 5 A good natural and built environment

A summary page of all five themes with key outcomes is included in the Health and Wellbeing Strategy that can be found at <http://www.merton.gov.uk/health-social-care/publichealth.htm>.

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## 1. Key synergies between Community Safety, Engagement and Equalities and Health and Wellbeing

### Community Safety

Crime rates affect people's sense of security and increase stress, which causes physical effects that can have damaging health consequences. Crime affects health in a number of ways - directly, indirectly and by influences on the health care system

- **Directly**, through violence, injury, rape and other offences against the person.
- **Indirectly**, through the psychological and physical consequences of injury, victimisation and isolation because of fear.
- As a **determinant** of illness, along with poverty and other inequalities, which increase the burden of ill-health on those communities least able to cope.
- By **preventable health burdens**, such as alcohol-related crime, motor vehicle incidents and drug dependency.

Residents who live in areas of high crime may not feel safe to go outside to benefit from the positive effect of green spaces or access to opportunities for physical activity.

### Engagement

- Social cohesion helps to protect people and their health. A breakdown in social cohesion may reduce trust and increase violence, which in turn may increase health conditions such as heart disease and poor mental health.

### Equalities

- The link between health and equalities/inequalities is represented through the effect of deprivation on life expectancy. The more deprived, the shorter life expectancy and the more affluent, the longer life expectancy. It is not only deprivation but the inequalities in access to resources that influence our health.
- Poverty and social inequality are two key factors in triggering violence, while social integration presents particular challenges for immigrants. Combined with feelings of being powerless to change their situation, these factors can all contribute to poor health outcomes by bringing about a stress response that raise heart rates and stress hormones.

## 2. Achievements and current activities

Public Health works closely with Merton Clinical Commissioning Group (CCG) on a range of issues including early detection and management, mental health and older people. An important product is the mental health needs assessment, completed on behalf of both the CCG and the Council. This will be the basis of a discussion to prioritise the CCG mental health work programme going forward. Specific initiatives relevant to this portfolio include:

- Adult Mental Health Needs Assessment
- Ongoing work with adult social care involving review and development of best practice mental health peer support

- Befriending scheme through lead Age UK

Other initiatives include

- Merton Adult Education delivers English for Speakers of Other Languages (ESOL) courses based on health messages
- Libraries staff and volunteers have been trained as Health Champions to provide frontline brief advice and signposting to lifestyle services
- Work with Sports and Leisure through additional green gyms; a scheme to train physical activity champions is being designed
- MVSC supports our community Health Champion initiative- volunteers from community groups are trained to Royal Society of Public Health NVQ2 level to deliver brief advice and signposting to members of their groups. A My Health Guide was created to support Health Champions and to provide opportunities for people to make a pledge for a chosen lifestyle change.
- A pilot of the refreshed Health and Wellbeing Strategy – Merton the Place for a Good Life -- is being designed for Pollards Hill, in collaboration with Commonsides Community Development Trust, Phoenix residents association and residents. Starting with a Living Street Audit to identify assets and issues, efforts are now ongoing to seek support/interest from local residents to guide further development
- East Merton Health and Wellbeing Fund is led by Merton Voluntary Service Council (MVSC) and aims to support the delivery of evidence-based, innovative and sustainable activities focussed specifically on the east of Merton.
- Public Health has supported (re)development of a BAME umbrella group.
- Recognising the links between alcohol and community safety, a Responsible Authorities Group established by Public Health to develop strategic responses and to identify common areas of interest, including
  - responding regularly to licensing and planning applications using relevant public health data
  - working with the Licensing Committee and officers to refresh the statement of licensing policy

### **3. Planned work**

- In 2015-16 we are working to develop seamless pathways from prevention through to treatment/rehabilitation for alcohol and substance misuse services, in partnership with MCCG, as well as for weight management.

### **Health and Wellbeing Strategy 2015-18**

This portfolio specifically links to theme four of the Health and Wellbeing Strategy

Theme 4      Community participation and feeling safe

A summary page of all five themes with key outcomes is included in the Health and Wellbeing Strategy that can be found at <http://www.merton.gov.uk/health-social-care/publichealth.htm>.

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## Committee: Overview and Scrutiny Commission

Date: 14<sup>th</sup> July 2015

Agenda item:

Wards: ALL

**Subject: Improving the uptake of immunisations in the 0-5 age group draft task group report.**

Lead officer: Stella Akintan, Scrutiny Officer

Lead member: Councillor Brenda Fraser, Chair of the immunisations task group

Contact officer: Stella Akintan, [stella.akintan@merton.gov.uk](mailto:stella.akintan@merton.gov.uk); 020 8545 3390

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### Recommendations:

- A. That the Overview and Scrutiny Commission considers and endorses the recommendations arising from the scrutiny review on improving the uptake of immunisations in the 0-5 age group attached at **Appendix 1**.
  - B. That the Commission agrees to forward the review report to the Health and Wellbeing Board for approval and implementation of the recommendations, by means of an action plan to be drawn up by officers and relevant partners working with the Cabinet Member(s) to be designated by Cabinet.
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## 1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. This is a report and recommendations arising from a scrutiny review of improving the uptake of immunisations in the 0-5 age group. The work came about as the result of a successful application to the Centre for Public Scrutiny who was offering councils free days support from an expert advisor to run a scrutiny task group on immunisations. The review was sponsored by Sanofi Pasteur, although they did not have any direct involvement in the work.
- 1.2. The Overview and Scrutiny Commission has been asked to consider this report and recommendations due the cross-cutting nature of the review. It covers early years, working with health partners including NHS England and public health.

## 2 DETAILS

- 2.1. In 2012/13 Sutton and Merton Primary Care Trust reported the lowest childhood immunisation rates in in the Capital, with very few GP practices reaching the World Health Organisation targets of 95%.
- 2.2. The task group agreed to focus on immunisations for the 0-5 years in recognition that this is the most challenging area and one which a scrutiny review could have a significant impact.
- 2.3. The evidence highlights that immunisations in the early years from 0-5 had the lowest take up rates and this group along with the over 65s, are the most vulnerable to communicable diseases. A significant number of vaccinations are required during the early years which may contribute to the challenges in

this area. Evidence shows that if people do not begin the process of immunising their children in the early years; they are less likely to have the booster injections.

- 2.4. It was also recognised that the child population is expanding, with changing demographics, which makes this a more pertinent area to review. Immunisations at the school age years have the benefit of a structure of the school system which can create 'captive audiences' and help to boost rates.

### **3 ALTERNATIVE OPTIONS**

The Overview and Scrutiny Commission can select topics for scrutiny review and for other scrutiny work as it sees fit, taking into account views and suggestions from officers, partner organisations and the public.

Cabinet is constitutionally required to receive, consider and respond to scrutiny recommendations within two months of receiving them at a meeting.

- 3.1. Cabinet is not, however, required to agree and implement recommendations from Overview and Scrutiny. Cabinet could agree to implement some, or none, of the recommendations made in the scrutiny review final report.

### **4 CONSULTATION UNDERTAKEN OR PROPOSED**

- 4.1. The Panel will be consulted at the meeting

### **5 TIMETABLE**

- 5.1. The Commission is asked to refer the report to Cabinet for consideration and response.

### **6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS**

- 6.1. None relating to this covering report

### **7 LEGAL AND STATUTORY IMPLICATIONS**

- 7.1. None relating to this covering report. . Scrutiny work involves consideration of the legal and statutory implications of the topic being scrutinised.

### **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 engaging with local partners in scrutiny reviews. Furthermore, the outcomes of reviews are intended to benefit all sections of the local community.

### **9 CRIME AND DISORDER IMPLICATIONS**

- 9.1. None relating to this covering report. Scrutiny work involves consideration of the crime and disorder implications of the topic being scrutinised.

### **10 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS**

- 10.1. None relating to this covering report

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

- Draft scrutiny review report - Improving the uptake of Immunisations in the 0-5 age group

## **12 BACKGROUND PAPERS**

12.1. .

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# Improving the uptake of Immunisations in the 0-5 age group Overview and Scrutiny Report

DRAFT

## Introduction

1. Immunisation has been hailed as one of the greatest successes of the public health movement in eradicating the infectious diseases that ravaged Britain three hundred years ago. Sustaining take up of immunisations is important as the World Health Organisation has set a target of 95% of the population to be vaccinated as high levels of herd immunity are needed to reduce the possibility of the diseases spreading between people.
2. Whilst the majority of people do immunise their children, the challenge of modern times is to successfully target those who face a complex range of barriers and do not complete the immunisation schedule. Also, many people have not been exposed to the effects of the polio, whooping cough, smallpox and other infectious diseases their children are being vaccinated against, therefore the benefits may not be obvious.
3. In 2012-13, Sutton and Merton Primary Care Trust reported the lowest childhood immunisation rates in the Capital, with very few local GP practices reaching the World Health Organisation target. When the Centre for Public Scrutiny sought local authorities to conduct a review of immunisations it was an opportunity for scrutiny to consider this long standing issue and look at how to increase the uptake of immunisations across the borough.
4. Merton also had a new intake of politicians following the 2014 local election. This review presented an opportunity for them as well as our existing members to benefit from an approach to a scrutiny review including using appreciative enquiry as well as the support of an expert advisor from the Centre for Public Scrutiny.

*This review work is part of a collaborative project between the Centre for Public Scrutiny and Sanofi Pasteur MSD. Sanofi Pasteur MSD has provided funding to The Centre for Public Scrutiny to enable them to offer consultancy from their Expert Advisory Team to the London Borough of Merton. Sanofi Pasteur MSD has not attended the scrutiny stakeholder events and has had no input into the creation of the minutes of the meeting.*

## Summary of Recommendations

1. NHS England, Merton Clinical Commissioning Group, Sutton and Merton Community Services and the Local Authority develop a joint working protocol including development of a joint action plan setting out frequency of meetings and priority actions to improve the take up of immunisations. Ensure group leads on embedding immunisations messages in all nurseries, children's centres and early years' services in Merton.
2. The group should review the recommendations in the NHS Southwest London report *Childhood Immunisations and Vaccinations 2013* and decide what would be appropriate to take forward.
3. The group should report to the Health and Wellbeing Board on an annual basis and report their progress to the Overview and Scrutiny Commission on a six monthly basis until the Commission are satisfied that this work has been taken forward and that further improvements in immunisations have been made.
4. The task group chair to champion improving immunisation rates and raise the profile of this issue in appropriate forums.
5. That health champions deliver immunisations messages within their communities and public health team seek to develop health champion roles in communities where immunisation rates are the lowest where possible.
6. That the Public Health Team ensures that the role of health visitors in delivering information on immunisations is specified and strengthened in the commissioning arrangements.
7. Public Health Merton to work with Merton Clinical Commissioning Group to conduct a audit of GP's on the 'top tips' sheet including checking which practices use the text messaging service. Merton Clinical Commissioning Group and Public Health Team to explore future options for expanding the text messaging service
8. Public health team to ensure that information on immunisations will be part of school entry packs and asked within the school entry health review, using the review as an opportunity to identify those unimmunised, promote immunisations uptake and signpost to child's GP.

## **Key lines of enquiry**

- A. To review the local arrangements and responsibilities for immunisation.
- B. To review arrangements for oversight, co-ordination and monitoring of immunisation services.
- C. To review which groups least are likely to immunise and how is this being addressed locally.
- D. To review the barriers and challenges experienced by parents in dealing with immunisations.
- E. Review the measures in place to address parents concerns around immunisation.
- F. To review the opportunities for partnerships between organisations that work directly with parents and communities and the health services to involve parents.

## **Background**

- 9. The Merton Joint Strategic Needs Assessment states that immunisation is the most cost effective health measure after clean water in saving lives and maintaining health. It is also an important efficiency measure in avoiding the high costs of hospital admissions.
- 10. This is demonstrated by a report from Sanofi Pasteur MSD<sup>1</sup> on the economic value of vaccine which highlighted that in Europe the cost of a measles treatment in hospital is approximately £180-£414 compared to 15-84pence as the cost of being vaccinated against the disease.
- 11. At the time of writing this report the council is refreshing its Health and Wellbeing Strategy, one of the priorities is 'Giving every child a healthy start'. This is in recognition that if a child has a strong foundation it will benefit them for the rest of their life. The Strategy is seeking to increase immunisation rates recognising they are a form early intervention which prevent illness and disease. The task group are pleased that the recommendations arising from

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<sup>1</sup> The Economic Value of Vaccination, Sanofi Pasteur MSD, 2011.

this scrutiny review will inform the work in helping to improve immunisations rates. The Strategy will focus on improving the take up of MMR2 at age five. This indicator will be taken as proxy for improvement in uptake across all childhood immunisations, and not indication that these are the only immunisations to be improved.

### **Why focus childhood immunisations?**

12. The task group considered a review on immunisations across three main areas; children up to the age of five years, school age children and young adults. After some discussion the task group agreed to focus on immunisations for the 0-5 years in recognition that this is the most challenging area and one which a scrutiny review could have a significant impact.
13. The evidence highlights that immunisations in the early years from 0-5 had the lowest take up rates and this group along with the over 65s, are the most vulnerable to communicable diseases. A significant number of vaccinations are required during the early years which may contribute to the challenges in this area. Evidence shows that if people do not begin the process of immunising their children from birth; they are less likely to have the booster injections and complete the immunisations schedule.
14. It was also recognised that the child population is expanding, with changing demographics, which makes this a more pertinent area to review. Immunisations at the school age years are less of a challenge as they have the benefit of a structure of the school system which can help to boost rates.

### **Landscape for the delivery of immunisations**

15. The commissioning of Immunisations service has undergone significant changes since April 2013, responsibility has moved from the Primary Care Trust to NHS England who commission services from primary care and other community providers such as school nursing teams. NHS England also monitors and support providers' performance. Improving Immunisation Rates is the responsibility of the London Immunisation Programme Board who develop strategies to increase rates. A quality improvement board has been established in South London.
16. Merton Clinical Commissioning Group has a duty to deliver quality improvement for the immunisations services delivered in GP Practices. As part of this they work with individual practices to improve coverage and include information on immunisations within their programme of engagement and outreach work. The surgeries are responsible for delivering the childhood

routine immunisation schedule.

17. Local authorities within their public health role have a general duty to improve the health and wellbeing of their populations. They also have an explicit 'assurance role' in which the Director of Public Health must have oversight of the immunisations and screening process and be satisfied that the system is operating effectively. The public health team works with the three GP localities in Merton to share best practice to improve performance.
18. Sutton and Merton Community Services are responsible for managing the central data recording systems.

### **Immunisations Rates in Merton**

19. There has been a significant shift in the data on immunisation rates during the course of the review. The task group were initially looking at figures showing Merton with the lowest rates in London, however when the task group met with NHS England they were informed that when NHS England took responsibility for immunisations, it was clear there were problems in Sutton and Merton as it was the bottom for immunisations in London and nationally. Therefore a number of measures were put in place to address this. Their focus was on a data extraction project which put Merton RIO database on the wider child health system.
20. The task group were told that this led to significant improvements in the data, for example on the 12 months Hib MenC MMR vaccine, Merton is at 92%. The London average is 90% placing Merton second place in South West London in the Cohort of Vaccinations Evaluation Rapidly (COVER).
21. NHS England said there has been steady progress in the last eighteen months. Merton Immunisations were at 65% and had increased to 80%, which places Merton second in South West London. Merton is in the top three in South West London for MMR booster. The gap has greatly reduced on the pre-school booster.
22. Following questions from the task group NHS England accepted that improvement in immunisation figures was largely due to improving the data rather than improving uptake. Approximately 15% can be attributed to data collection and 2-3% on improving take-up rates.

### **Current work to improve take up of immunisations.**

23. NHS England policy is to make 'every contact count' and maximise every opportunity to share important messages around immunisations. Therefore NHS England conducts a range of out reach activities such as work with women in mosques. They also engage with a wide range of partners such as local authorities on health promotion, Public Health England on national aspects of this work.
24. NHS England is developing a programme with GP surgeries to identify and provide targeted support for the small percentage groups who are not getting their children immunised. The work will have a very specific scope, the aim is to localise these services which could lead to at 3-5% increase in uptake, which would take the borough above the national average.
25. Merton Public Health Team has produced a local public health guide, which includes the immunisations schedule. Community health champions have recently been trained and can play a role in promoting immunisations messages. This new voluntary role will enable people to work within their own communities and mobilise people around health and exercise and possibly include a focus on immunisations.
26. There are also a range of measures in place to support GP surgeries. The public health team have been attending Merton's three GP locality meetings to provide comparative data on immunisation rates. Public Health Merton have also developed a list of top ten tips in regards to good practice on immunisations which is shared with GP practices.
27. Merton Clinical Commissioning Group work with GP practices to improve uptake. For example practice managers can play an important role in helping patients to complete the immunisations schedule therefore practice managers from a high performing GP practices go to under performing practices to provide support.

### **Stakeholder event**

28. The task group held a session in the local community to provide an opportunity for all those with an interest in this area to contribute to the review. There was representation from Parents, Merton Clinical Commissioning Group, NHS England, Merton early years social work teams and councillors. Attendees engaged in a candid discussion about immunisations in Merton and highlighted there are no quick fix solutions to the problems as many are deeply rooted issues linked to disadvantage exclusion and wider health inequalities.

29. Another key area to emerge from the discussion was the need to work in partnership to improve uptake of immunisations. The term partnership was perceived as one which is often used loosely without giving due consideration to accountability, responsibility and commitment to achieving the shared aims and objectives. The stakeholders challenged this review to ensure that a genuine partnership approach was put in place.

### **Why do people not immunise?**

30. Drawing from a wide range of sources including evidence from the stakeholder event, findings from the NHS Southwest London report, the task group were able to build up a local picture of the factors which inhibit people from immunising their children in Merton:

- I. Families who need extra support: such parents with mental health problems.
- II. Larger families are less likely to immunise and or get top up boosters for younger siblings.
- III. People new to the UK who are not familiar with the immunisations schedule.
- IV. People who are not registered with a GP and lack of contact with health professionals.
- V. Employment issues may make it difficult for parents to take time off work to take children for GP appointment and transport make have a similar impact.
- VI. Complexity of the immunisations schedule.

The task groups findings and recommendations fall into the following areas:

### **Local Co-ordination**

31. Since the changes in structure in April 2013, with responsibility for immunisations spread across a number of organisations, the task group are concerned that the service has become fractured where no organisation is taking responsibility for leading and guiding the overall process.

32. This became apparent when one of the first pieces of evidence to emerge was a report by NHS Southwest London on improving the uptake of Childhood Immunisations in Sutton and Merton. This report had seemingly been lost in the transition from the Primary Care Trust to NHS England. The local partners the task group met with were not aware of the report. The task group didn't find any evidence of individual or organisation responsibility for the work nor had any of the recommendations been taken forward.
33. The task group believes that given the complex nature of the new structure, in which there are different responsibilities as well as overlap between the organisations, partnership working is the only context in which a successful immunisations programme can be delivered.
34. The task group found that there needs to be more clarity around roles and responsibilities. For example during the meetings with the lead organisations it was apparent that it is unclear who would be financially responsible for running an immunisation campaign should the task group wish recommend this approach. NHS England has the commissioning responsibility and states there is no budget for health promotion work. The public health team in the local authority has an assurance role around immunisations and although it has a general duty to improve the health of its communities, the task group were told they would be very hard pressed to use their limited resources to pay for specific immunisations campaigns.
35. NHS England clearly stated to the task group that partnership working across multiple agencies is the best way to achieve improvements in immunisations. The task group understood that a local co-ordination group did exist in the past and had developed an action plan; however this has not met for some time and a covered both Sutton and Merton. The task group believes a Merton only group needs to be established.
36. The task group met with all the key partners; Merton Clinical Commissioning Group, NHS England South London Team, Sutton and Merton Community Services and Public Health Merton. They all agreed that local co-ordination was necessary and that they will commit to working together, sign a memorandum of understanding and develop an action plan to improve immunisations uptake in Merton. The task group understand that this has happened in other boroughs and is essential for increasing uptake of immunisations. NHS England has provided a draft Memorandum of Understanding which can be adapted for the local co-ordination group, this has been attached at **Appendix A**
37. Progress with the action plan should be reported to the Health and Wellbeing Board on a quarterly basis to ensure that the Board has a role in overseeing the work, providing advice and guidance to ensure that the strategic links are made with all relevant services across the borough. Reporting to the Board which is decision making and has membership from a range of partners will

also help to keep this work high profile, so other local partners will know what is happening with Immunisations.

38. It is also important that scrutiny maintains its usual oversight of task group reviews by reporting to the Overview and Scrutiny Commission on a six monthly basis until the Commission are satisfied that the recommendations have been implemented. The task group chair can also play an important on-going role in championing this work and raising the profile of improving immunisation take up in appropriate forums.

## **Recommendations**

1. NHS England, Merton Clinical Commissioning Group, Sutton and Merton Community Services and the Local Authority develop a joint working protocol including development of a joint action plan setting out frequency of meetings and priority actions to improve the take up of immunisations. Ensure group leads on embedding immunisations messages in all nurseries, children's centres and early years' services in Merton.
2. The group should review the recommendations in the NHS Southwest London report *Childhood Immunisations and Vaccinations*, 2013 and decide what would be appropriate to take forward.
3. The group should report to the Health and Wellbeing Board on an annual basis and report their progress to the Overview and Scrutiny Commission on a six monthly basis until the Commission are satisfied that this work has been taken forward and that further improvements in immunisations have been made.
4. The task group chair to champion improving immunisation rates and raise the profile of this issue in appropriate forums.

## **Health inequalities and immunisation take up**

39. As with other London boroughs, Merton is working hard to reduce the health inequalities that exist between the wealthier and economically deprived areas, in this case the East and West of the borough. The Health and Wellbeing Strategy has a range of initiatives to provide support to those within the poorest communities.
40. The task group wanted to understand the link between health inequalities and immunisation take up rates. The public health team looked at take up rates between the East and West of the borough and found little difference between the two. However the task group believe there is a wider link between immunisations and vulnerable people as many of the groups who are have been identified as less likely to immunise their children are those who are more likely to face health inequalities. This includes people who do not come

into regular contact with health professionals, find it difficult to navigate the health system and be proactive in managing their health schedule. The task group therefore believes that improving take up of immunisations should be an integral part of the health inequalities work streams even if the current take up rates figures may not reflect this is as a problem.

41. The council has recruited and trained volunteer health champions who are representatives of their own communities and therefore well placed to deliver health messages and support within their own communities. The task group believe that they can play an important role in delivering immunisation messages and would like to see this incorporated into the role.

### **Recommendation**

5. That health champions deliver immunisations messages within their communities and public health team seek to develop health champion roles in communities where immunisation rates are the lowest, where possible.

### **Strategies to improve take up**

42. Throughout the course of this work, the task group has come across good practice ideas to improve immunisation take up across the borough. Many of these were centred on widening access to GP's, improving call and recall systems as well as targeted support for seldom heard groups. Public Health England told us that one-off campaigns were likely to have limited impact, and would only be effective while the campaign was being run. Information leaflets can be useful to an extent. The most effective way to improve take up is to embed continuous, sustainable messages within the community.

### **Health visitors**

43. Health visiting services will transfer from NHS England to the local authority in October 2015. Health visitors play a crucial role in signposting people to services and ensuring that important messages on immunisations are given to parents. This is a good opportunity to review the role of health visitors to engage in meaningful dialogue with parents about the importance of immunisations and this should be reflected in all commissioning arrangements.
44. A report by the London Assembly entitled 'Missing the Point'<sup>2</sup> highlighted the impact of the reduction in health visitors in recent years as well as the increasing pressures on workloads, reducing the ability of these frontline workers to carry important immunisations messages. This was reiterated by the NHS South West London Childhood Immunisations and Vaccinations

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<sup>2</sup> Still Missing the Point Infant Immunisation in London. London Assembly, September 2007

report which found that some health visitors may not feel confident to answer questions from parents about immunisations.

### **Recommendation**

6. That the Public Health Team ensures that the role of health visitors in delivering information on immunisations is specified and strengthened in the commissioning arrangements.

### **Immunisation process in GP surgeries**

45. Many people find the immunisation schedule complex and that it changes regularly, therefore they rely on appointment reminders. GP surgeries use a wide range of initiatives including sending text messages, letters and emails. Surgeries have different approaches to ensuring their patients are vaccinated, therefore not all Merton residents benefit from a reminder service. We received evidence that a central appointment system is a good way of improving the uptake of immunisations to ensure that all patients across Merton receive a consistent service.
46. The importance of flexibility and accessibility was also put forward as important to raise immunisations rates. Access to appointments at GP surgeries posed a challenge for some parents and they needed more information about accessing the out of hours service.

### **Recommendation**

7. Public Health Merton to work with Merton Clinical Commissioning Group to conduct an audit of GP's on the 'top tips' sheet including checking which practices use the text messaging service. Merton Clinical Commissioning Group and Public Health Team to explore future options for expanding the text messaging service

### **Data issues**

47. Accurate data was raised as a problem during our stakeholder event and all the witnesses the task group met with confirmed that it is a major issue. It was reported that recorded figures may not reflect the true picture as there is a time delay in data being received and recorded.
48. Accurate recording of those who have had their vaccination is important in understanding local immunisations rates. The collection pathway needs to be rigorous to ensure that vaccinations take place at the right time, patient records are kept up to date, and people's medical records follow them promptly when they move. This process requires the co-ordination of three organisations; GP Practices who gather the information from vaccines that take place at their practice, the information is then passed to Sutton and

Merton Community Services, who record it on the Child Health Information System. This which incorporates the child health records department and hold clinical records on all children and young people who upload the information into a software programme called RIO. The information is then passed to NHS England. The Missing the Point report identified significant problems with RIO system including its ability to make appointments automatically or recall children who have missed appointments or allow data sharing across clinical commissioning groups.

49. The highly mobile population in London is an issue in keeping patient lists up to date. Both for patients leaving or moving into the borough and for those newly arrived in the UK. NHS England also reports that there is a 20-40% annual turnover on GP patient lists which affects the accuracy denominator for COVER submissions, which can for example affect the denominator resulting in a lower percentage uptake.
50. Our witnesses told us that those with the highest immunisation rates have very robust data systems. In high performing areas some have automated mailing system and if people do not respond to letters from the surgery they are removed from the database. Child health information systems are set up differently, some have mechanisms to blank out fields when people are not eligible for immunisations. Therefore it could be that those areas with higher immunisation rates are much better at maintaining their data. It was also reported that 2 or 3 children per practice can have an impact on the data.
51. In 2013, when Sutton and Merton recorded the lowest immunisations rates in the country, The then Director of Public Health in Sutton, reflected that this must be an issue of inaccurate data as if this was an accurate figure the area would be vulnerable to a rise in infectious diseases, when in reality, there had only been one recorded case of measles<sup>3</sup>
52. Public Health England also confirmed that at present there is no evidence to suggest a sustainable outbreak of measles is likely in Merton.
53. The Population Health Practitioner Lead - South London told the task group that when NHS England took over the commissioning of immunisations they were aware of the poor immunisations uptake COVER rates in Sutton and Merton and a number of measures were put in place to address this. The main focus of the work is a data linkage project which improves the efficient

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<sup>3</sup> London Borough of Sutton Press office, June 2013.

<http://www.sutton.gov.uk/suttonpress/index.aspx?articleid=17690>

and accuracy of GP uploads to the RIO database.

54. In the future The RIO system that records immunisations data is moving from GP practice based to geographical location which will mean if people live in Merton but are registered in Sutton we will not be able to capture their information regarding immunisations. This will create new data capture challenges.
55. Sutton and Merton Community Services told us that data extraction has improved over the last year, however mobility of families is a problem. Some data systems across London are sharing information across borough boundaries. They look forward to this being spread across London. The current system is reliant upon people being registered with a GP practice and people updating the system in a timely way.
56. The task group were also told that there is no incentive for GP's to send in COVER statistics. Discussions need to be held at the national level to incentivise GP's to provide information.

### **Embedding important messages within the community**

57. Embedding consistent messages within the community is the best way to get important information messages to parents. Public Health England said it is difficult to change behaviour, and to show that new initiatives have made a difference. Statistics have not substantially changed vastly over the last 20 years despite various initiatives. Therefore any new initiative needs to be sustainable.
58. The NHS South West London childhood immunisations report has suggested a robust campaign to inform parents about the dangers of not immunising children is needed. While there is likely to be some merit in that approach, this task group has found that embedding sustainable regular messages amongst key professionals within the community is likely to have more impact.
59. The NHS South West London childhood immunisations report highlights that many parents would like to have the opportunity to discuss details on immunisations with key professionals. While it may not be possible to sit down and discuss this at length with a GP, frontline health workers can play an important role and could be empowered to visit voluntary and community sector organisations to deliver important health messages. The task group support this approach and believe that networking in small groups will have impact in delivering immunisations messages.

60. We need a mechanism to ensure that important messages are fed back to co-ordinating groups so they understand what the issues are and can respond to them.
61. Participants at the stakeholder group also suggested that useful information on immunisations could be provided to pregnant women.
62. The World Health Organisation hold 'Child Immunisations Week' the public health team support this locally by providing information in children's centres and advertising in My Merton. Similarly when Public Health England held a MMR top up campaign aimed at older children the public health team supported this locally.

### **Early Years**

63. The Stakeholder event highlighted the significant opportunities to embed immunisations messages within the early year's services. A representative from a local nursery told the task group that immunisation information was not widely available at their local nursery and people were not asked about the vaccinations registration forms. The task group were told that early years is the most challenging area to co-ordinate immunisations.
64. Task group members felt that information should be made available in nurseries and children's centres: including information introductory pack at nursery, letter in all reception and nursery starter packs.
65. Some task group members asked if the government had considered making immunisations as an essential requirement for entrance into primary school to help prevent the spread of infection. Public Health England, highlighted this is a discussion to be held at the national level however in United States where immunisations are mandatory, the take up rates are similar to ours in the UK.
66. Task group members also considered the role schools play in determining immunisation history. They were told that the London Borough of Sutton send a letter to parents asking them to ensure they are up to date with immunisations before starting school. Task Group members felt that a similar approach should be adopted in Merton.
67. Children's centres and nurseries should collect data on the immunisation status of every child it registers. This information should be passed to health visitors for follow up.

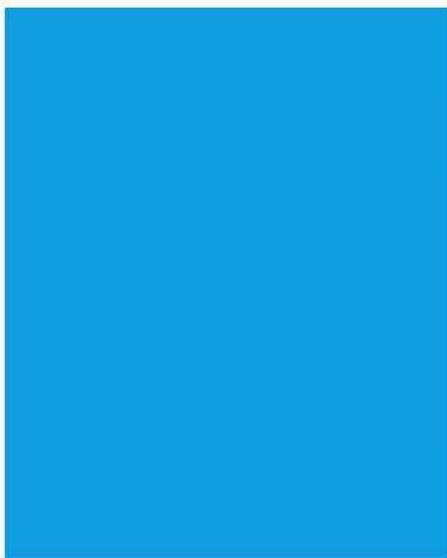
### **Recommendation**

8. Public health team to ensure that information on immunisations will be part of school entry packs and asked within the school entry health review,

using the review as an opportunity to identify those unimmunised, promote immunisations uptake and signpost to child's GP.

DRAFT

**Memorandum of Understanding  
(MOU) for Quality Improvement  
Immunisation programme between  
NHS England, Clinical  
Commissioning Group, Public  
Health England and Local  
Authority**



# Memorandum of Understanding (MOU) for Quality Improvement Immunisation programme between NHS England, Clinical Commissioning Group, Public Health England and Local Authority

<b>Date</b>	
<b>Audience</b>	NHS England, Public Health England HPU director, Clinical Commissioning Group Immunisation Lead, Local Authority Immunisation lead
<b>Copy</b>	CCG Chief Operating Officers, Public Health England Area Director, Local Authority Director of Public Health
<b>Description</b>	This document sets out the roles and responsibilities of a quality improvement Immunisation programme between NHS England, Public Health England, Clinical Commissioning Groups and Local Authority.
<b>Cross Reference</b>	
<b>Action Required</b>	<b>NHS England Health of Public Health, Public Health England Directors, Clinical Commissioning Group COO and Local Authority DPH to sign a formal agreement taking</b>
<b>Contact Details</b>	

**MOU between**  
**NHS England [insert name of NHS CB LAT] and**  
**Clinical Commissioning Group [insert name of CCG lead]**  
**And Public Health England [insert name of PHE lead] and**  
**Local Authority [insert name of LA lead]**

## **1. Introduction**

This memorandum of understanding (MOU) sets out the agreed contribution to quality improvement programmes between:

- a. NHS England (London Region) Public Health and Health in Justice department and
- b. The following partners:
  - *[Insert name of CCG(s)]*
  - *[Insert name of LA(s)]*
  - *[Insert name of PHE HPU region(s)]*
  - *[Insert name of Provider Organisation(s)]*
  - *[Insert name of other parties where applicable]*

## **2. Key principles**

- a. NHS England as the commissioner of immunisation services is working in partnership with key other organisations to improve the quality of the immunisation programme
- b. The quality improvement programme is a holistic approach to a particular identified issue(s) that needs addressing to improve the quality of the immunisation programme.
- c. The quality improvement programme must have a positive impact to improve the accuracy of data or improve the uptake of vaccine preventable diseases as per the UK national schedule or improve the efficiency of the programme without a detrimental effect on the quality of the programme or a combination of the above.
- d. Each partner within the quality improvement programme contributes equally to the programme.

## **3. Partner's quality improvement programme roles**

NHS England is expected to:

- a. Identify the quality improvement programme
- b. Call the appropriate partners together
- c. Lead the quality improvement programme
- d. Have overall responsibility for evaluating and reporting of the quality improvement programme.

Public Health England is expected to:

- a. Provide expert advice on the quality improvement project and any implications this may have on the immunisation schedule
- b. Hold the data older and ensures that data is monitored and shared where requested.
- c. Assesses the request of data within the Information Governance framework and provides advice on its appropriateness of data to be shared with partners

Clinical Commissioning Groups are expected to:

- a. Be a conduit of providing information to GP Surgeries
- b. Provide access to clinical networks
- c. Provide peer support
- d. Provide peer challenge
- e. Be a central point of communication

Local Authorities are expected to:

- a. Provide challenge on the quality improvement project process
- b. Provide local intelligence where available and appropriate
- c. Take the lead on the delivery of Health Promotion activities where appropriate

#### **4. Data Sharing Principle between partners**

As a part of the quality improvement programme, data will be shared with the group that may not yet be in public domain. This sharing is necessary to facilitate the work of the group and should be seen as for management purposes. The data is not provided to be used outside of the remit of the group, nor should it be published or shared with others without the explicit consent of the data owner.

This memorandum of understanding will start on [insert date] and be subjected to a three monthly review until the quality improvement programme is finished.

Sign \_\_\_\_\_ Date \_\_\_\_\_  
*[insert name of NHS England Lead]*  
*[title of lead officer]*

Sign \_\_\_\_\_ Date \_\_\_\_\_  
*[insert name of LA Immunisation Lead]*  
*[title of lead officer]*

Sign \_\_\_\_\_ Date \_\_\_\_\_  
*[insert name of Public Health England Lead]*  
*[title of lead officer]*

Sign \_\_\_\_\_ Date \_\_\_\_\_  
*[insert name of CCG Lead]*  
*[title of lead officer]*

Sign \_\_\_\_\_ Date \_\_\_\_\_  
*[insert names & titles of all / any officers from other providers]*

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## **Committee: Overview and Scrutiny Commission**

**Date: 14 July 2015**

Agenda item:

Wards: All Wards

### **Subject: Scrutiny review of shared services**

Lead officer: Julia Regan, Head of Democracy Services

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

Contact Officer: Julia Regan; [julia.regan@merton.gov.uk](mailto:julia.regan@merton.gov.uk); 020 8545 3864

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#### **Recommendations:**

- A. That the Overview and Scrutiny Commission considers and endorses the report arising from the scrutiny review of shared, attached at Appendix 1;
- 

#### **1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY**

- 1.1 To present the scrutiny review report on shared services to the Overview and Scrutiny Commission for endorsement and to seek agreement to recommendation that the Overview and Scrutiny Commission should receive all three task group reports on service delivery models before forwarding a composite report to Cabinet for its consideration

#### **2. DETAILS**

- 2.1 This is the first in a series of task group reviews established by the Overview and Scrutiny Commission to increase its knowledge of different models of service provision and the associated implications for scrutiny. This review has focussed on shared services. Subsequent reviews are planned to examine outsourced and commissioned services.
- 2.2 The Overview and Scrutiny Commission appointed a small task group to carry out the review. The task group's report is attached at Appendix 1.

#### **3. ALTERNATIVE OPTIONS**

- 3.1 The Overview and Scrutiny Commission can select topics for scrutiny review and for other scrutiny work as it sees fit, taking into account views and suggestions from officers, partner organisations and the public.

#### **4. CONSULTATION UNDERTAKEN OR PROPOSED**

- 4.1 In carrying out its review, the task group questioned council officers and directors.
- 4.2 Appendix 1 lists the written evidence received by the task group and Appendix 2 contains a list of witnesses at each meeting.

**5. TIMETABLE**

5.1 The task group was established by the Council's Overview and Scrutiny Commission and so this report will be presented to its meeting on 14 July 2015 for the Commission's approval.

**6. FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS**

6.1 None for the purposes of this covering report. Any specific resource implications will be identified and presented to Cabinet prior to agreeing an action plan for implementing the report's recommendations.

**7. LEGAL AND STATUTORY IMPLICATIONS**

7.1 None for the purposes of 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 engaging with local partners in scrutiny reviews. Furthermore, the outcomes of reviews are intended to benefit all sections of the local community.

**9. CRIME AND DISORDER IMPLICATIONS**

9.1 None for the purposes of this report.

**10. RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS**

10.1 None for the purposes of this report.

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

11.1 Appendix 1 – task group review report on shared services – to follow (final meeting of task group is on 6 July 2015).

**12. BACKGROUND PAPERS**

12.1 Notes of task group meetings.



London Borough of Merton

# **Report and recommendations arising from the scrutiny task group review of shared services in Merton**

**Overview and Scrutiny Commission**

**July 2015**

### **Task group membership**

Councillor Peter Southgate (Chair)  
Councillor Hamish Badenoch  
Councillor Suzanne Grocott  
Councillor Russell Makin  
Councillor Imran Uddin

### **Scrutiny support:**

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### **Acknowledgements**

The task group would particularly like to thank the council officers and directors who shared their experiences and thoughts with us.

All contributors are listed in Appendices 1 and 2 of this report.

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## **Executive Summary**

This is the first in a series of task group reviews established by the Overview and Scrutiny Commission to increase its knowledge of different models of service provision and the associated implications for scrutiny. This review has focussed on shared services. Subsequent reviews are planned to examine outsourced and commissioned services, amongst other models to be determined by the Commission.

Task group members have had in-depth discussions with service managers and directors in order to identify the different ways in which local authorities can co-operate to share service provision, management or procurement; what benefits and challenges are associated with shared services; and what the key factors are for successful sharing. They have spoken to directors and managers of existing and planned shared services as well as discussing instances where initial discussions have not led to the establishment of a shared service.

The task group found that, as for all delivery models, how the service is specified and managed will be key to its success. Other factors contributing to success are strong, enthusiastic leadership, senior management and political support, good project management and support from a range of internal support services.

The council has taken a pragmatic approach towards setting up shared services, seizing opportunities as they arose as well as actively seeking partnerships for those services that would benefit from this. The task group found that, although this approach has served the council well, more could be done to support service managers through the initial assessment, negotiation and establishment phases.

The task group found that the benefits to be gained from a shared service arrangement are considerable. What the benefits are will depend on the nature of the services being shared and the model of shared service delivery that is chosen, and may include financial savings, services that are of better quality, more specialised and more resilient as well as opportunities for staff development and better retention of staff.

The task group has made a small number of recommendations aimed at strengthening the decision making process and supporting service managers through the negotiation, set-up and delivery phases of a shared service. It has also recommended that scrutiny should take a role in reviewing the operation, performance and budget of large or strategically important shared services.

It is anticipated that a number of these recommendations may also apply to other models of service provision and so the task group has recommended that the Overview and Scrutiny Commission receives several task group reports before forwarding a composite report to Cabinet for its consideration.

The task group's recommendations run throughout the report and are listed in full overleaf.

## List of task group's recommendations

	Responsible decision making body
<b>Recommendation 1</b> (paragraph 14)	
We recommend that the Head of Democracy Services contacts the Chief Executive of Achieving for Children (a shared service between Richmond and Kingston Councils) to organise a visit for task group members to scrutinise their delivery model on a date that is convenient to Achieving for Children	Overview and Scrutiny Commission
<b>Recommendation 2</b> (paragraph 22)	
We recommend that decision making on the establishment of new shared services is strengthened through the production of a standardised business case that is presented to the Corporate Management Team and to Cabinet (or the relevant individual Cabinet Member for smaller shared services) for approval. This business case should include financial modelling as well as details of other expected benefits so that vigorous challenge can be provided prior to a formal decision being made.	Cabinet
<b>Recommendation 3</b> (paragraph 29)	
We recommend that Cabinet should ensure there is support provided to service managers who are exploring the feasibility of establishing a new shared service so that these managers can draw on learning and expertise that already exists within the council. We suggest that this should take the form of an on-line resource such as a checklist of issues to consider and contact details of officers who can provide advice and support. The resource should also include guidance on developing the business case for the service as set out in recommendation 2 above.	Cabinet
<b>Recommendation 4</b> (paragraph 49)	
We recommend that Cabinet ensure that a training or briefing resource is developed for officers in those corporate teams (such as HR, IT, finance and facilities) so that they understand the delivery model and likely support requirements of the council's shared services.	Cabinet
<b>Recommendation 5</b> (paragraph 50)	
We recommend that the council's Corporate Management Team use its review of the Target Operating Model, in particular the corporate layers, to ensure that learning from existing shared services has been captured and that	Cabinet – delegated to CMT

there is a standardised approach to modelling proposed new shared services.	
<b>Recommendation 6</b> (paragraph 53)	
We recommend that scrutiny should take a role in reviewing the operation, performance and budget of large or strategically important shared services 15 months after their start date and when the agreement is due for review.	Overview and Scrutiny Commission
<b>Recommendation 7</b> (paragraph 54)	
We recommend that in considering which shared services to scrutinise, the Overview and Scrutiny Commission and Panels should bear in mind the governance structure for the service so that scrutiny activities do not duplicate the function of elected members on any governance committee that has been established.	Overview and Scrutiny Commission
<b>Recommendation 8</b> (paragraph 62 )	
We recommend that the Overview and Scrutiny Commission should continue to commission mini task groups to examine other models of service delivery.	Overview and Scrutiny Commission
<b>Recommendation 9</b> (paragraph 63)	
We recommend, that due to the cumulative approach to learning adopted through this series of task group reviews, the Overview and Scrutiny Commission should send a joint report to Cabinet once several task group reviews have completed rather than sending each one separately.	Overview and Scrutiny Commission

## Report of the Shared Services Scrutiny Task Group

### Introduction

#### *Purpose*

1. The Overview and Scrutiny Commission has recognised that scrutiny members will increasingly be scrutinising services that have been provided or commissioned through a wide range of different channels or mechanisms, as well as scrutinising proposals to move to alternative delivery arrangements.
2. In order to be able to carry out such scrutiny effectively, the Commission, on 29 January 2015 and at subsequent meetings, resolved to set up a series of task group reviews to increase its knowledge of different models of service provision and the associated implications for scrutiny.
3. This, the first such task group, has focussed on shared services. The task group's terms of reference were:
  - to examine a range of examples of shared service provision in Merton and elsewhere;
  - to identify the potential advantages and challenges of shared service provision for the council, its partners and local residents;
  - to identify the best approach to scrutinising shared services to ensure that the council is receiving value for money and effective service provision.

#### *What the task group did*

4. The task group has had three formal meetings plus a number of discussions with service managers and directors. It has received a presentation on shared service definitions and models, a list of current shared services in Merton and a number of background policy documents.
5. Task group members spoke to directors and managers of existing shared services as well as managers who had been involved in discussions with another authority but these discussions had not proceeded to the establishment of a shared service.
6. Appendix 1 lists the written evidence received by the task group and Appendix 2 contains a list of witnesses at each meeting.
7. This report sets out the task group's findings, conclusions and recommendations. The task group's recommendations run throughout the report and are set out in full in the executive summary at the front of this document.

## What is a shared service?

8. Essentially a shared service involves two or more organisations agreeing to join forces to provide or commission a service, part of a service or combination of services jointly rather than separately. CIPFA has provided an all encompassing definition:

“working together across organisational boundaries to achieve together what would be more difficult alone” (CIPFA 2010).

9. During this review we have heard that there are various different models for the operation of a shared service. The three models that have been most commonly used in Merton to date are:

- Principal partner led, whereby one lead organisation assumes responsibility for running defined services for other organisations under formal delegated arrangements. The lead organisation delivers the service with its own (or seconded) resources; the other partners “purchase” the service from the lead. Examples of this are the HR shared service (where LB Sutton is the lead) and the South London Legal Partnership (where Merton is the lead).
- Jointly managed services, whereby a formal arrangement is established for a defined purpose, which delivers services back to its partners or directly to the public. An example of this is the shared regulatory service (environmental health, trading standards and licensing) which is governed by the Joint Regulatory Service Committee of councillors from Merton and Richmond.
- Joint working, whereby each partner acts independently and retains responsibility for the service in-house. An example of this approach is the South London Waste Partnership for the joint procurement of services.

10. Appendix 3 contains a list of shared services to which Merton Council currently belongs.

11. The shared service approach could be combined with other models of service delivery, for example:

- Public- private partnership, typically a medium to long term arrangement whereby some of the service obligations of public sector organisations are provided by one or more private sector companies. A possible example of this is the tri borough partnership with BT on back office functions.
- Outsourcing, whereby a third party provider takes full responsibility for managing and operating services on behalf of more than one public sector organisation. It would be possible for the South London Waste Partnership to operate in this way in future.

12. We had hoped to visit the Achieving for Children service (an example of the third party model in which Richmond and Kingston councils are the only shareholders) in order to explore their delivery model and find out how it has impacted on frontline services and service users. However, they were being inspected by Ofsted at the time so we have examined information from the website and hope to visit at a future date.
13. **We recommend that the Head of Democracy Services contacts the Chief Executive of Achieving for Children (a shared service between Richmond and Kingston Councils) to organise a visit for task group members to scrutinise their delivery model on a date that is convenient to Achieving for Children. (recommendation 1)**

### **Decision making processes**

14. We heard that there had been discussion at the Corporate Management Team and elsewhere to explore the different models of service delivery available to the council.
15. The council has used the development of series of strategy documents known as Target Operating Models (TOMs) to set out how it will deliver its services within a certain structure as a future point in time. There are a number of elements (or layers) to a TOM; for Merton these are – customer segments, channels, services, organisation, processes, information, technology, physical location and people. We were informed that the TOMs have been used as a key way of encouraging service managers to consider different ways of providing services.
16. The directors described to us how they assessed the optimum model for each service, commissioning business cases where appropriate and taking into account pertinent factors such as costs, financial and other benefits, availability of partners and whether there is a mature private sector market for the service. The existence of a private sector market makes it possible to estimate potential savings in advance. Without this it is more difficult to predict what savings may be achieved.
17. The directors have sought to identify and discuss potential shared services and other ways of working in partnership for a number of years. For example, a sub regional network of directors of environment and regeneration was established five years ago and they have identified where the boroughs may have an interest in collaborating.
18. Our discussions with service managers and directors has identified that the motivation for establishing shared services has been driven by a combination of savings targets, service improvement and the need for greater resilience.

19. We explored the extent to which the decision making for each of the shared services had been opportunistic or part of an overall plan. We heard that a mix of the two was usually involved, though the balance has shifted over time from opportunistic towards planned as the council has had more direct experience of the benefits that shared services can bring. The directors told us that this pragmatic approach has served the council well. We were pleased to hear that the council had not taken an ideological stance and endorse this pragmatic approach.
20. We heard how useful the development of a business case is in identifying whether a shared service is the best option, guiding the negotiations of the authority and identifying where savings and other efficiencies could be made. We heard that this is useful even where the proposed shared service did not go ahead and that the information will provide a baseline for any future discussion of shared services or other delivery models.
21. We believe that there is scope to increase the consistency and transparency of decision making through a standardised approach to developing the business case for a potential shared service.
22. **We therefore recommend that decision making on the establishment of new shared services is strengthened through the production of a standardised business case that is presented to the Corporate Management Team and to Cabinet (or the relevant individual Cabinet Member for smaller shared services) for approval. This business case should include financial modelling as well as details of other expected benefits so that vigorous challenge can be provided prior to a formal decision being made. (recommendation 2)**
23. The willingness of other organisations to share is clearly crucial in being able to establish a shared service, as well as mutual trust and a shared vision for the service(s) in question. Having senior stakeholders (both officers and members) on board is essential. Our discussions indicate that the lack of full commitment from a suitable partner is the main factor when shared service negotiations fail to come to fruition.
24. Merton has partnered with a variety of boroughs over the years, as shown in the list of shared services in Appendix 3. Merton's options sub-regionally are more limited now that Richmond and Wandsworth have a formal agreement to partner with each other. It would be possible for Merton to join individual shared services jointly established by Richmond and Wandsworth. Those councils would make decisions on a case by case basis but there is often a preference to start shared services on a small scale and having three boroughs could be too complex initially for some services.
25. We heard that the culture of the organisations and/or individual services plus political factors have an influence on the likelihood of a proposed

shared service going ahead. Officers told us that it can be difficult to read this in advance of starting discussions on a proposed shared service. We understand that these factors are less of an issue for services such as environmental services because the legislative requirements involved have resulted in less scope for local differences in service provision.

26. We asked officers whether there would be a natural size limit for a shared service. They told us that this would depend on the nature of the service and the extent to which geographical considerations would be a factor in the provision of the service. The officers agreed that its best to start with two boroughs and build up once it is working.
27. We heard that it typically takes officers more than a year to negotiate and prepare for the establishment of a new shared service. We understand that officers exploring the feasibility of a new shared service receive support from other managers of shared services in Merton and from any existing shared services for their service area elsewhere in the country.
28. Our view is that this rather ad-hoc approach could be improved on through the provision of a corporate resource on which such managers could draw. We were impressed by the “close down” report that was produced to document the learning from the establishment of the South London Legal Partnership (4 borough shared legal service) and believe that this could be used as the starting point in the development of a checklist of issues to be taken into consideration by service managers.
29. **We recommend that Cabinet should ensure there is support provided to service managers who are exploring the feasibility of establishing a new shared service so that these managers can draw on learning and expertise that already exists within the council. We suggest that this should take the form of an on-line resource such as a checklist of issues to consider and contact details of officers who can provide advice and support. The resource should also include guidance on developing the business case for the service as set out in recommendation 2 above. (recommendation 3)**

### **Benefits of shared services**

30. We were struck by the enthusiasm with which managers of existing shared service spoke of the benefits that sharing had brought to their services. These benefits have been wide ranging and we have grouped the impact into three headings in order to capture them below – finance, customers and staff.

#### Finance

31. The council has achieved considerable financial savings through sharing services with other boroughs. These have been achieved through

economies of scale on service delivery and procurement of services and systems, reduction of staff numbers, service delivery efficiencies and rationalisation of systems.

32. We heard that:

- the South London Legal Partnership has reduced Merton's legal services budget by 16-20% since 2011 by reducing the overall number of staff through sharing with three other councils and reducing the hourly charge to the council from £68 to £55.
- The shared regulatory service (environmental health, trading standards and licensing teams) has reduced Merton's related budget by c22% since 2014 by reorganising and reducing management (phase 1 and operational posts (phase 2). Phase 2 will involve losing around 8FTE from 43 operational staff.
- Merton has saved 45% from the HR shared service since 2009. Overall, staff numbers have reduced from 130 to 90, with greater savings at senior levels. Joint procurement and business process re-engineering have also made a significant contribution to savings.

33. The managers we spoke to pointed out that one of the advantages of a shared service is that it can provide some resilience once savings have been made.

34. We were advised that establishing a shared service does not in itself create savings. As with all delivery models, savings are made through analysing costs, breaking the service down into component parts, redesigning the structure and processes to create a more efficient service that is fit for purpose and can be delivered within the available budget.

#### Impact on customers

35. We heard that sharing services can lead to a better quality service plus opportunities to provide services that wouldn't have been possible within a single authority. For example, the South London Legal Partnership has been able to provide services to its (internal) customers at a lower cost than previously as well as providing greater specialist knowledge and experience.

36. The manager of the South London Legal Partnership encourages the lawyers to walk round and talk to staff when they are in each of the client boroughs in order to maintain the service's visibility and foster clients' perception that they have an in-house legal team.

37. As many of the shared services we scrutinised predominantly have internal customers, we have been unable to assess the impact that sharing services might have on Merton residents. We are therefore keen

to visit Achieving for Children in order to examine the impact that this has had on service users (children and their families) – see recommendation 1 in paragraph 14.

### Staffing

38. We were interested to hear that there are considerable advantages for staff joining a shared service, particularly in giving them access to work experience that they wouldn't have had in their own borough, a peer group for very specialised areas and more opportunities for career advancement. We were told that in some instances the move to a shared service had provided a catalyst for change and had reinvigorated the workforce.
39. We also heard that an effective and well regarded shared service is in a stronger position to attract better staff than a small single borough service that may be too small to provide a range of professional experience for career development purposes. For services where there is a high turnover of staff, a shared service can provide continuity and resilience.
40. The quality of leadership, particularly having a service manager who is positive and committed to the shared service, is of vital importance. Such leadership will help to enthuse staff and guide them through the new ways of working that are required to make shared services successful but initially can be threatening or difficult for staff. We are mindful that senior staff are more likely to be made redundant when shared services are introduced due to restructuring and reduction in senior posts.

### **Being the lead borough**

41. We asked officers whether there were advantages in being the lead borough. They said the answer to this will depend on the service concerned. It can be a boost to staff morale or it can be threatening if staff are not comfortable with change. Team dynamics vary and whether the team is predominantly office based or mobile ("out in the field") will also impact on this.
42. We heard that it is important to be able to retain the borough's distinctive image for both internal and external customers.

### **Challenges and lessons learned**

43. We heard that the provision of support from the council's IT, HR, finance and facilities teams has been crucial in ensuring that shared services work effectively from the outset. This was particularly important for the South London Legal Partnership (Merton lead) as staff are based off-site

at Gifford House in Morden with space and Merton wi-fi provision in each of the boroughs.

44. We believe that, in order to provide effective support to shared services during the development phase and subsequently, it would be helpful to provide a briefing to those corporate teams that are most likely to be called upon to provide support. This would increase their understanding of the shared service delivery model and its needs and support requirements.
45. Overheads can be expensive and therefore provide a challenge to savings targets for shared services. The evaluation work that was done after the expansion of the legal shared service to four boroughs asserted that a model of overheads is needed that can apply to all future shared services. The report recommended that in future a base agreement on how to treat overheads should be agreed by all participating authorities in advance of setting up a shared service.
46. We heard that the savings programmes adopted by individual authorities can be problematic for some shared services. Authorities will therefore need to agree their approach to future savings so that these can be applied fairly across the shared service authorities in terms of the budget and the impact on the service provided to each authority.
47. We were advised that when councils enter into a shared service agreement, they need to identify those aspects of the work that are top priority and those that add value and focus on them rather than trying to replicate all that was previously provided. For example, attendance at departmental management team meetings became a time consuming activity for the head of the South London Legal Partnership so alternative ways of keeping abreast of management issues were found.
48. We think that there may be a number of issues that the managers of shared services face that would benefit from being shared with the Corporate Management Team so that they can address these in a corporate way. These may include issues such as HR and IT policies and procedures, systems, communication mechanisms for staff, support for managers during preparation for and subsequent establishment of shared service, model of charging for overheads, modelling a fair approach for future savings
49. **We recommend that Cabinet ensure that a training or briefing resource is developed for officers in those corporate teams (such as HR, IT, finance and facilities) so that they understand the delivery model and likely support requirements of the council's shared services. (recommendation 4).**
50. **We further recommend that the council's Corporate Management Team use its review of the Target Operating Model, in particular the corporate layers, to ensure that learning from existing shared**

**services has been captured and that there is a standardised approach to modelling proposed new shared services. (recommendation 5)**

### **Governance and scrutiny**

51. Governance to shared services is provided in a number of different ways including joint committees that meet in public or a governance board. Appendix 3 contains information on the governance arrangements for Merton's current shared services.
52. Scrutiny bodies may be called upon to look at the decision to move to a shared service and/or the delivery of the service at a later stage, particularly for services that are received by residents
53. **We recommend that scrutiny should take a role in reviewing the operation, performance and budget of large or strategically important shared services 15 months after their start date and when the agreement is due for review. (recommendation 6)**
54. **We further recommend that in considering which shared services to scrutinise, the Overview and Scrutiny Commission and Panels should bear in mind the governance structure for the service so that scrutiny activities do not duplicate the function of elected members on any governance committee that has been established. (recommendation 7)**

### **Concluding remarks**

55. Shared service provision is one of a range of delivery models available to the council. As for all delivery models, how the service is specified and managed will be key to its success. Other factors contributing to success are strong, enthusiastic leadership, senior management and political support, good project management and support from a range of internal support services.
56. The council has taken a pragmatic approach towards setting up shared services, seizing opportunities as they arose as well as actively seeking partnerships for those services that would benefit from this. Although this approach has served the council well, we believe that more could be done to support service managers through the initial assessment, negotiation and establishment phases. We have made a number of recommendations that will help with this.
57. The benefits to be gained from a shared service arrangement are considerable. What the benefits are will depend on the nature of the services being shared and the model of shared service delivery that is chosen, but may include:

- financial savings through economies of scale, service delivery efficiencies, reduction in staff numbers and rationalisation of IT and other systems
  - better quality service provided to customers at lower cost to each authority
  - opportunities to provide a more specialised service and to offer services that couldn't have been provided by individual authorities
  - opportunities for staff development and career advancement
  - resilience for services facing budget cuts
58. The decision as to what the optimum model of service provision is for an individual service should be based on a professionally drawn up business case that is subjected to rigorous and independent challenge. We have recommended that this challenge should be provided by the Corporate Management Team and Cabinet (or individual cabinet member for smaller shared services).
59. We have recommended that scrutiny should take a role in reviewing the operation, performance and budget of large or strategically important shared services 15 months after their start date and when the agreement is due for review. The extent to which scrutiny is involved will depend on the governance arrangements so that we do not duplicate a function already being carried out by elected members on a joint committee.

### **What happens next?**

60. This task group was established by the Council's Overview and Scrutiny Commission and so this report will be presented to its meeting on 14 July 2015 for the Commission's approval.
61. This has been an interesting and useful task group and we have learned a lot about shared services, some of which has overlapped with consideration of other models such as outsourcing and commissioning.
- 62. We therefore recommend that the Overview and Scrutiny Commission should continue to commission mini task groups to examine other models of service delivery. (recommendation 8)**
- 63. We further recommend, that due to the cumulative approach to learning adopted through this series of task group reviews, the Overview and Scrutiny Commission should send a joint report to Cabinet once several task group reviews have completed rather than sending each one separately. (recommendation 9)**

64. Once Cabinet has received the task group report, it will be asked to provide a formal response to the Commission within two months.
65. The Cabinet will be asked to respond to each of the task group's recommendations, setting out whether the recommendation is accepted and how and when it will be implemented. If the Cabinet is unable to support and implement some of the recommendations, then it is expected that clearly stated reasons will be provided for each.
66. The lead Cabinet Member (or officer to whom this work is delegated) should ensure that other organisations to whom recommendations have been directed are contacted and that their response to those recommendations is included in the report.
67. A further report will be sought by the Commission six months after the Cabinet response has been received, giving an update on progress with implementation of the recommendations.

## **Appendices**

### **Appendix 1: written evidence**

Shared services – definition and models of delivery – powerpoint presentation, Sophie Ellis, Assistant Director of Business Improvement, 27 May 2015

List of Merton Shared Services – snapshot May 2015

Shared services and commissioning, policy briefing 10, Centre for Public Scrutiny, May 2011

Extract from 4 Borough Shared Legal Services: close down report

Email from Yvette Stanley, Director of Children, Schools and Families, June 2015

### **Appendix 2: list of oral evidence**

#### Witnesses at task group meetings:

Sophie Ellis, Assistant Director of Business Improvement, 2 April, 27 May 2015 and 6 July 2015

Dean Shoesmith, Joint Head of Human Resources, 27 May 2015

Paul Evans, Assistant Director Corporate Governance, 27 May 2015

John Hill, Head of Public Protection, 27 May 2015

Paul Foster, Head of the Regulatory Services Partnership, 27 May 2015

#### Witnesses at discussion meetings

Anthony Hopkins, Head of Library & Heritage Services, 8 June 2015

Chris Lee, Director of Environment and Regeneration, 10 June 2015

Simon Williams, Director of Community and Housing, 10 June 2015

James McGinlay, Head of Sustainable Communities, 15 June 2015

Gareth Young, Business Partner C&H, 15 June 2015

## LBM Shared Services –Snapshot May 2015 (revised)

Service Area	Arrangement	Governance
<b>Children &amp; young people</b>		
Adoption recruitment	Pooled resources - LBRuT, RBK, LBS, LBM	Sponsoring Group - Directors of the four agencies . Strategic Board – heads of service. Operational Group – team managers.
School governors	shared management agreement- LBM, LBS LBM is host authority and invoices Sutton for the agreed costs	The authorised officers for the service are: LB Merton: Head of School Improvement LB Sutton: Head of Improvement and Support. There are no elected members involved
School admissions service	Shared - LBM, LBS LBM is host authority	No joint governance board as such. The School Admissions Manager works within the line management of Merton when here (reporting to Service Manager - Contracts & School Organisation), and that of Sutton Executive Head of Education & Early Intervention when there
Travellers education service	Shared - LBM, LBS Sutton is host authority	TBC
Out of hours children's social care duty service	4 boroughs. Hosted by Sutton	Operational board at service manager level with escalations through Assistant Directors
<b>Adult social care</b>		
Shared Social Care Emergency Duty System	Joint working arrangement - LBM, LBR, LBS, RBK Richmond is the Host Authority The contract has not been reviewed since its inception No staff were TUPE'd, staff formally work for London Borough of Richmond Arrangement not open for new member to join	TBC

<b>Service Area</b>	<b>Arrangement</b>	<b>Governance</b>
<b>HR</b>		
Organisational development	Shared - LBM, LBS LBS is host authority In October 2009 Merton HR employees TUPE'd to Sutton.	Joint Governance Board with chief executives under collaboration agreement
HR management	Shared - LBM, LBS LBS is host authority In October 2009 Merton HR employees TUPE'd to Sutton.	Joint Governance Board with chief executives under collaboration agreement
Other HR functions	Shared - LBM, LBS LBS is host authority In October 2009 Merton HR employees TUPE'd to Sutton.	Joint Governance Board with chief executives under collaboration agreement
Payroll IT system	Shared - LBM, LBR, LBS, RBK LBS is host authority In October 2009 Merton HR employees TUPE'd to Sutton.	Joint Governance Board with directors under collaboration agreement
<b>Governance</b>		
Legal	collaboration agreement - LBM, LBR, LBS, RBK LBM is host authority The shared service continues until termination provisions are implemented in accordance with the agreement. Staff are TUPE'd – work for LBM	Governance Board which comprises of the Director of Corporate Services from Merton, the Director of Finance and Corporate Services from Richmond, the Director of Resources from Sutton and the Executive Head of Organisational Development and Strategic Business from Kingston. The Assistant Director of Corporate Governance and Joint Head of Legal Services from Merton and the Monitoring Officer from Kingston are required to attend but do not have a vote. There are no councillors on the Governance Board.
Internal audit	In-house There is a proposal to join LBR & RBK by end 2015	n/a

<b>Service Area</b>	<b>Arrangement</b>	<b>Governance</b>
<b>Finance</b>		
Pensions IT system	LBM purchase them from LB Wandsworth, as part of a contractual delegation under S.101 of the 1972 Local Government Act	Managed by LBM as a commissioned service
Pensions service		
Bailiffs service	<p>Joint working arrangement - LBM, LBS</p> <p>LBM staff only</p> <p>Sutton pays a contribution to cover running costs and share surplus (note this is a self financed service)</p> <p>Rolling contract with minimum notice time to drop out</p> <p>Arrangement is open to new member (but it will require a re-negotiation of the redistribution of the surplus)</p>	The board is comprised of Director of Corporate Services for both Councils and Head of Revenues and Benefits for both
<b>Environment</b>		
Transportation	Shared - LBM hosts service for LBS	The Transport section are in the process of tendering for a shared Taxi framework with Sutton, Richmond and Kingston (Sutton leading). That framework will be in place later this summer for to allow call off of new SEN Home To School contracts by the beginning of the school term.

Service Area	Arrangement	Governance
Regulatory services (ie Environmental Health/Trading Standards and Licensing)	Shared service currently consisting of LBM and LBR and operational since August 1st 2014. Service hosted and led by Merton. LBR staff TUPE'd	<p>The governance for the shared regulatory service consists of (1) a management board and (2) a joint regulatory committee.</p> <p>The management board consists of me, John Hill and Jon Freer (an AD at Richmond).</p> <p>The Joint Regulatory Committee consists of four councillors, two from each Council. The make-up is as follows:</p> <p><u>Richmond</u></p> <ul style="list-style-type: none"> <li>• Cllr Pamela Fleming – Strategic Cabinet Member for Environment, Business and Community</li> <li>• Cllr Rita Palmer – Chairman of the Licensing Committee</li> </ul> <p><u>Merton</u></p> <ul style="list-style-type: none"> <li>• Cllr Judy Saunders – Cabinet Member for Environmental Cleanliness and Parking</li> <li>• Cllr Nick Draper – Cabinet Member for Community &amp; Culture</li> </ul>

Service Area	Arrangement	Governance
Building Design Consultancy Framework	Shared - LBM, LBR, LBS	Not currently in place. Something similar has been set up by an individual authority in London but it is an arms length company due to potential conflict of interest issues

Service Area	Arrangement	Governance
<p>South London Waste Partnership</p>	<p><b>Disposal - jointly procured disposal contracts.</b></p> <p>Phase A, delivering cost effective waste disposal contracts.</p> <p>Phase B the procurement of a longer term more sustainable waste disposal solution diverting residual waste from landfill.</p> <p><b>Environmental services Phase C</b></p> <p>a joint procurement for a number of environmental services, namely:</p> <ul style="list-style-type: none"> <li>➤ Waste Collection and recycling</li> <li>➤ Commercial waste</li> <li>➤ Street Cleaning</li> <li>➤ Winter Maintenance</li> <li>➤ Vehicle Maintenance</li> <li>➤ Green spaces, principally grounds maintenance</li> </ul>	<p>legally binding inter authority agreement between LBM, LBS, RBK, LBC</p> <p>The governance structure for the partnership currently comprises of:</p> <p><u>Management Group (MG)</u>. Lead officers from each authority and chaired on an annual rotational bases. This is supported by both strategic, and project management roles employed by the Partnership.</p> <p><u>Joint Waste Committee (JWC)</u> this is made up of Cabinet and Executive Members from each of the 4 boroughs. This group is responsible for all key decisions made on behalf of the Partnership, relating to Waste Disposal functions delegated by the individual boroughs to the Committee.</p> <p>The Joint Procurement of waste collection and other environmental services is overseen by the <u>SLWP Strategic Steering Group (SSG)</u>, comprised of the four boroughs' Environment Directors, A representative of the four boroughs' Financial Directors and currently chaired by the Chief Executive of Merton (the Chair role rotates on an annual basis every June)</p>

Service Area	Arrangement	Governance
Wandle Valley Regional Park CE	LBM, LBW, LBS, LBC Arm-length body	WVRPT is not a shared service. We have two members who are trustees of the Trust but they do not represent the authority in itself, albeit that they are nominated to serve on the trust by LBM under the current governance arrangements. There are a number of trustees of the Trust who represent the four constituent local authorities (two per Borough) and a number of other relevant organisations, including the National Trust, the Environment Agency, the Wandle Forum and others

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**Committee:** Overview and Scrutiny Commission

**Date:** 14 July 2015

**Wards:** All

**Subject:** Overview and Scrutiny Commission Work Programme 2015/16

**Lead officer:** Julia Regan, Head of Democracy Services

**Lead member:** Cllr Peter Southgate, Chair of the Overview and Scrutiny Commission

**Contact officer:** Julia Regan: Julia.regan@merton.gov.uk 020 8545 3864

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## **Recommendations:**

That members of the Overview and Scrutiny Commission

- i) Consider their work programme for the 2015/16 municipal year, and agree issues and items for inclusion (see draft in Appendix 1);
  - ii) Appoint members to the financial monitoring task group, to meet on 22 July, 5 November, 23 February and a later date to be determined by the task group;
  - iii) Agree to establish a mini task group review of outsourced services to report back to the Commission on 24 November 2015, followed by a mini task group review of commissioned services to report back to the Commission on 23 March 2016;
  - iv) Appoint members to the task group review of outsourced services;
  - v) Consider whether they wish to make visits to local sites; and
  - vi) Identify any training and support needs.
- 

## **1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY**

- 1.1 The purpose of this report is to support and advise Members to determine their work programme for the 2015/16 municipal year.
- 1.2 This report sets out the following information to assist Members in this process:
  - a) The principles of effective scrutiny and the criteria against which work programme items should be considered;
  - b) The roles and responsibilities of the Overview and Scrutiny Commission;
  - c) The findings of the consultation programme undertaken with councillors and co-opted members, senior management, voluntary and community sector organisations, partner organisations and Merton residents;
  - d) A summary of discussion by councillors and co-opted members at a topic selection workshop held on 20 May 2015; and
  - e) Support available to the Overview and Scrutiny Commission to determine, develop and deliver its 2015/16 work programme.

## 2. Determining the Overview and Scrutiny Commission Annual Work Programme

- 2.1 Members are required to determine their work programme for the 2015/16 municipal year to give focus and structure to scrutiny activity to ensure that it effectively and efficiently supports and challenges the decision-making processes of the Council, and partner organisations, for the benefit of the people of Merton.
- 2.2 The Overview and Scrutiny Commission has specific roles relating to budget and business plan scrutiny and to performance monitoring that should automatically be built into their work programmes.
- 2.3 Since 2012/13, the Commission has agreed each year to establish a financial monitoring task group to lead on the scrutiny of financial monitoring information on behalf of the Commission, with the following terms of reference:
- To carry out scrutiny of the Council's financial monitoring information on behalf of the Overview and Scrutiny Commission;
  - To advise on other agenda items as requested by the Overview and Scrutiny Commission;
  - To report minutes of its meetings back to the Overview and Scrutiny Commission;
  - To send via the Commission any recommendations or references to Cabinet, Council or other decision making bodies.
- 2.4 At the scrutiny topic workshop on 20 May 2015, members recommended that the Commission re-establish this task group. The Commission is therefore requested to appoint members to the group. It is proposed that the task group will meet four times during 2015/16 to enable the financial monitoring information to be examined on a quarterly basis. The meetings will be held in public and the agenda and minutes will be published on the Council's website, alongside those of the Commission.
- 2.5 The Overview and Scrutiny Commission may choose to scrutinise a range of issues through a combination of pre-decision scrutiny items, policy development, performance monitoring, information updates and follow up to previous scrutiny work. Any call-in work will be programmed into the provisional call-in dates identified in the corporate calendar as required.
- 2.6 The Overview and Scrutiny Commission has six scheduled meetings over the course of 2015/16, including the scheduled budget meeting (representing a maximum of 18 hours of scrutiny per year – assuming 3 hours per meeting). Members will therefore need to be selective in their choice of items for the work programme.

### Principles guiding the development of the scrutiny work programme

- 2.7 The following key principles of effective scrutiny should be considered when the Commission determines its work programme:
- **Be selective** – There is a need to prioritise so that high priority issues are scrutinised given the limited number of scheduled meetings and time available. Members should consider what can realistically and properly be reviewed at each meeting, taking into account the time needed to scrutinise each item and what the session is intended to achieve.

- **Add value with scrutiny** – Items should have the potential to ‘add value’ to the work of the council and its partners. If it is not clear what the intended outcomes or impact of a review will be then Members should consider if there are issues of a higher priority that could be scrutinised instead.
- **Be ambitious** – The Commission should not shy away from carrying out scrutiny of issues that are of local concern, whether or not they are the primary responsibility of the council. The Local Government Act 2000 gave local authorities the power to do anything to promote economic, social and environmental well being of local communities. Subsequent Acts have conferred specific powers to scrutinise health services, crime and disorder issues and to hold partner organisations to account.
- **Be flexible** – Members are reminded that there needs to be a degree of flexibility in their work programme to respond to unforeseen issues/items for consideration/comment during the year and accommodate any developmental or additional work that falls within the remit of this Commission. For example Members may wish to questions officers regarding the declining performance of a service or may choose to respond to a Councillor Call for Action request.
- **Think about the timing** – Members should ensure that the scrutiny activity is timely and that, where appropriate, their findings and recommendations inform wider corporate developments or policy development cycles at a time when they can have most impact. Members should seek to avoid duplication of work carried out elsewhere.

### Models for carrying out scrutiny work

2.8 There are a number of means by which the Overview and Scrutiny Commission can deliver its work programme. Members should consider which of the following options is most appropriate to undertake each of the items they have selected for inclusion in the work programme:

Item on a scheduled meeting agenda/ hold an extra meeting of the Commission	<ul style="list-style-type: none"> <li>■ The Commission can agree to add an item to the agenda for a meeting and call Cabinet Members/ Officers/Partners to the meeting to respond to questioning on the matter</li> <li>■ A variation of this model could be a one-day seminar-scrutiny of issues that, although important, do not merit setting up a ‘task-and-finish’ group.</li> </ul>
Task Group	<ul style="list-style-type: none"> <li>■ A small group of Members meet outside of the scheduled meetings to gather information on the subject area, visit other local authorities/sites, speak to service users, expert witnesses and/or Officers/Partners. The Task Group can then report back to the Commission with their findings to endorse the submission of their recommendations to Cabinet/Council</li> <li>■ This is the method usually used to carry out policy reviews</li> </ul>
Commission asks for a report then takes a view on action	<ul style="list-style-type: none"> <li>■ The Commission may need more information before taking a view on whether to carry out a full review so asks for a report – either from the service department or from the Scrutiny Team – to give them more details.</li> </ul>

Meeting with service Officer/Partners	<ul style="list-style-type: none"> <li>■ A Member (or small group of Members) has a meeting with service officers/Partners to discuss concerns or raise queries.</li> <li>■ If the Member is not satisfied with the outcome or believes that the Commission needs to have a more in-depth review of the matter s/he takes it back to the Commission for discussion</li> </ul>
Individual Members doing some initial research	<ul style="list-style-type: none"> <li>■ A member with a specific concern carries out some research to gain more information on the matter and then brings his/her findings to the attention of the Commission if s/he still has concerns.</li> </ul>

2.9 Note that, in order to keep agendas to a manageable size, and to focus on items to which the Commission can make a direct contribution, the Commission may choose to take some “information only” items outside of Commission meetings, for example by email.

Support available for scrutiny activity

2.10 The Overview and Scrutiny function has dedicated scrutiny support from the Scrutiny Team to:

- Work with the Chair and Vice-Chair of the Commission to manage the work programme and coordinate the agenda, including advising officers and partner organisations on information required and guidance for witnesses submitting evidence to a scrutiny review;
- Provide support for scrutiny members through briefing papers, background material, training and development seminars, etc;
- Facilitate and manage the work of the task and finish groups, including research, arranging site visits, inviting and briefing witnesses and drafting review reports on behalf on the Chair; and
- Promote the scrutiny function across the organisation and externally.

2.11 The Overview and Scrutiny Commission will need to assess how they can best utilise the available support from the Scrutiny Team to deliver their work programme for 2015/16.

2.12 The Commission is also invited to comment upon any briefing, training and support that is needed to enable Members to undertake their work programme. Members may also wish to undertake visits to local services in order to familiarise themselves with these. Such visits should be made with the knowledge of the Chair and will be organised by the Scrutiny Team.

2.13 The Scrutiny Team will take the Overview and Scrutiny Commission’s views on board in developing the support that is provided.

**3. Selecting items for the Scrutiny Work Programme**

3.1 The Overview and Scrutiny Commission sets its own agenda within the scope of its terms of reference. The Overview and Scrutiny Commission undertakes a coordinating role to ensure that any gaps or overlap in the scrutiny work programme are dealt with in a joined-up way.

The Overview and Scrutiny Commission has the following remit: -

- Formal crime & disorder scrutiny

- Safer communities: the role of the Crime and Disorder Reduction Partnership, safer neighbourhood teams, anti-social behaviour, drugs & alcohol treatment, domestic violence and road safety
- Stronger communities: community leadership, voluntary & community sector, public involvement & consultation; community cohesion, service delivery diversity & equalities
- Cross-cutting & strategic matters, inc. scrutiny of the budget & business plan and the approach to partnership arrangements
- Corporate capacity issues – communications, legal, human resources, IT, customer service
- The performance monitoring framework
- Financial monitoring
- Responsibility for keeping scrutiny under review

3.1 The Scrutiny Team has undertaken a campaign to gather suggestions for issues to scrutinise either as agenda items or task group reviews. Suggestions have been received from members of the public, councillors and partner organisations including the police, NHS and Merton Voluntary Service Council. Other issues of public concern have been identified through the Annual Residents Survey. Issues that have been raised repeatedly at Community Forums have also been included. The Scrutiny Team has consulted departmental management teams in order to identify forthcoming issues on which the Commission could contribute to the policymaking process.

3.2 A description of all the suggestions received is set out in Appendix 2.

3.3 The councillors who attended a “topic selection” workshop on 20 May 2015 discussed these suggestions. Suggestions were prioritised at the workshop using the criteria listed in Appendix 3. In particular, participants sought to identify issues that related to the Council’s strategic priorities or where there was underperformance; issues of public interest or concern and issues where scrutiny could make a difference.

3.4 A note of the workshop discussion relating to the remit of the Commission is set out in Appendix 4.

3.5 Appendix 1 contains a draft work programme that has been drawn up, taking the workshop discussion into account, for the consideration of the Commission. The Commission is requested to discuss this draft and agree any changes that it wishes to make.

#### **4. Task group reviews**

4.1 The Commission has previously acknowledged that members will increasingly be scrutinising services that have been provided or commissioned through a wide range of different mechanisms, as well as proposals to move to alternative delivery arrangements. In order to carry out effective scrutiny, the Commission resolved to undertake a series of mini task group reviews that will help scrutiny members to understand the different models of service provision and to identify the best approach to scrutinising each model.

4.2 The first of these mini task group reviews was on shared services, which has reported back to the Commission elsewhere on this agenda. At the topic workshop, members requested definitions of other models of delivery so that the Commission could decide which to do next. These definitions are set out in Appendix 5.

- 4.3 It is suggested that the Commission agree to establish a mini task group review of outsourced services to report back on 24 November 2015, followed by a mini task group review of commissioned services to report back on 23 March 2016.
- 4.4 The Commission may choose to select other models to scrutinise instead.
- 4.5 Suggested terms of reference for a review of outsourced services, based on the terms of reference for the shared services review, are:
- to examine a range of examples of outsourced service provision in Merton and elsewhere;
  - to identify the potential advantages and challenges of outsourced service provision for the council, its partners and local residents;
  - to identify the best approach to scrutinising outsourced services to ensure that the council is receiving value for money and effective service provision

4.6

## **5. Public involvement**

- 5.1 Scrutiny provides extensive opportunities for community involvement and democratic accountability. Engagement with service users and with the general public can help to improve the quality, legitimacy and long-term viability of recommendations made by the Commission.
- 5.2 Service users and the public bring different perspectives, experiences and solutions to scrutiny, particularly if “seldom heard” groups such as young people, disabled people, people from black and minority ethnic communities and people from lesbian gay bisexual and transgender communities are included.
- 5.3 This engagement will help the Commission to understand the service user’s perspective on individual services and on co-ordination between services. Views can be heard directly through written or oral evidence or heard indirectly through making use of existing sources of information, for example from surveys. From time to time the Commission/Task Group may wish to carry out engagement activities of its own, by holding discussion groups or sending questionnaires on particular issues of interest.
- 5.4 Much can be learnt from best practice already developed in Merton and elsewhere. The Scrutiny Team will be able to help the Commission to identify the range of stakeholders from which it may wish to seek views and the best way to engage with particular groups within the community.

## **6. Training and visits**

### Training

- 6.1 The annual member survey asked what scrutiny related training and development opportunities councillors and co-opted members would like to have provided in the coming year.
- 6.2 At least ten respondents agreed that there was a need for training and development opportunities in each of the core areas specified in the questionnaire:
- chairing and agenda management (12 respondents)
  - questioning skills (12)
  - how to monitor performance and interpret data (13)

- finance/budget scrutiny (17)

6.3 A Cabinet Member suggested that it may be helpful to have regular in-depth presentations outside of scrutiny meetings on discrete subject areas by the specialist officers (such as the seminar given last year by the Head of Revenues in Benefits on forthcoming changes to housing benefit regulations) and comparative studies of work in other councils.

6.4 The report of the annual member survey, elsewhere on this agenda, contains two recommendations on training:

- 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 HR liaises with group offices throughout the year to promote awareness of upcoming training opportunities.

6.5 The Commission is asked to consider whether there are other training needs and to provide comments on how the training needs identified by the annual member survey could be met.

#### Visits

6.6 Commission members are asked to identify any visits that they would find helpful to provide a context for scrutinising service delivery or policy changes.

### **7. ALTERNATIVE OPTIONS**

7.1 A number of issues highlighted in this report recommend that Commission members take into account certain considerations when setting their work programme for 2015/16. The Overview and Scrutiny Commission is free to determine its work programme as it sees fit. Members may therefore choose to identify a work programme that does not take into account these considerations. This is not advised as ignoring the issues raised would either conflict with good practice and/or principles endorsed in the Review of Scrutiny, or could mean that adequate support would not be available to carry out the work identified for the work programme.

7.2 A range of suggestions from the public, partner organisations, officers and Members for inclusion in the scrutiny work programme are set out in the appendices, together with a suggested approach to determining which to include in the work programme. Members may choose to respond differently. However, in doing so, Members should be clear about expected outcomes, how realistic expectations are and the impact of their decision on their wider work programme and support time. Members are also free to incorporate into their work programme any other issues they think should be subject to scrutiny over the course of the year, with the same considerations in mind.

### **8. CONSULTATION UNDERTAKEN OR PROPOSED**

8.1 To assist Members to identify priorities for inclusion in the Commission's work programme, the Scrutiny Team has undertaken a campaign to gather suggestions for possible scrutiny reviews from a number of sources:

- a. Members of the public have been approached using the following tools: articles in the local press, My Merton and Merton Together, request for suggestions from all councillors and co-opted members, letter to partner organisations and to a range of local voluntary and community organisations, including those involved in the Inter-Faith Forum and members of the Lesbian Gay and Transgender Forum;

- b. Councillors have put forward suggestions by raising issues in scrutiny meetings, via the Overview and Scrutiny Member Survey 2015, and by contacting the Scrutiny Team direct; and
- c. Officers have been consulted via discussion at departmental management team meetings.

## **9. FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS**

- 9.1 There are none specific to this report. Scrutiny work involves consideration of the financial, resource and property issues relating to the topic being scrutinised. Furthermore, scrutiny work will also need to assess the implications of any recommendations made to Cabinet, including specific financial, resource and property implications.

## **10. LEGAL AND STATUTORY IMPLICATIONS**

- 10.1 Overview and scrutiny bodies operate within the provisions set out in the Local Government Act 2000, the Health and Social Care Act 2001 and the Local Government and Public Involvement in Health Act 2007.
- 10.2 Scrutiny work involves consideration of the legal and statutory issues relating to the topic being scrutinised. Furthermore, scrutiny work will also need to assess the implications of any recommendations made to Cabinet, including specific legal and statutory implications.

## **11. HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS**

- 11.1 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 reviews will involve work to consult local residents, community and voluntary sector groups, businesses, hard to reach groups, partner organisations etc and the views gathered will be fed into the review.
- 11.2 Scrutiny work involves consideration of the human rights, equalities and community cohesion issues relating to the topic being scrutinised. Furthermore, scrutiny work will also need to assess the implications of any recommendations made to Cabinet, including specific human rights, equalities and community cohesion implications.

## **12. CRIME AND DISORDER IMPLICATIONS**

- 12.1 In line with the requirements of the Crime and Disorder Act 1998 and the Police and Justice Act 2006, all Council departments must have regard to the impact of services on crime, including anti-social behaviour and drugs. Scrutiny review reports will therefore highlight any implications arising from the reviews relating to crime and disorder as necessary.

## **13. RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS**

- 13.1 There are none specific to this report. Scrutiny work involves consideration of the risk management and health and safety issues relating to the topic being scrutinised. Furthermore, scrutiny work will also need to assess the implications of any recommendations made to Cabinet, including specific risk management and health and safety implications.

- 14. APPENDICES – THE FOLLOWING DOCUMENTS ARE TO BE PUBLISHED WITH THIS REPORT AND FORM PART OF THE REPORT**
- 14.1 Appendix I – Overview and Scrutiny Commission draft work programme 2015/16
- 14.2 Appendix 2 – Summary of topics relating to the Overview & Scrutiny Commission’s remit suggested for inclusion in the scrutiny work programme
- 14.3 Appendix 3 – Selecting a Scrutiny Topic – criteria used at the workshop on 20 May 2015
- 14.4 Appendix 4 – Notes from discussion of topics relating to the remit of the Overview and Scrutiny Commission, Scrutiny Topic Selection Workshop on 20 May 2015
- 15. BACKGROUND PAPERS**
- 15.1 None

**Draft work programme 2015/16****Meeting date – 14 July 2015**

<b>Item/Issue</b>
Borough Commander – policing in Merton
Stop and Search Monitoring Group
Director of Public Health – ensuring the council has a positive impact on health

**Meeting date – 15 September 2015**

Leader and Chief Executive – vision, key priorities & challenges for 2015/6
Customer contact programme - update
Presentation – overview of enforcement
Travellers unauthorised encampment protocol

**Meeting date – 24 November 2015**

Budget scrutiny round 1
Violence Against Women and Girls – progress report
Funding the voluntary sector

**Meeting date 28 January 2016 – scrutiny of the budget**

Plus discussion of questions for the Borough Commander

**Meeting date 8 March 2016**

Borough Commander – policing in Merton
ASB Police and Crime Act
Rehabilitation Strategies
Review of recruitment of co-opted members

**Meeting date 23 March 2016**

Customer contact programme update
Volunteering update – invite Chief Executive of Merton Voluntary Services Council
Monitoring the Council's equalities commitments
Analysis of annual members' scrutiny survey
Overview and scrutiny annual report

### **Description of topic suggestions received in relation to the remit of the Overview and Scrutiny Commission 2015/16**

The following topics were suggested by residents, local groups, Members and officers, for consideration by the Overview and Scrutiny Commission, for their 2015/16 work programme.

#### **POLICING IN MERTON**

##### **Who suggested this issue?**

In previous years the Commission has received regular updates on crime and policing from the borough commander as a standing item.

##### **Summary of the issue:**

In 2014/15, the Commission has examined crime data and was pleased that crime rates have remained low in Merton. It has questioned the Chief Superintendent on two occasions regarding local policing issues (such as the controlled drinking zone, CCTV and drug dealing) and the deployment of police officers within the borough.

##### **What could Scrutiny do?**

The Commission has already asked the Borough Commander to attend its meeting on 14 July 2015. He has been asked to provide a written report in advance of the meeting, to include:

- Information about the review that has taken place of the allocation of officers to the three sectors in Merton
- Outcome of the consultation with MOPAC about the proposed move from 3 to 2 sectors in the borough
- Crime data in same format as for 25 March meeting
- Formal response to the questions sent previously in relation to the motion of Full Council on 19 November 2014

#### **DISABILITY HATE CRIME**

##### **Who suggested this issue?**

The Merton Centre for Independent Living has suggested that it would be helpful to have a review of disability hate crime in the borough that would draw evidence from disabled people, police and housing associations.

##### **Summary of the issue:**

If someone commits a crime that is motivated by hostility, or prejudice, because the victim is a disabled person, or is perceived as a disabled person then the crime will be categorised as a disability hate crime.

Home Office statistics reveal police recorded 1,841 reports of disability hate crime in 2012-13, with 810 incidents going to court.

The Council has a Hate Crime Strategy 2009-2011, developed through the Safer Merton Partnership, that includes a commitment to record disability hate crime in future. Merton CIL say that disability hate crime is still not recorded as a distinct category in Merton.

### **What could Scrutiny do?**

The Commission could set up a task group review as suggested by Merton CIL and/or it could question the Borough Commander at its next meeting about why disability hate crime is not recorded as a distinct category and ask when this will be addressed.

## **STOP AND SEARCHES OF YOUNG PEOPLE**

### **Who suggested this issue?**

A councillor has suggested that the Commission:

- scrutinise the operation of stop and search of young people in the borough (under 25s);
- examine monitoring data broken down by age, gender and ethnicity to check any over-representation and then to find out what action is being taken to address this;
- find out what the roles of the police, council and schools are in relation to stop and search, including information about people's rights.

Merton Centre for Independent Living has suggested that any scrutiny of this issue should also consider monitoring disability as this is not currently recorded and there is a specific issue, particularly for people with autism where the situation can escalate if the police are not aware of the condition.

### **Summary of the issue:**

The civil unrest task group (in 2011) discussed the use of stop and search with police officers (both strategic and operational) and with the Chair of Merton's Stop and Search Monitoring Group. The task group were informed that a recent change in the use of stop and search powers would result in a more targeted, intelligence-led approach and a higher arrest rate.

The task group recommended that the police continue to review how the way in which stop and search is carried out locally and the information that is provided to people at the time. A review was conducted under the Commissioner's "Stop It" project and there was subsequently a reduced number of searches locally and an improved ratio of arrests.

The task group also recommended there be a discussion at the headteachers group, to which the police are invited, on whether it would be helpful to ask the school based police officers (or another police officer) to talk to pupils about stop and search. In response, the police discussed with head teachers and a new SLA was drawn up between MOPAC and Merton secondary schools to maintain school based police officers. Merton schools signed up to a programme that included information about stop and search. The Safer Schools Partnership has continued to meet and to respond innovatively to this issue. A Home Office peer review commended the Partnership for their work, which they felt included good practice.

The Commission, at its meeting in November 2013, were satisfied with the implementation of task group recommendations and agreed that no further updates were required.

### **What could Scrutiny do?**

The Commission could invite the Chair of Merton's Stop and Search Monitoring Group to one of its meetings in order to present the latest monitoring data and to answer questions. If the Commission decides to do this, it would be useful to have the item at a meeting that is attended by the Borough Commander.

## **VIOLENCE AGAINST WOMEN AND GIRLS**

### **Who suggested this issue?**

The Commission received a report at its meeting in November 2014 on the findings of the independent review of domestic violence and Merton's response to its recommendations.

The Commission noted the development of a strategy to address domestic violence and other violence against women and girls and the establishment of a new governance board (Violence Against Women and Girls Board) to lead on implementation.

### **What could Scrutiny do?**

The Commission requested that an implementation update report be provided in 2015/16.

## **REHABILITATION STRATEGIES**

### **Who suggested this issue?**

The Commission received a report at its meeting on 25 March that set out how offender management and rehabilitation would change under the 2014 Offender Rehabilitation Act.

The Commission noted the uncertainty regarding the number of offenders that the council would be working with and agreed to invite the Probation Service and MTC Novo (the company who were awarded the rehabilitation contract for London) to a future meeting.

### **What could Scrutiny do?**

The Commission could receive a progress report at a future meeting to which the Probation Service and MTC Novo is also invited to join in discussion and answer questions. As new working practices have only been recently introduced, it is suggested that a report be received at a meeting early in 2016.

## **ANTISOCIAL BEHAVIOUR POLICE AND CRIME ACT**

### **Who suggested this issue?**

The Environment and Regeneration Departmental Management Team suggested the Commission could examine how the Act is being implemented in Merton.

A resident has raised concerns about public drinking and spitting as a potential topic for scrutiny.

### **Summary of the issue:**

Anti-Social Behaviour (ASB) is a broad term used to describe the day-to-day incidents of crime, nuisance and disorder that makes many people's lives a misery – from litter and vandalism, to public drunkenness or aggressive dogs, to noisy or abusive neighbours.

The Anti-Social Behaviour, Police and Crime Act 2014 provides the council with new duties and responsibilities to tackle ASB, working co-operatively with the police, social landlords and other agencies.

It has also introduced a 'Community Trigger' that gives the victims the ability to demand action, starting with a review of their case, where the locally defined threshold is met. It brings agencies, termed relevant bodies, together to take a joined up problem-solving approach to find a solution. The relevant bodies include the council, the police, the clinical commissioning group and registered providers of social housing.

Information on the community trigger and how victims can report ASB in Merton is set out on the council's website:

[http://www.merton.gov.uk/community-living/communitysafety/safermertonantisocialbehaviour/community\\_trigger.htm](http://www.merton.gov.uk/community-living/communitysafety/safermertonantisocialbehaviour/community_trigger.htm)

The Merton Annual Residents' Survey indicates that the level of public concern with anti-social behaviour has decreased in recent years – in 2014 42% of people surveyed stated that they were either very worried or fairly worried about ASB, compared with 44% in 2013, 45% in 2012 and 51% in 2011.

There are variations across the borough – in 2014, residents living in Lavender Fields/ Pollards Hill/ Figges Marsh indicated that they were more concerned about ASB than the average across Merton (54% compared to 42% borough average).

### **What could Scrutiny do?**

The Commission could ask for a report summarising what is being done to tackle anti-social behaviour, outlining successes, future work and challenges, and any data that is available. The report should also contain information on how many community triggers have been activated to date and what action was taken in response. On receipt of this report, the Commission would determine any areas for future detailed scrutiny.

## **TRAVELLERS UNAUTHORISED ENCAMPMENT PROTOCOL**

### **Who suggested this issue?**

The Environment & Regeneration Departmental Management team suggested that scrutiny could participate in a review of the existing protocol and make recommendations for change.

### **Summary of the issue:**

A joint protocol agreement was agreed between the Police and the Council in 2010 and is published on the council's website:

The protocol outlines the policy and operational response to unlawful encampments within the borough. It acknowledges the status and rights of Romany Gypsies and Irish Travellers as distinct ethnic groups and the Council's duty under the Race Relations Amendment Act to positively promote good race relations. The protocol complies with the Human Rights Act, the Disability Discrimination Act and the Children's Act.

Each case of unauthorised encampment is individually considered on its merits, before any decision on police response is made. This includes an evaluation of the impact any decisions may have upon any children or young people present and what action needs to be taken to promote their welfare.

The Commission last looked at this issue in 2009/10 in response to concerns raised by a ward councillor relating to an unauthorised encampment in 2009. Much of the discussion, and the recommendations, related to communication with residents – one of councillors' principal concerns was the way in which the council had communicated with local people while the encampment was in place. The meeting resulted in specific recommendations being made to strengthen the protocol for multi-agency working and a commitment to review a redrafted protocol.

The Commission then discussed the draft protocol in March 2010, recommended a number of changes to be incorporated, recommended that funding is made available for security measures

at vulnerable sites; and requested that further reviews of the protocol (expected annually) be sent to members of the Commission for their individual comments. No reviews have been circulated to Commission members

### **What could Scrutiny do?**

The Commission could receive the draft protocol once it has been reviewed so that its comments could be taken in to account in finalising the protocol. It would also be helpful for the Commission to receive information at the same time on what neighbouring borough's do.

## **CCTV**

### **Who suggested this issue?**

The Environment & Regeneration Departmental Management team suggested the Commission consider progress in delivering the CCTV Action Plan and strategy as well as opportunities for efficiencies in this service area including the advantages and disadvantages of staffing the CCTV control centre less than 24/7. This sits as part of an overall CCTV Action Plan which has been reviewed by the O&S Commission.

### **Summary of the issue:**

CCTV in Merton is a staffed service run by Safer Merton within the Department of Environment and Regeneration, led from a secure control room. The cameras are run solely by the council, but often the council will work with partner organisations such as the police to provide footage of criminal activity.

In 2014/15 the Commission examined findings of an independent review and received an update on measures taken to improve management of the service, procure new equipment and review existing contracts

### **What could Scrutiny do?**

The Commission could review the action plan and progress on a regular basis. It could also look at any proposals for operational efficiencies or delegate consideration of potential budget savings in the CCTV service to the financial monitoring task group and receive a report back setting out the task group's findings and recommendations.

## **ENFORCEMENT**

### **Who suggested this issue?**

A councillor has suggested that scrutiny should review the whole topic of "enforcement", i.e. in relation to planning applications, traffic and parking offences, anti social behaviour, licensing, littering etc etc. Questions to address are - Is enforcement happening? Is it consistently applied? Is it fair? Is it cost effective?

Residents have also suggested that enforcement issues be scrutinised, specifically planning enforcement and parking and vehicle enforcement.

### **Summary of the issue**

There was an in depth scrutiny review of enforcement in 2006 and a number of recommendations made including:

- That one overarching enforcement policy should be developed in order to promote consistency and transparency across enforcement activity carried out by the council.

- That an evaluation process should be established to evaluate the effectiveness of enforcement policies, including measuring the perception of members of the public with regard to how effective the council is in dealing with enforcement.
- That there should be a presumption to enforce (in accordance with the principles of fairness, proportionality and the public interest test) for all breaches of council policy and that any enforcement action be undertaken in a timely way.

Note that the way that parking enforcement is carried out formed part of a recent town centres and shopping parades parking survey, from which officers are now implementing a series of recommendations.

#### **What could scrutiny do?**

The Commission could request a presentation to provide an overview of current policy in this area, specifically addressing the questions raised by the councillor who suggested this issue. This should include trend figures on reported cases and the time taken to resolve them.

### **CUSTOMER CONTACT PROGRAMME**

#### **Summary of the issue:**

The Commission has scrutinised the development and implementation of this important programme over a number of years. The programme's key objective is to improve the way the council interacts with its customers, in line with the Customer Contact Strategy agreed in 2013, to improve customers' experiences as well as increase efficiency.

In 2014/15, the Commission has scrutinised the customer contact programme at each stage of the competitive dialogue process and examined the contract award decision in detail.

#### **What could scrutiny do?**

It is suggested that the Commission should continue to receive regular progress updates in 2015/16.

### **MONITORING THE COUNCIL'S EQUALITIES COMMITMENTS**

#### **Summary of the issue:**

This has been a standing item whereby the Commission receives an annual update on implementation of the Council's Equality Strategy Action Plan.

In 2014/15 the Commission examined the 2013/17 strategy and action plan and priorities for the coming year.

#### **What could scrutiny do?**

The Commission could receive an annual update at its March 2016 meeting.

### **EQUALITY IMPACT ASSESSMENTS**

#### **Who suggested this issue?**

Merton Centre for Independent Living has raised concerns about a lack of consistency in the equality impact assessments that were provided as part of the budget process last year. Merton CIL has suggested that the process and mechanisms should be evaluated to check that they are fit for purpose.

### **What could scrutiny do?**

The Commission could ask the Head of Democracy Services and the Interim Head of Policy, Strategy and Partnerships to work together to review how equality impact assessments are prepared for the budget process and report to the Director of Corporate Services on proposals for improvement.

## **CONSULTATION – ACCESSIBILITY TO DISABLED PEOPLE**

### **Who suggested this issue?**

Merton Centre for Independent Living has raised concerns that the majority of the council's consultations are not accessible to disabled people even though disabled people are interested in a wide range of issues and services. Merton CIL have also said that the "easy read" documents produced by the council do not always meet the standards set by People First.

A resident has raised concerns about the processes followed for consultation on adult social care and adult education savings proposals.

### **Summary of the issue**

The Merton Partnership Executive Board has adopted a community engagement strategy (2014-2017) that sets out how partners will work together to improve the way in which local communities are involved in the decisions that affect their lives. This includes a commitment to making engagement activities accessible to all.

The Strategy is supported by a framework that provides guidance for officers on how to plan, deliver and evaluate consultation and engagement activities.

### **What could scrutiny do?**

The Commission could receive a report from the Council's Consultation and Community Engagement Manager on what the current practice is, where there are difficulties in reaching disabled people and what could be done to improve. The Commission could also write to community groups that represent disabled people to seek their views and experiences so that these could be used to inform the Commission's discussion with the Consultation and Community Engagement Manager.

Commission members are asked to note that the consultation on the adult social care service review that took place in January / February is currently being challenged through Judicial Review. Therefore, depending on the timings of the process, officers might not be able to questions or speak publicly on that issue due to legal advice. Scrutiny of the wider consultation process and principles could still take place but without hearing officer views on that specific consultation.

## **WEBCASTING**

### **Who suggested this issue?**

A councillor has suggested that scrutiny review and challenge the ending of the webcasting of council meetings in February 2016, in the belief that this will lead to a lack of transparency and create is a communication/democracy shortfall.

### **What could scrutiny do?**

The savings proposal was scrutinised during the budget scrutiny meetings in January/February 2015.

## **VOLUNTEERING**

### **Summary of the issue**

The Commission has continued to monitor and is now satisfied that all recommendations of the volunteering task group have been implemented. It agreed to receive an annual update on volunteering and praised the extensive progress made, discussed ways of encouraging more people to volunteer and work being done to support employers who take on young volunteers.

### **What could scrutiny do?**

The Commission could receive a further annual update at its March 2016 meeting.

## **FUNDING THE VOLUNTARY SECTOR**

### **Who suggested the issue?**

The Chief Executive of Merton Voluntary Services Council suggested that scrutiny examine the current policy and balance between grant making to and commissioning of services from the voluntary sector as this is changing. He would be willing to attend a Commission meeting to discuss any report on this issue.

### **What could scrutiny do?**

The council's internal audit team is currently investigating this issue and is due to report shortly.

It is suggested that the Commission await the outcome of this report before deciding whether to scrutinise this issue.

## **ESTATE MANAGEMENT**

### **Who suggested this issue?**

The financial monitoring task scrutiny group has prioritised estate management as an issue for scrutiny in 2015/16. Task group members agreed that they would like to scrutinise the council's use of its real estate assets – who manages these, how, what is the size and yield of the assets and how does Merton compare to other councils in terms of yield.

### **Summary of the issue:**

The Council's Asset Management Plan 2011-15 sets out the decision making processes, management protocols and policies for corporate asset management:

[http://www.merton.gov.uk/corporate\\_asset\\_management\\_plan\\_2011-2015.pdf](http://www.merton.gov.uk/corporate_asset_management_plan_2011-2015.pdf)

### **What could scrutiny do?**

The Commission could delegate detailed scrutiny of the council's estate management to the financial monitoring task group.

## **PROCUREMENT**

### **Who suggested this issue?**

The Corporate Services Departmental Management Team has suggested that scrutiny could take a role in understanding the current position.

Mitcham Cricket Green Community and Heritage has suggested that scrutiny examine how decisions to contract out key services are made, including the consideration of other options and community involvement in the decision. The resident cited the recent decision on green space maintenance as an example of lack of transparency.

## **Summary of the issue**

The Council's Procurement Strategy 2013-16 aims to ensure that ensure that procurement activities are undertaken efficiently and economically whilst contributing to the realisation of the economic, social and environmental benefits for the borough. It is based on development of the principles and good practice established through the National Procurement Strategy for Local Government.

[http://www.merton.gov.uk/merton\\_2015\\_ps\\_procurement\\_strategy\\_final.pdf](http://www.merton.gov.uk/merton_2015_ps_procurement_strategy_final.pdf)

The Strategy is supported by the Council's Contract Standing Orders (Part 4G of the Council's Constitution) which set out the regulations to be followed by council employees when engaged in procurement activities on behalf of the council:

<http://democracy.merton.gov.uk/documents/s2592/Part%204G.pdf>

## **What could scrutiny do?**

The Commission could receive an information report on the council's current position on procurement. Alternatively, consideration of how procurement operates could be included in the terms of reference for a future task group on different models of service provision (see topic suggestion below on shared services task group review).

## **SHARED SERVICES TASK GROUP REVIEW**

The Commission established a task group review of shared services in March 2015 to report back in July so that its findings can inform the Commission's work programme for 2015/16.

This task group is intended to be the first in a series of task group reviews that will help scrutiny members to understand the different models of service provision and to identify the best approach to scrutinising each model.

The terms of reference are:

- to examine a range of examples of shared service provision in Merton and elsewhere;
- to identify the potential advantages and challenges of shared service provision for the council, its partners and local residents;
- to identify the best approach to scrutinising shared services to ensure that the council is receiving value for money and effective service provision

An initial work planning meeting was held prior to the pre-election period to scope the review. The next meeting will be on 27 May.

## **What could scrutiny do?**

The Commission, at its meeting on 14 July could agree to set up the second in the series of task groups to examine different models of service provision. The focus could be one of the following models:

- commissioning from private or voluntary/community sector
- joint commissioning with other public bodies
- joint venture companies
- transfer to social enterprises or trusts
- arms-length trading companies

More detail on each of these models will be provided to the Commission on 14 July to help in selecting the focus of the next task group review.

## **FINANCIAL MONITORING:**

### **Summary of this issue**

In previous years the Commission has delegated this work to a financial monitoring task group with the following terms of reference:

- To carry out scrutiny of the Council's financial monitoring information on behalf of the Overview and Scrutiny Commission
- To advise on other agenda items as requested by the Overview and Scrutiny Commission
- To report minutes of its meetings back to the Overview and Scrutiny Commission
- To send via the Commission any recommendations or references to Cabinet, Council or other decision making bodies

In 2014/15 the task group continued to monitor quarterly reports. In particular, it has scrutinised the forecast overspend, capital programme and lack of progress on achieving savings in some service areas. It has also identified areas of concern to be prioritised for scrutiny in 2015/16:

- capital programme (on agenda for task group meeting 1 July)
- community transport (included in Sustainable Communities topic list)
- commercial waste (included in Sustainable Communities topic list - waste management item and Phase C procurement)
- HR metrics (on agenda for task group meeting 1 July)
- estate management (included in topic suggestion list for Commission)

### **What could scrutiny do?**

It is recommended that the Commission continue to delegate its financial monitoring work and re-establish the task group in 2015/16.

A councillor has suggested that the task group could also follow up on some previous savings items in order to monitor the impact of the saving.

## **BUDGET SCRUTINY:**

The Overview and Scrutiny Commission has a constitutional duty to coordinate the scrutiny responses on the business plan and budget formulation.

It is suggested that, as in previous years, the Commission should put aside some time in its meeting in November and prepare to devote the whole of its January meeting to budget scrutiny.

A Cabinet member has suggested that scrutiny discusses the "masterplanning" of the entire budget.

## **ANNUAL REPORTS RECEIVED BY THE COMMISSION IN PAST YEARS:**

- Analysis of Members' survey – an annual survey of all councillors and co-opted members to collect views about how scrutiny is working and how it 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.

- Overview and Scrutiny annual report – the council’s constitution requires the Commission to submit to Council an annual report outlining the work of the overview and scrutiny function over the course of the municipal year. This report is drafted by the scrutiny team in conjunction with the scrutiny chairs and is brought to the Commission for approval prior to submission to Council.

### **REVIEW OF NON VOTING CO-OPTED MEMBERS**

A new non voting co-opted member, Geoffrey Newman, was co-opted to the Commission for a period of twelve months from May 2015. It is suggested that the Commission review the skills and experience required from co-opted members prior to making further decisions on recruitment of new co-opted members in 2015/16.

### **IMMUNISATION REVIEW**

In 2014/15 the scrutiny function received support from the Centre for Public Scrutiny to conduct a review on improving the uptake of immunisations. The task group focussed on immunisations from birth to five years as this was the age group with the lowest rates. The task group gathered evidence from a wide range of sources including NHS England, Merton Clinical Commissioning Group, Sutton and Merton Clinical Commissioning Group and Public Health Merton. Recommendations are around improving local co-ordination and raising the profile of immunisations locally.

It is suggested that the task group review report should be received by the Commission at its July 2015 meeting rather than Healthier Communities and Older People Panel because of its cross cutting nature.

### **AGENDA ITEMS FOR COMMISSION’S MEETING ON 14 JULY 2015**

The Commission, at its meeting on 25 March, agreed to invite the Borough Commander to the July meeting and the Leader and Chief Executive to the September meeting to set out their priorities and challenges for the year ahead.

### Selecting a Scrutiny Topic – criteria used at the workshop on 20 May 2015

The purpose of the workshop is to identify priority issues for consideration as agenda items or in-depth reviews by the Scrutiny Commission. The final decision on this will then be made by the Commission at their first meeting.

All the issues that have been suggested to date by councillors, officers, partner organisations and residents are outlined in the supporting papers.

Further suggestions may emerge from discussion at the workshop.

Points to consider when selecting a topic:

- Is the issue strategic, significant and specific?
- Is it an area of underperformance?
- Will the scrutiny activity add value to the Council's and/or its partners' overall performance?
- Is it likely to lead to effective, tangible outcomes?
- Is it an issue of community concern and will it engage the public?
- Does this issue have a potential impact for one or more section(s) of the population?
- Will this work duplicate other work already underway, planned or done recently?
- Is it an issue of concern to partners and stakeholders?
- Are there adequate resources available to do the activity well?

## **Note of the Overview and Scrutiny Commission topic selection meeting on 20 May 2015**

### **Attendees:**

Councillors Peter Southgate (Chair), Stan Anderson, John Dehaney, Brenda Fraser, Abigail Jones and Katy Neep.

Councillor Edith Macauley, Cabinet Member for Community Safety, Engagement and Equalities.

Co-opted members Geoffrey Newman and Denis Popovs

Chris Lee, Director of Environment and Regeneration

Caroline Holland, Director of Corporate Services

Paul Dale, Assistant Director of Resources

Julia Regan, Head of Democracy Services (note taker)

### **Apologies:**

Councillors Hamish Badenoch, Jeff Hanna and Oonagh Moulton

Councillor Peter Southgate welcomed all present and introduced Geoffrey Newman, the Commission's newest co-opted member, to the meeting.

### **Public health**

AGREED to invite the Director of Public Health to the Commission's meeting on 14 July to make a presentation on ensuring the council has a positive impact on health, with examples of current initiatives.

### **Policing in Merton**

Noted that the Borough Commander has been invited to the Commission's meeting on 14 July. Requested that he continue to be sent questions in advance so that he can be well prepared at the meeting. Also asked that he address how well the neighbourhood watch scheme is working in Merton.

AGREED to continue to invite the Borough Commander to attend twice yearly.

### **Disability hate crime**

AGREED to include on the Commission's agenda for 14 July a copy of the crime report received by the Joint Consultative Committee with a breakdown of hate crime so that members can ask the Borough Commander about this at the meeting.

### **Stop and searches of young people**

AGREED that it would be timely to look at this issue again as it was last considered in 2011. The Chair of Merton's Stop and Search Monitoring Group will be invited to the 14 July meeting to present the latest monitoring data (including breakdown by ward or sector) and answer questions.

### **Violence against women and girls**

AGREED to receive an implementation update report during 2015/16.

### **Rehabilitation strategies**

AGREED to receive a progress report at a future meeting to which the Probation Service and MTC Novo would be invited to join in the discussion and answer questions.

### **Antisocial Behaviour Police and Crime Act**

AGREED to receive a report to outline the new legislation, volume of cases and breakdown of types of cases dealt with.

Chris Lee said that it would not be possible to assess the effectiveness of the new legislation until the 2016/17 municipal year.

### **Travellers Unauthorised Encampment Protocol**

Noted that this is an issue of resident concern.

AGREED to receive the draft protocol plus information on the positions taken by neighbouring boroughs.

### **CCTV**

Noted that there had been recent scrutiny of the CCTV Action Plan and AGREED to let this bed in without further scrutiny at this time.

AGREED to scrutinise any savings proposal in relation to the CCTV service operating hours at an early stage if such a proposal is brought forward for budget scrutiny.

### **Enforcement**

Noted that this is an area of public concern and that there has been previous scrutiny of these issues.

AGREED to receive a presentation to provide an overview of current policy and practice in this area, focussing on new initiatives and the impact of moving to a shared regulatory service.

### **Customer contact programme**

AGREED that the Commission should continue to receive regular progress updates in 2015/16.

### **Monitoring the Council's equalities commitments**

AGREED that the Commission would receive an annual update at one of its meeting in March 2016.

### **Equality impact assessments**

Noted that this work is already in hand in relation to budget scrutiny. Caroline Holland added that the business partners were working with the Interim Head of Policy Strategy and Partnerships to improve consistency.

AGREED that no further action is required by scrutiny at this time.

### **Consultation – accessibility to disabled people**

AGREED to await the outcome of the Judicial Review and take no further action at present.

### **Webcasting**

Noted that the savings proposal was scrutinised during the budget scrutiny meetings in January/February 2015 and AGREED to take no further action.

### **Volunteering**

AGREED to receive a further annual update at one of the Commission's meetings in March 2016.

### **Funding the voluntary sector**

AGREED to receive the audit report on this issue with a view to identifying whether scrutiny action is needed. Noted that the Chief Executive of MVSC is carrying out a review of voluntary organisations at present.

### **Estate management**

AGREED to delegate detailed scrutiny of the council's estate management to the financial monitoring task group.

### **Procurement**

Noted that the issue raised by the Mitcham Cricket Green Community and Heritage would be addressed through pre-decision scrutiny of such decisions in future.

AGREED to not take forward for further scrutiny.

### **Shared services task group review**

AGREED that, at its meeting on 14 July, the Commission would set up a second task group to examine another model of service provision.

### **Financial monitoring**

AGREED to continue to delegate the financial monitoring work and therefore to re-establish the financial monitoring task group.

### **Budget scrutiny**

Caroline Holland advised that the two rounds of budget scrutiny would take a similar pattern this year to last unless there was an unexpected announcement s part of the budget statement on 8 July. The first round would be primarily the capital programme and monitoring existing savings. The second round would be on proposed new savings.

Councillor Southgate said that he and the vice chair would meet the Cabinet Member and Director in September to discuss the provision of budget information to scrutiny.

AGREED to continue to set some time aside at the Commission's 24 November meeting and to devote the whole of the 28 January meeting to budget scrutiny.

### **Annual reports**

AGREED to continue to receive the analysis of the members' survey and the overview and scrutiny annual report.

### **Review of non voting co-opted members**

AGREED to keep recruitment of non-voting co-opted members under review.

### **Immunisation review**

Noted that the Centre for Public Scrutiny has invited Merton to showcase this review at its annual conference this year.

AGREED to receive the review report at the Commission's meeting on 14 July.

### **Agenda items for Commission's meeting on 15 September**

Noted that the Commission had already agree to invite the Leader and Chief Executive to its meeting on 15 September to set out their priorities and challenges for the year ahead.

### **Definitions of models of provision (other than in-house provision)**

#### **Shared service**

Essentially a shared service involves two or more organisations agreeing to join forces to provide or commission a service jointly rather than separately.

CIPFA has provided an all encompassing definition: “working together across organisational boundaries to achieve together what would be more difficult alone” (CIPFA 2010).

#### **Commissioning**

Commissioning involves firstly a strategic process to identify needs and outcomes to meet those needs and secondly a procurement process to find the best provider.

Services may be commissioned from the private or voluntary/community sector

Commissioning may be carried out by one authority or jointly with one or more other authorities or with another public body such as the NHS.

#### **Outsourcing**

This involves the transfer of services to the private (or voluntary) sector via a contract, whereby a third party provider takes full responsibility for managing and operating services on behalf of the public sector organisation.

Areas commonly outsourced are housing repairs, waste collection, leisure services and back office functions.

#### **Joint venture companies**

These are companies that are set up to provide services previously provided by the local authority, with an element of profit share with the private sector. Some joint venture vehicles are set up to secure some form of economic regeneration, often including other public sector partners.

#### **Public- private partnership**

Typically a medium to long term arrangement whereby some of the service obligations of public sector organisations are provided by one or more private sector companies. A possible example of this is the tri borough partnership with BT on back office functions.

## **Committee:** Overview and Scrutiny Commission

**Date:** 14 July 2015

**Subject:** Member Survey 2015 - 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

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### **Recommendations:**

- A. That the Overview and Scrutiny Commission considers the findings arising from the 2015 Member Survey.
  - B. That the Overview and Scrutiny Commission agrees the proposed actions to be taken forward to improve the effectiveness of scrutiny.
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## **1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY**

- 1.1 For the Overview and Scrutiny Commission to consider the findings from the 2015 Member Survey 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 2015 Member Survey was sent out to 60 councillors and 7 co-opted members. It was completed by 33 councillors and 2 co-opted members, giving an overall response rate of 52% (with a 55% response rate from councillors). The councillor response rate is lower than last year and 2011 but higher than that achieved in 2012 and 2013.
- 2.3 The target set for Member satisfaction with the overall effectiveness of the scrutiny function has not been met, with a rating of 61% against a target of 75%. This is the first year time that this target has not been met in recent years and is the lowest rating since 2008. The reasons for this therefore warrant further investigation.
- 2.4 Analysis of satisfaction with the individual elements of scrutiny (set out in Appendix 1) indicates that dissatisfaction with the operation of pre-decision scrutiny is the main factor that has contributed to this year's decline in the overall measure of satisfaction with scrutiny. Satisfaction with call-in is also low but that has been the case for a long time and has not changed significantly this year.

- 2.5 The target set on scrutiny agendas was met. In response to the question “do you think that the commission/panel agendas are too full to consider the items properly?”, 51% thought this to be the case, which is lower (and therefore better) than the target of 60%.
- 2.6 The level of satisfaction with the support provided by the scrutiny team continues to be high. 52% rated this support as excellent and 48% rated it as good.
- 2.7 The analysis and detailed findings of the 2015 Member Survey are contained in Appendix 1. Appendix 2 contains all the verbatim comments received from members.
- 2.8 Appendix 3 contains a list of proposed actions for improvement.

### **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, usually during February/March and runs for a minimum of three weeks each year. In 2015 the survey was conducted during March and April so that new councillors would have experienced the full cycle of budget setting prior to completing the questionnaire – this change was made in response to feedback from new councillors in 2011.

### **5. TIMETABLE**

- 5.1 The Member Survey was undertaken in March and April 2015 and reported to the Commission in July so that identified actions could be incorporated into its 2015/16 work programme.

### **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 2015

11.2 Appendix 2: verbatim comments from members

11.3 Appendix 3: list of proposed action points

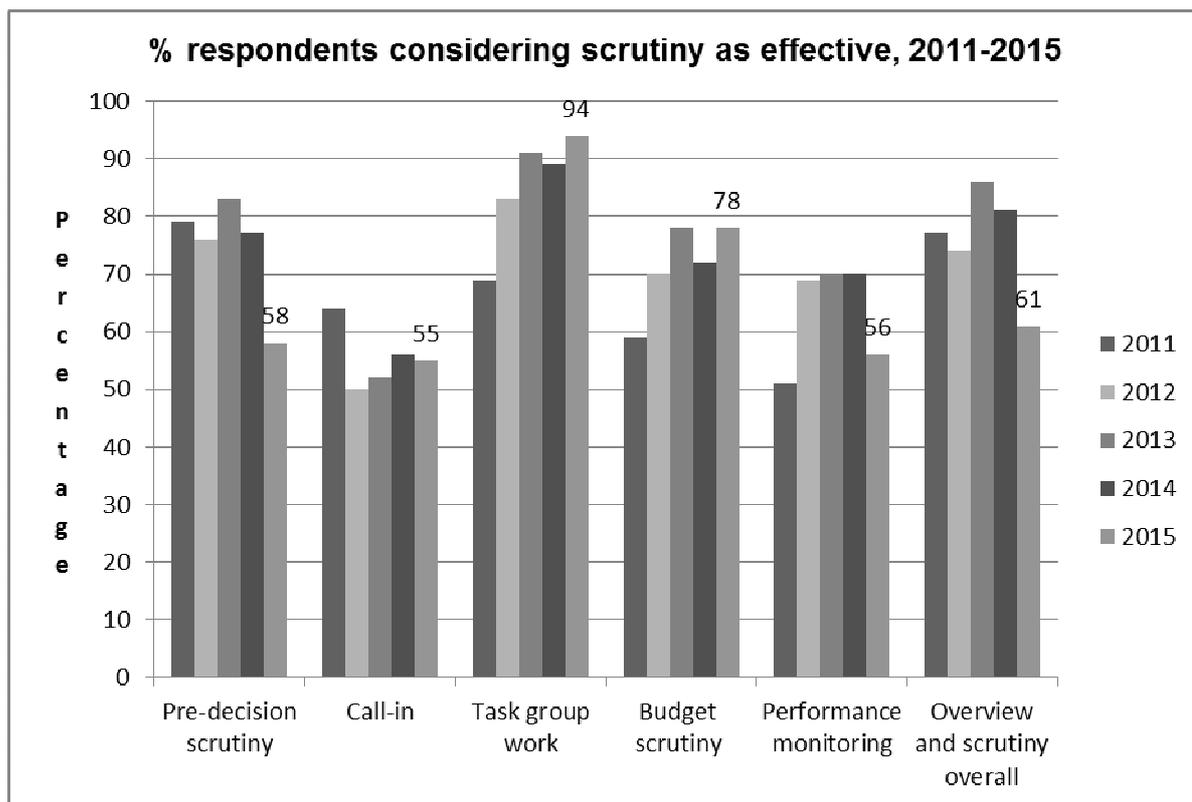
## Member Survey 2015

### Survey respondents

1. The survey was sent to all 60 Members of the Council and to the 7 co-opted scrutiny panel members.
2. 33 councillors and 2 co-opted members completed the survey form, giving an overall response rate of 52% (with a 55% response rate from councillors). The councillor response rate is lower than last year (62%) and 2011 (67%) but higher than that achieved in 2012 (53%) and 2013 (42%).
3. The majority of respondents have been actively involved in the scrutiny process over the past year:
  - ❖ 22 are **members of the scrutiny commission or a panel**. Sixteen of these have sat on a scrutiny review task group. Five have called in a decision.
  - ❖ 6 are “**other non-executive members**”, four of whom have attended a scrutiny meeting as a visiting member to observe/make a contribution.
  - ❖ 5 are **cabinet members**, all of whom have attended a scrutiny meeting to give evidence or to observe/make a contribution.
  - ❖ One of the 2 **co-opted members** who responded has 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.
5. Respondents' perception of the overall effectiveness of overview and scrutiny has fallen significantly from 81% in 2014 to 61% in 2015.
6. Analysis of satisfaction with the individual elements of scrutiny shown on the chart overleaf indicates that dissatisfaction with the operation of pre-decision scrutiny is probably the main factor that has contributed to this decline in the overall measure of satisfaction with scrutiny, though satisfaction with performance monitoring has also fallen considerably. Satisfaction with call-in continues to be low compared to other aspects of scrutiny - that has been the case for a long time and has not changed significantly this year.



7. A number of the comments made indicate that scrutiny has been weakened this year due to an unwitting shift in behaviour that has led to the perception of undue party influence rather than cross-party consensus built on evidence gathering:

- *Decisions being made on party lines (scrutiny member)*
- *Many members seem to have forgotten their responsibilities regarding scrutiny. They forget it is not whipped! I have been sickened to hear the constant political party broadcasts and members forgetting the real reason they are there! They are not working together as a team. It is very much a "them and us" situation! Appalling! (other non-executive member)*
- *I'm not really involved in the scrutiny process but my sense is that the political divide inhibits the famous holding to account, however it goes through the motions nicely. (other non-executive member)*

### **Pre-decision scrutiny**

8. The consistently positive trend to 2014 indicates that this function worked well within an authority that had no overall political control. Having a majority administration requires some adaptation and the fall in the satisfaction level from 77% in 2014 to 58% in 2015 indicates that further work is urgently required on this.

9. Pre-decision scrutiny is an important aspect of an effective scrutiny function. Comments by both scrutiny members and cabinet members indicate the need to ensure that pre-decision scrutiny takes place on important issues in 2015/16:

- *There were several important issues in 2014/15 which did not allow for any pre-decision scrutiny. If scrutiny is only involved at a late stage it cannot be effective and is also more likely to engender an adversarial atmosphere. It means that scrutiny is reduced to supporting or rejecting a course of action already decided upon. (scrutiny member)*
- *We mucked up a couple of pre-decision scrutinies this year – timetabling rather than purposeful disregard. I know we can do better. Likewise, budget scrutiny could be tightened up. (cabinet member)*

#### 10. Action points

- That forthcoming decisions listed on the forward plan will be included in each Panel/Commission work programme report at each meeting so that issues can be identified for pre-decision scrutiny if appropriate
- That the informal meetings between each scrutiny Chair, Vice-Chair, Cabinet Member and Director will be re-invigorated so that they take place twice a year and provide an opportunity to identify potential issues for pre-decision scrutiny as well as discussing any areas of concern

#### Call-in

11. Call-in continues to be an area with relatively low rates of satisfaction. It is the most political element of scrutiny and does not usually result in a request to Cabinet to review its decision. In 2014/15 there were no requests to Cabinet to change its decision and only one reference back to Cabinet with comments on the issue under discussion.

12. Four call-ins were received in 2014/15. This is comparable to previous years:

- 3 in 2013/14
- 4 in in 2012/13
- 2 in 2011/12
- 5 in 2010/11

13. Comments made criticise the scrutiny function, party groups and cabinet members for actions and attitudes that have led to dissatisfaction with the call-in process:

- *Panel members must engage with the evidence presented. It is not enough simply to vote without explanation. (scrutiny member)*
- *Call-in's require very careful management. This has not always been in evidence, allowing the meeting to drift. For example members have tended to get into debate and a degree of point-scoring early in the proceedings. I have noticed a lack of willingness on all sides to debate openly and honestly leaving*

*the impression that outcomes have been decided before the meeting.(scrutiny member)*

- *Too many politically motivated, essentially vexatious call-ins. (cabinet member)*

### **Task groups**

14. Task group work was once again rated the most effective element of scrutiny, with satisfaction reaching 94%, its highest level ever. This indicates that members continue to find it a productive and effective way to contribute to policy development that will have a positive impact on residents' lives.
15. The challenge is to build on and bring some of the collaborative working and impact on cabinet decision making that is a feature of task group working to the wider work of Panels/Commission. The Children and Young People Overview and Scrutiny Panel, at its recent topic selection workshop, proposed a new approach to its work programme in 2015/16 that would entail themed meetings with sub groups of members carrying out scrutiny activities in preparation for the meeting, mirroring some of the work that has previously been done by task groups. It is hoped that this will lead to recommendations and references to Cabinet on these issues.
16. **Action point**  
That the Head of Democracy Services should work with the Chair and members of the Children and Young People Overview and Scrutiny Panel towards the end of the 2015/16 municipal year to review the impact of and satisfaction with the themed meeting and member sub group approach that has been adopted this year.

### **Budget scrutiny**

17. Satisfaction with budget scrutiny remains relatively high and has increased from 72% in 2014 to 78% in 2015. However comments reveal some frustration regarding a lack of impact, summed up by this comment from a scrutiny member:
  - *budget scrutiny in 2014/15 was surprisingly poor and less effective than in previous years. The first round of budget scrutiny simply did not happen. By the time my scrutiny panel debated the budget proposals there was very little scope for any creative thinking around the cuts presented. Members of the public who might have taken a close interest in the process would have been surprised at the apparently uncompromising approach that the council seemed to take. (scrutiny member)*
18. **Action points**  
That the Overview and Scrutiny Commission delegates to the financial monitoring task group a role in carrying out some in-depth scrutiny of a small number of areas (such as estate management) and report back any recommendations to the Commission.  
  
That the Chair and Vice Chair of the Overview and Scrutiny Commission discuss the role of scrutiny in the 2016/17 budget process with the Cabinet Member and Director when they meet in September.

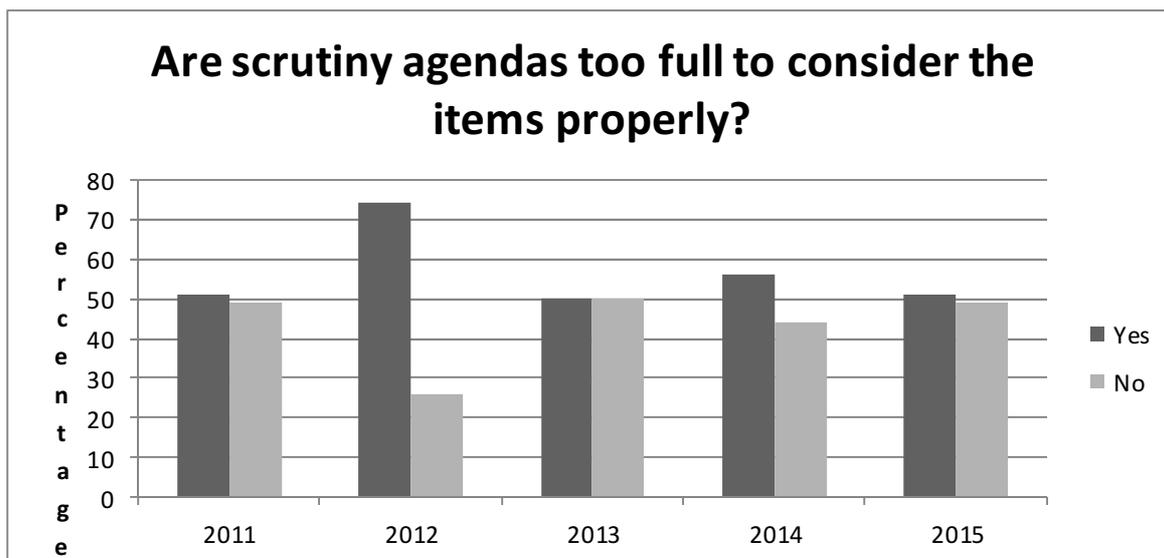
That the Scrutiny Team works with Directors to identify any big or sensitive budget proposals that would benefit from a briefing session for members (as was done on Merton Adult Education last year)

### **Performance monitoring**

19. Satisfaction with the scrutiny of performance monitoring information has fallen from 70% in 2014 to 56% in 2015. This reflects lack of performance monitoring activity by some of the Panels, summed up by this comment made by a scrutiny member:
  - *Performance monitoring is often the poor relation in a scrutiny agenda. The value of having it as an agenda item is surely to stimulate a discussion on how performance could be improved. This rarely seems to happen. (scrutiny member)*
20. The approach to performance monitoring has changed over the past two to three years. Previously there was a performance lead for each Panel/Commission who perused a standard set of performance indicators prior to the meeting and drew members' attention to any areas of concern. Each Panel now has a more tailored approach – Children and Young People review a set basket of indicators at each meeting and devote one meeting to scrutinising the standards report (exam results, attendance, exclusions...), Healthier Communities review performance as part of agenda items where relevant and Sustainable Communities is currently considering its options. The Commission receive crime data at each meeting attended by the Borough Commander and has delegated detailed quarterly financial monitoring to the financial monitoring task group.
21. **Action points**  
To discontinue the appointment of a performance lead as a default position so that each Panel and the Commission can adopt an approach to performance monitoring that best suits its needs

### **Scrutiny agendas/ workload**

22. The proportion of respondents who consider scrutiny agendas to be too full to consider items properly has continued to decrease, as shown in the chart overleaf. The figure now stands at 51%, which is lower and therefore better than the target of 60%.
23. Comments indicate an ongoing need to pay attention to the size of the agenda to keep them manageable both in terms of the number of items and number of pages. Comments also indicate a willingness to have additional meetings from time to time to accommodate important issues as they arise.
24. It is proposed to change the question in next year's survey so that a target can be set that is easier to understand. Instead of asking whether agendas are too full to consider items properly and having a target that is met when the percentage is lower than the target figure, it is suggested that there should be questions to measure satisfaction with size and content of the agendas.



25. The Commission's topic workshop in May noted that work is in hand to address the size and format of the budget packs (received by scrutiny, cabinet and budget council) as well as improving the consistency of the equality impact assessments provided for the budget proposals. Proposals for change will be discussed by the Commission Chair, Vice Chair, Cabinet Member and Director when they meet in September.

26. **Action points**

That the Chair of the Overview and Scrutiny Commission and the Head of Democracy Services work together to redesign the questions relating to the size and content of scrutiny agenda.

That the Head of Democracy Services review the budget pack in conjunction with other officers and the Director of Corporate Services to produce proposals for consideration by the Commission Chair, Vice Chair and Cabinet Member for Finance.

**Development of the Commission/Panel work programmes**

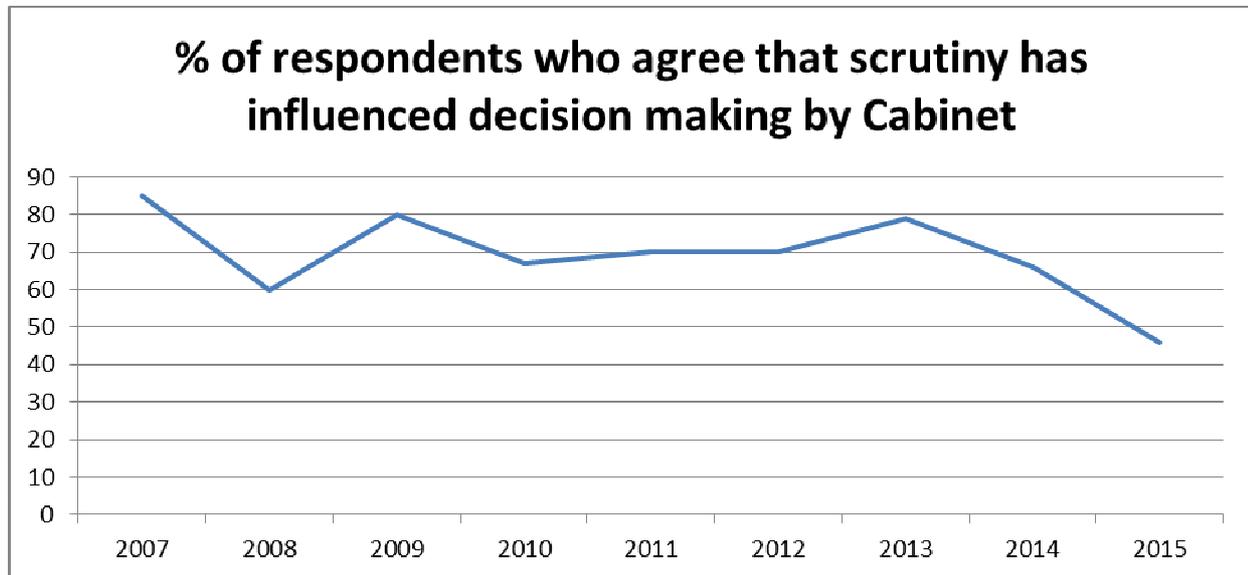
27. The survey asked respondents whether they have an opportunity to contribute to the development of the Commission/Panel work programmes.

28. In 2015, 97% of respondents said that they have had an opportunity to contribute to the panel work programmes. This is the highest level ever, continuing the overall upward trend since 2009, which may in part be due to the success of the topic workshops which were introduced in 2010.

29. Comments indicate the need to assist new councillors to contribute to topic workshops and to ensure that Cabinet Members' views are taken into account in making decisions on scrutiny work programmes (but the decision is always taken by scrutiny).

## **Scrutiny impact on decision making by the Cabinet**

30. The survey asked whether decision making by the Cabinet had been influenced by scrutiny. The proportion agreeing that there had been an influence has fallen steeply to 46% this year, continuing a decline from 79% in 2013 to 66% in 2014. 46% is the lowest level ever recorded by the member survey:



31. As has been the case for some time, comments reveal conflicting views on whether the Cabinet's decision making has been influenced by scrutiny. The scope for influence is seen to vary for the different elements of scrutiny so there is a correlation between dissatisfaction with the operation of pre-decision scrutiny and belief that Cabinet does not take scrutiny views into account.
32. Task group work during 2014/15, although interesting and rewarding to members, has not yet reached the point at which it is received and then actioned by Cabinet. This will happen over the summer and autumn and will hopefully demonstrate that scrutiny can have an impact on decision making by Cabinet and this will be reflected in the survey results next year.
33. **Action points**  
That the Scrutiny Team ensure that all task group recommendations and other references to Cabinet are followed up through a report back to the relevant Panel/Commission and that policy and service changes resulting from scrutiny recommendations are well publicised.

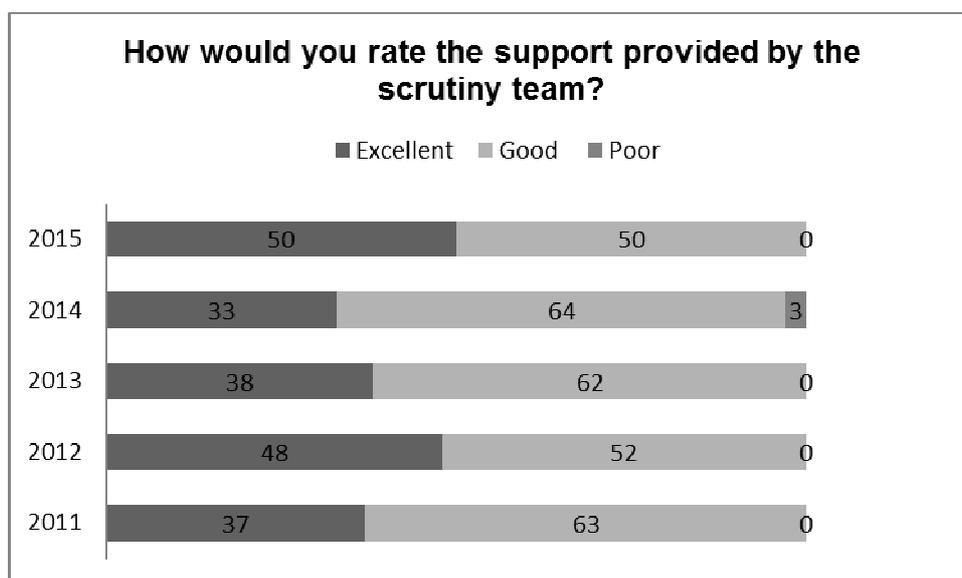
That recommendations in task group reports should, where applicable, include targets or intended outcomes that can be measured once implemented by Cabinet.

### **Quality of evidence presented to overview and scrutiny**

- 34. 85% of respondents said that the evidence presented was good. This is comparable to rates in previous years.
- 35. Comments indicate a need to ensure that written evidence is relevant and concise.

### **Support from the Scrutiny Team**

- 36. Satisfaction with the service remains highly positive, with 50% of respondents rating the support provided as excellent (more than ever before), 50% as good and 0% poor, as shown in the graph below:



- 37. The increase in the proportion of respondents rating the team as excellent might reflect the level of involvement that the team had in induction and other scrutiny training events this year, demonstrating the team’s expertise.
- 38. 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 90% satisfaction rate for email communication, a 82% satisfaction rate for task group reports (lower than previously, probably because most task groups had not reached report stage at time of the survey), 89% for other written documents, 84% for verbal communication, 87% for quality of response to enquiries, and 88% for speed of response to enquiries.

## **Members' training and development needs**

39. 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 they would like to have provided in the coming year.
40. At least ten respondents agreed that there was a need for training and development opportunities in each of the core areas specified in the questionnaire:
- chairing and agenda management (12 respondents)
  - questioning skills (12)
  - how to monitor performance and interpret data (13)
  - finance/budget scrutiny (17)
41. A Cabinet Member suggested that it may be helpful to have regular in-depth presentations outside of scrutiny meetings on discrete subject areas by the specialist officers (such as the seminar given last year by the Head of Revenues and Benefits on forthcoming changes to housing benefit regulations) and comparative studies of work in other councils.
42. **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.

That HR liaises with group offices throughout the year to promote awareness of upcoming training opportunities.

## **Suggested issues and themes for scrutiny**

43. In response to a request for suggested issues/ themes to be considered for inclusion in the overview and scrutiny work programme in 2015/16, the following suggestions were made:
- *The implementation of the Care Act 2014 in Merton and the resources required to deal with self funders who apply*
  - *Rules for allocating vehicle crossovers/off street parking*
  - *Mental health issues among young people*
  - *In work poverty – zero hours contracts*
  - *Support for SMEs + South Wimbledon*
  - *Housing – private rentals and landlords, rent capping*
  - *Building our own properties*

- *In the current and foreseeable context of declining budgets and the many ways in which council services are being transformed, the pressing need is to monitor the implementation of service delivery changes required by the recent budgeting process to assure ourselves as members of the council that what was promised is actually delivered, including service levels.*
- *How do we support older people with physical and mental disabilities in the community? Is the council doing this effectively with care, consideration and responsibility?*
- *Review of commercial waste contracts. How many businesses do we deal with? How many shops don't have proper arrangements (eg Leopold Road), thus contributing to fly tipping/littering of shopping parades?*
- *Review of small scale recycling for flats/people without transportation to Garth Road, i.e. have a centrally based small mini site where people can go on foot/public transport*
- *Health – ways to improve public health by increasing walking/cycling/swimming in the borough*
- *The effects of the savings/cuts on the health and welfare of the user citizens*
- *I would like scrutiny to review the whole topic of “enforcement”, i.e. in relation to planning applications, traffic and parking offences, anti social behaviour, licensing, littering etc etc. Is enforcement happening? Is it consistently applied? Is it fair? Is it cost effective?*
- *I would like scrutiny to review and challenge the removal of the webcasting of council meetings. I believe there is a communication/democracy shortfall being created by this lack of transparency.*
- *Maybe of review on waste management*
- *Cabinet member – I'd like to see masterplanning of the entire budget discussed*
- *Cabinet member – I'd like to see a proper discussion of how we can create a tourist industry in Merton*
- *Co-opted member – continue to integrate equalities in all aspects of scrutiny work*

#### **44. Action point**

All of these suggestions have been considered during the topic selection process for 2015/16.

## 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**

- *PDS - Important decisions have not been tabled in time to allow for pre-decision scrutiny*
- *Call-in – panel members must engage with the evidence presented. It is not enough simply to vote without explanation*
- *Budget – scrutiny failed to achieve change and thus failed to add value, partly because substantive savings were late in coming to the panels*
- *Generally the function of scrutiny is shown to be effective as it allows for checks and balances*
- *There were several important issues in 2014/15 which did not allow for any pre-decision scrutiny. If scrutiny is only involved at a late stage it cannot be effective and is also more likely to engender an adversarial atmosphere. It means that scrutiny is reduced to supporting or rejecting a course of action already decided upon.*
- *Call-in's require very careful management. This has not always been in evidence, allowing the meeting to drift. For example members have tended to get into debate and a degree of point-scoring early in the proceedings. I have noticed a lack of willingness on all sides to debate openly and honestly leaving the impression that outcomes have been decided before the meeting.*
- *Budget scrutiny in 2014/15 was surprisingly poor and less effective than in previous years. The first round of budget scrutiny simply did not happen. By the time my scrutiny panel debated the budget proposals there was very little scope for any creative thinking around the cuts presented. Members of the public who might have taken a close interest in the process would have been surprised at the apparently uncompromising approach that the council seemed to take. For those who looked closely, it seemed to be a prolonged period of poor PR for the council. More attention to the early stages of the budget process is required.*
- *Performance monitoring is often the poor relation in a scrutiny agenda. The value of having it as an agenda item is surely to stimulate a discussion on how performance could be improved. This rarely seems to happen.*
- *Though task groups and performance monitoring have been good, the pre-decision scrutiny has evaporated since May 2014. Call-ins have been a farce though I appreciate the efforts of the scrutiny staff. Cabinet treats call-in with disdain.*
- *Decisions being made on party lines*
- *A very good experience and the ability to get involved with assisting in identifying and find solutions of problems encountered by the residents. Data collection was also excellent.*
- *Overview and scrutiny groups should be involved at earlier stages during the process*
- *Not effective as often over ruled by Cabinet and block voting*
- *Call-ins have been helpful in bringing forward information which should have been in the public domain to help understand prior decision making, but is generally sadly missing. Very little pre-decision scrutiny is in evidence. The*

*budget scrutiny is hampered by missing/inconsistent data provided. Only have seen performance monitoring in OSC task group, not by other scrutiny meetings.*

- *Very little guidance on role of scrutiny and its input in overall process of administration*

### **Other non-executive Members**

- *Many members seem to have forgotten their responsibilities regarding scrutiny. They forget it is not whipped! I have been sickened to hear the constant political party broadcasts and members forgetting the real reason they are there! They are not working together as a team. It is very much a “them and us” situation! Appalling!*
- *I’m not really involved in the scrutiny process but my sense is that the political divide inhibits the famous holding to account, however it goes through the motions nicely.*
- *Given my level of exposure and experience, I find this difficult to judge*

### **Cabinet Members**

- *Too many politically motivated, essentially vexatious call-ins.*
- *We mucked up a couple of pre-decision scrutinies this year – timetabling rather than purposeful disregard. I know we can do better. Likewise, budget scrutiny could be tightened up.*
- *The most useful aspect is task group work where councillors working in scrutiny can inform themselves of an issue and set the agenda. Budget scrutiny, pre-decision scrutiny and performance monitoring can be effective depending on those involved and the issues discussed. If I have a criticism, it is that there is too little genuine expertise or knowledge, so that even uninformed comments are taken seriously simply because they have been made by a scrutiny member. Call in operates on a party political basis with opposition councillors seeing it as a way of gaining publicity for their positions and mobilising external opposition. In reality no threshold is applied so that virtually any call-in has a hearing..*

## **#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?)**

### **Members of the scrutiny commission or panels**

- *Yes - The decisions and discussions are fruitful and relevant and therefore participation is paramount*
- *Yes – there was a good workshop on this last year*
- *I have the opportunity but some members get listened to more than others*
- *Yes – I have suggested topics for both years.*

### **Other non-executive members**

- *Yes – anybody can put forward a topic for discussion*
- *Yes – but I have not done so recently*
- *Yes – as a very new councillor invited to attend agenda workshops but unable to make a useful contribution*

### **Cabinet Members**

- Yes – cabinet members' comments are not always taken seriously because of the apprehended need to demonstrate independence of the executive.

### **#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**

- No – timing, finance and relevance have been helpful in keeping the panels focussed
- Yes – I would like to see us look at piloting solutions more in task groups and maybe have time for innovations
- Yes – more selective as first step but if an important item needs to be covered then additional meetings are ok
- Yes – both. Do not allow any item on the agenda after the weekend before meeting
- Yes – items should be treated individually and not cross into each other
- Yes – quite often agenda packs run to 300-400 pages and it is impossible to be thorough and effective in our role as scrutineers
- Yes – think answer should be more meetings but not sure councillors would want this or that officers would be able to accommodate them
- No – I think if there is a politically “big” issue the agenda should be more flexible to accommodate more specific meetings

#### **Other non-executive members**

- No – I think it is a shame that relationships between health/CCG and Council are being broken down. Some members forget that we are supposed to be a critical friend to health – not a destructor!
- Yes – being more selective may help but things should not be unscrutinised for lack of capacity reasons
- Yes . This is a gut feel – I think the council generally produces too much paper on too many topics

### **Cabinet Members**

- Yes – 5 items per meeting is better
- Yes – attempting to do everything leads to nothing being covered adequately.

### **#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**

- Yes – where there is an opportunity for pre-decision scrutiny
- Yes – reviewing initial budget “plans”
- It would be good to hear from the Cabinet on this one
- No – the Cabinet since May 2014 has ridden rough shod over the panels and treats the call-ins/items as rubber-stamping by their majority members

- Yes – due to the cuts in government grants the Commission/Panels have had a difficult time but have managed to hold cabinet to the minimum cuts to public services
- No – Cabinet pick and choose what to listen to from the scrutiny panels and therefore makes a nonsense of transparency and effectiveness
- No – very poor influence since election
- No – Cabinet may say they do but only example I can give is that Cabinet would try to bring savings forward – they didn't need scrutiny function (or shouldn't need it) to tell them that. Being used as a "tick-box" exercise.
- The issue is to enable the panels to comment on topics where Cabinet may be considering policy.

**Co-opted members**

- Yes – recently the decision on savings/cuts in social services

**Other non-executive Members**

- No never! They never listen! MAE, CIL, High Path, All Saints!
- Yes – but only when they were already prepared to do so
- No – I'm not aware of Cabinet making changes as a result of scrutiny

**Cabinet Members**

- Yes – we certainly don't ignore scrutiny: it influences the way we go forward generally. (didn't want to give specific example)
- Yes – virtually all task group reports are adopted wholesale, e.g. on economic development and the inward investment. Pre budget comments tend to be taken seriously as the record of cabinet decisions will show.

**#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?**

**Members of the scrutiny commission or panels**

- Yes – generally ok
- Yes – some items are far too wordy
- No – sometimes I suspect we are given too much information to muddy the picture and hide what we should really be looking at
- Yes – often disregarded in decision-making by majority of Labour councillors
- Yes – generally good
- No – needed more data and answers to likely questions

**Other non-executive Members**

- No – sessions are too short to have a proper q and a.
- Yes – of course I don't know but I hear that discussions can be robust – and I call that evidence!
- No – scrutiny often seems to lack the presentation of alternatives for consideration. Such alternatives may have been rejected but might help understanding of issues

**Cabinet Members**

- **No – I tend to attend call-ins where much of the evidence is partial or partisan**

## **#8 How could the scrutiny team improve the way it supports overview and scrutiny?**

### **Members of the scrutiny commission or panels**

- *Speed is not an issue*
- *Sometimes the dates for scrutiny are booked in too short a time and this in effect has had considerable negative impact on attendance and more impetus in the tasks.*
- *By getting them involved at the earliest possible stage*
- *Clarity rather than reams and reams of paper, limit lengths of reports and ensure just appropriate data included*
- *All good. Very impressed with Stella.*
- *Think all members of the scrutiny panels should be able to review and recommend adjustments to the minutes before they are published – otherwise used for political purposes to slant discussions. Julia is excellent.*

### **Other non-executive Members**

- *More staff?.*

### **Cabinet Members**

- *By developing expertise in distinct areas through close working with officers in those departments to advise scrutiny panels and chairs on subject areas..*

## **#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**

- *It would be good to tighten the timing so that the meetings last for a maximum of two hours only.*
- *I would be interested in innovation teams – looking at piloting solutions and ideas.*
- *Try and get the Cabinet to treat scrutiny with respect (like before May 2014)*
- *Change the balance of members on panels*
- *Consider changing the chairs of panels*
- *Basically make it more accountable to the public at large as some meetings have been a farce*
- *It is well chaired and timed - keep it up!*
- *None negative. Well structured and delivered, the children's scrutiny. Very prompt and precise.*

### **Other non-executive Members**

- *Forward plans should be published early so as to enable scrutiny to be properly planned. In depth scrutiny needs to be programmed so that meetings are longer and more effective.*

- *The Chair and Vice Chair are excellent. I think that the majority group dominate the vote. I guess that if oppositions cllrs were numerically stronger the same problem would arise but at least the holding to account would be more obvious..*

**Co-opted members**

- *The background details will be useful to participate in the discussion productively.*

### Appendix 3: List of proposed action points

- That forthcoming decisions listed on the forward plan will be included in each Panel/Commission work programme report at each meeting so that issues can be identified for pre-decision scrutiny if appropriate
- That the informal meetings between each scrutiny Chair, Vice-Chair, Cabinet Member and Director will be re-invigorated so that they take place twice a year and provide an opportunity for identify potential issues for pre-decision scrutiny as well as discussing any areas of concern
- That the Head of Democracy Services should work with the Chair and members of the Children and Young People Overview and Scrutiny Panel towards the end of the 2015/16 municipal year to review the impact of and satisfaction with the themed meeting and member sub group approach that has been adopted this year.
- That the Overview and Scrutiny Commission delegates to the financial monitoring task group a role in carrying out some in-depth scrutiny of a small number of areas (such as estate management) and report back any recommendations to the Commission.
- That the Chair and Vice Chair of the Overview and Scrutiny Commission discuss the role of scrutiny in the 2016/17 budget process with the Cabinet member and Director when they meet in September.
- That the Scrutiny Team works with Directors to identify any big or sensitive budget proposals that would benefit from a briefing session for members (as was done on Merton Adult Education last year)
- To discontinue the appointment of a performance lead as a default position so that each Panel and the Commission can adopt an approach to performance monitoring that best suits its needs
- That the Chair of the Overview and Scrutiny Commission and the Head of Democracy Services work together to redesign the questions relating to the size and content of scrutiny agenda.
- That the Head of Democracy Services review the budget pack in conjunction with other officers and the Director of Corporate Services to produce proposals for consideration by the Commission Chair, Vice Chair and Cabinet Member for Finance.
- That the Scrutiny Team ensure that all task group recommendations and other references to Cabinet are followed up through a report back to the relevant Panel/Commission and that policy and service changes resulting from scrutiny recommendations are well publicised.
- That recommendations in task group reports should, where applicable, include targets or intended outcomes that can be measured once implemented by Cabinet.
- 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 HR liaises with group offices throughout the year to promote awareness of upcoming training opportunities.



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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](http://www.merton.gov.uk/committee).

## OVERVIEW AND SCRUTINY COMMISSION - FINANCIAL MONITORING TASK GROUP

1 JULY 2015

(19.00 - 20.30)

PRESENT Councillors Suzanne Grocott(in the Chair), Peter McCabe and Peter Southgate

Marissa Bartlett (Joint Head of HR Transactional Services), Paul Dale (Assistant Director of Resources) and Caroline Holland (Director of Corporate Services)

### 1 APOLOGIES FOR ABSENCE (Agenda Item 1)

Councillors Hamish Badenoch and Dennis Pearce sent apologies.

### 2 MINUTES OF MEETING HELD ON 26 FEBRUARY 2015 (Agenda Item 2)

Minutes were agreed as an accurate record of the meeting.

### 3 UPDATE ON CURRENT STAFFING POSITION (Agenda Item 3)

Marissa Bartlett, Head of Joint HR Transactional Services, introduced the report and Appendix A (which was laid round and will be published with the minutes).

Marissa Bartlett said that HR had been carrying out an intensive piece of work over the past year, known as a “technical establishment exercise” in order to identify each post (generic job title such as Revenue and Benefits Officer) and position (particular role assigned to the people in each of those posts) that is budgeted for in order to produce a fully costed staffing structure baseline. Data has also been produced to set out the number of vacancies as at 1<sup>st</sup> June 2015 and how many of these are filled by agency/temporary workers. She said that this is a work in progress and she would welcome comments on how comprehensive members considered the data in the appendix to be..

Caroline Holland, Director of Corporate Services, added that her intention is to provide information on budgeted hours rather than posts and positions as she believes this would be more meaningful to service managers and to councillors. She will also ensure that this information is consistent with the information on interim/temporary workers that is provided to General Purposes Committee.

In response to a question about what information was provided to service managers, Paul Dale, Assistant Director of Resources, said that the finance team provide detailed budget information on each post for managers to verify before the start of the financial year so that managers can check it and will fully understand their staffing budget.

Caroline Holland explained that the finance information comes from a separate system and that the data provided to the task group comes from the HR/payroll integrated iTrent system which, when vacant posts are also entered, will be able to provide the sort of HR monitoring data that the council requires. She added that when the contract for the previous HR system expired and the contract for iTrent began in April 2012, a decision was taken to focus on the payroll function to ensure that staff were paid that month. Vacant post information was not entered initially due to the importance of keeping to the go live date for the other two councils in the partnership.

Marissa Bartlett said that other councils do not use iTrent in the way Merton applies their staffing establishment control, which is why this has been a lengthy exercise and much care has been taken to ensure the data is accurate.

In response to a question about what the position would be with iTrent when the Merton and Sutton HR shared service came to an end, Caroline Holland said that the iTrent contract is for 10 years, with a break clause, so it is likely to remain in use. She assured members that the system could be developed

Task group members said they found the information in Appendix A difficult to understand and would prefer to have information given in terms of full-time equivalents (FTEs), vacancies and number of vacancies covered by agency and interim staff to produce the information that they require. They stressed that they need to be able to see the big picture but also to have confidence in the accuracy of the information provided.

It was AGREED to invite Marissa Bartlett to a future meeting of the task group to present FTE staffing, vacancy and vacancy cover information and summary level data.

#### 4 2014-15 FINANCIAL OUTTURN REPORT (Agenda Item 4)

Members AGREED to take agenda items 4,5 and 6 together.

Caroline Holland introduced the reports. She drew members' attention to the key areas:

- the council's revenue budget was overspent in 2014/15 for the first time in many years. There were three main service areas that were overspent and steps have been taken to address these to limit possibility of overspend in 2015/16. However, current forecast is for an overspend of £1.2m in 2015/16
- the level of general fund reserves was reduced in 2014/15 for the first time in several years
- total capital expenditure in 2014/15 was less than predicted in November 2014. There has already been some slippage in the 2015/16 capital budget
- the collection fund for business rates has fallen in 2014/15 following new government regulations that have resulted in a large increase in the number of appeals and therefore provisions required

- the pension fund accounts have been reported to the Pension Fund Advisory Panel and to General Purposes Committee where members were reasonably happy with its performance. The council is looking to change its pension fund manager to get even better returns in future. A one-off £10m deficit funding transfer from reserves was put in as planned to reduce the impact on future years.

In response to questions about the pension fund, Paul Dale said that the method of evaluating the pensions liability differed from that used in the private sector and that the gap was much lower in cash terms. He added that the return on investment achieved was reasonable and that Merton is in a better position than most councils.

Caroline Holland explained that the policy on the use of the reserves and balances is set out in the council's medium term financial strategy. General fund balances are intended to meet unexpected items such as the 2014/15 overspend. Earmarked reserves can only be used for the purpose for which they are earmarked.

Members expressed concern at the £1.2m projected overspend for 2015/16 and asked whether the causes of the 2014/15 had been addressed. Caroline Holland outlined the three areas of major overspend and that, of these, adult social care costs and, to a lesser extent, children's social care remained an area of concern to her. She said that more work would be done to challenge budget managers and to see if monies could be released from corporate items to address genuine budget pressures elsewhere. In response to a question, she said that the council was likely to need to draw on general fund reserves again this year.

Members also questioned whether sufficient was being done at this early stage in the financial year to bring the projected overspend under control. Caroline Holland said that analysis was being undertaken and that it is important to track progress on achievement of savings that had already been agreed as underperformance on this would also impact on the 2015/16 outturn prediction. Paul Dale said that he would be meeting with assistant directors and cost centre managers to address overpends.

In response to a question about the importance of challenge so that only essential capital schemes are funded, Caroline Holland said that this does happen but she would welcome members' support on this.

**ACTION:** Caroline Holland undertook to provide task group members with appendix 4: on street parking account 2014/15.

- 5 SUPPLEMENTARY INFORMATION ON THE CAPITAL PROGRAMME (Agenda Item 5)
- 6 DRAFT STATEMENT OF ACCOUNTS, 2014-15 (Agenda Item 6)
- 7 DATE OF NEXT MEETING (Agenda Item 7)

The dates and membership of the financial monitoring task group for 2015/16 will be agreed by the Overview and Scrutiny Commission at its meeting on 14 July 2015. The proposed meeting dates are 22 July, 5 November 2015 and 23 February 2016.

It was AGREED that the only agenda item on 22 July will be the financial monitoring report for 2015/16 quarter 1. Councillor Suzanne Grocott sent apologies.