

Merton Council Overview and Scrutiny Commission



Date: 7 July 2016

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. Alternatively, visit www.merton.gov.uk/scrutiny

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Overview and Scrutiny Commission membership

Councillors:

Peter Southgate (Chair)
Peter McCabe (Vice-Chair)
Hamish Badenoch
Abigail Jones
Oonagh Moulton
David Williams
Mike Brunt
John Dehaney
Sally Kenny
Dennis Pearce

Substitute Members:

Suzanne Grocott
John Sargeant
Michael Bull
Agatha Mary Akyigyina
Joan Henry

Co-opted Representatives

Helen Forbes, Parent Governor
Representative - Secondary and Special
Sector
Denis Popovs, Primary School Parent
Governor Representative
Colin Powell, Church of England diocese
Geoffrey Newman (Co-opted member,
non-voting)

Note on declarations of interest

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

What is Overview and Scrutiny?

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

Scrutiny's work falls into four broad areas:

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

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

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

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Agenda Item 3

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

OVERVIEW AND SCRUTINY COMMISSION

5 APRIL 2016

(7.15 pm - 9.30 pm)

PRESENT: Councillor Peter Southgate (in the Chair),
Councillor Peter McCabe, Councillor Stan Anderson,
Councillor Hamish Badenoch, Councillor Brenda Fraser,
Councillor Suzanne Grocott, Councillor Jeff Hanna,
Councillor Abigail Jones, Councillor Oonagh Moulton,
Councillor Katy Neep, Denis Popovs and Geoffrey Newman

ALSO PRESENT: Sophie Ellis (Assistant Director of Business Improvement),
Nathan Rogers (Programme Director at General Dynamics), Jim
Marsh (Programme Manager), Caroline Holland (Director of
Corporate Services), Julia Regan (Head of Democracy
Services), Yvette Stanley (Director, Children, Schools & Families
Department) and Evereth Willis (Equality and Community
Cohesion Officer)

1 APOLOGIES FOR ABSENCE (Agenda Item 1)

Apologies were received from co-opted member Colin Powell.

2 DECLARATIONS OF PECUNIARY INTEREST (Agenda Item 2)

None.

3 MINUTES OF THE PREVIOUS MEETING (Agenda Item 3)

Agreed as an accurate record of the meeting. There were no matters arising.

4 CUSTOMER CONTACT PROGRAMME UPDATE (Agenda Item 4)

Sophie Ellis, Assistant Director of Business Improvement, introduced her colleagues working on the customer contact programme - Nathan Rogers, Programme Director at General Dynamics, and Jim Marsh, Programme Manager for LB Merton.

Sophie Ellis drew the Commission's attention to the delay with the new contact management system and said that it is currently about three weeks behind schedule. The reasons for the delays in the programme are set out in the report and include difficulty experienced by General Dynamics in getting suitably high calibre staff as well as unanticipated technical obstacles. The council had been fortunate in being able largely to recruit the staff it needed for its work on the programme. In summary, Sophie Ellis emphasised that there are three variables in any project or programme: price, time and quality. The price on this programme is fixed, so the only possible movement will be around time and quality; the programme board had taken a

conscious decision that any movement must not be on quality since this would impact on residents and therefore had accepted some movement in timescales.

Sophie Ellis explained that the approach being taken to the launch of the new website is to delay the release of new pages until there is functionality that will enable customers to conduct transactions online. Waste services will be the first to go live later in April on a “beta site” that will run alongside the current site with a link for people who want to try it out. Further services will be added gradually and it is expected that the new website should go live in full (with all planned automation in place) by August.

In response to questions about the data handling capacity of the customer relationship management system, Nathan Rogers said that a cloud based platform would be used, that demand for the next four to five years had been anticipated and that the council’s retention policy had been built in to remove information as appropriate. Sophie Ellis said that an incremental approach was being taken in linking it to other council systems in order to provide a single masterset of customer data and this will be lead by customer demand. Nathan Rogers reassured members that appropriate and rigorous security systems would be in place.

Members expressed interest in the capacity of the customer relationship management system to produce data that could be used for performance management purposes as well as for predicting and managing demand. They also asked a number of questions regarding the savings that would be achieved as a result of the customer contact programme and asked that this information be included in future reports to the Commission.

RESOLVED: to thank the officers for the report and to request an update in due course that would include information on savings achieved through the customer contact programme.

5 MONITORING THE COUNCIL'S EQUALITIES COMMITMENTS (Agenda Item 5)

Evereth Willis, Equality and Community Cohesion Officer, highlighted the considerable achievements of the past year as set out in the report. In relation to the coming year she said there would be more outreach work with small and medium sized businesses in the borough, a refresh of the corporate equalities steering group and a review of the action plan.

Commission members praised the excellent work that had been carried out, in particular by the Children Schools and Families Department in raising the achievement of Bangladeshi and Asian-Other pupils. Yvette Stanley, Director of Children Schools and Families, explained that work had been done to raise levels of achievement across the board, together with targeted work with specific schools to close the achievement gap between groups of pupils. This work will continue with other groups of pupils, tailored according to their needs.

In response to a question about how the changes to the provision of Merton Adult Education would impact on equalities monitoring, Yvette Stanley said that the contracts with the service providers include specification for the provision of monitoring information so that progress against the action plan targets on reaching specific groups can be assessed. She undertook to include the data, including on impact of the changes, in next year's report.

The officers were asked about what might be done differently in future. Evereth Willis said that the strategy was still very relevant and would only require a light touch refresh but that she would seek to reduce the number of activities listed in the action plan. Yvette Stanley said that many of the issues they were dealing with had been around for a very long time and were now being tackled in the context of declining resources so the focus is to prioritise the most vulnerable. She added that continuing to work in partnership and ensuring there was a strategic influence over commissioned services would be a key issue for the next strategy.

RESOLVED: to thank the officers for the report and for progress made in implementing the equality strategy.

6 SCRUTINY OF THE DEPARTMENTAL SAVINGS WEIGHTINGS (Agenda Item 6)

Caroline Holland, Director of Corporate Services explained that the report, written in response to a referral from Council, set out how the allocation of savings between council departments has been approached since 2007/8. The report also provides examples of how different weightings would impact on departmental budgets going forward.

Members welcomed the opportunity to review the decision making process in relation to the distribution of savings between departments. Members reflected on the role of budget scrutiny and expressed some frustration with the current process whereby on the one hand proposed savings presented to the Panels and the Commission are increasingly unpalatable and on the other hand no alternative savings are presented.

Members discussed two potential alternative approaches. The first would be to request savings that represent a greater total than that required to balance the budget so that there would be an element of choice. Members acknowledged that this could be difficult because it could raise anxiety about proposals that would then not be taken forward and may become politicised. Caroline Holland said that last year the departments did not meet the savings proposal targets set by Cabinet and so may be unable to outline proposals that would meet higher totals.

The second would be to conduct detailed scrutiny and challenge of each budget line of expenditure. Members noted that this would be time consuming but could be done by selecting a small number of service areas for a "deep dive" approach similar to that conducted by the financial monitoring task group over the past year. Task groups or workshops within panel meetings might be useful mechanism for carrying out this work. Caroline Holland said that there had been a detailed scrutiny of expenditure in

the preparation of the 2012/13 budget. She reminded members that the service plans that were provided as part of the budget pack set out the budget (section E), performance information and key projects for each service area alongside the budget book pages (appendix 9).

Members agreed that the service plans could provide a useful starting point for detailed scrutiny of services and as context for prioritising items at the topic workshops to include in the 2016/17 scrutiny work programme. Members also agreed that it would be helpful for the scrutiny panels to share their learning on budget issues.

The Commission RESOLVED:

1. to support the principle of protecting services to the most vulnerable residents;
2. that the Commission's financial monitoring task group should carry out detailed scrutiny of expenditure for a small number of service areas and report back to the Commission on how this has worked so that the Commission can reflect on this and identify any changes it wishes to make to the budget scrutiny process for the coming year;
3. that in carrying out detailed scrutiny of service expenditure, the financial monitoring task group should look for revenue opportunities, procurement and efficiency savings and should draw on learning from the scrutiny task group work on shared and outsourced services and on commercialisation;
4. That the financial monitoring task group should ask the chairs of the scrutiny panels for suggestions as to which service areas should be prioritised for detailed scrutiny of expenditure.

7 OVERVIEW AND SCRUTINY ANNUAL REPORT (Agenda Item 7)

RESOLVED: to agree the report for presentation to Council at its meeting on 13 July 2016, subject to the full titles being used for each of the NHS Trusts referred to within the report.

8 REVIEW OF ARRANGEMENTS FOR CO-OPTED MEMBERS (Agenda Item 8)

The Chair invited Geoffrey Newman, co-opted member, to talk about his experience in the role. Geoffrey Newman said that he thought that a one year period was too short to get to grips with the work of the Commission, particularly given all the jargon used. He had found the role interesting but had been disappointed initially in what was achieved at meetings but felt that this evening's meeting had demonstrated what scrutiny could do. He suggested that any future co-opted member be given a longer induction and encouraged to attend a meeting prior to taking up the role.

Commission members agreed that it was useful to have some non-statutory co-opted members who could bring specific expertise and independence. They understood that it would be helpful to make appointments for a two year period but would wish to retain the flexibility to review the appointment at the end of the first year.

RESOLVED:

1. to make future appointments for a two year period, with the opportunity to terminate after 12 months should either party wish to do so. To invite new co-opted members to attend a meeting of the Commission prior to taking up the role.
2. That the Chair should talk to Geoffrey Newman to find out if he wishes to continue for a second year.

9 DISCUSSION OF QUESTIONS TO ASK THE LEADER OF THE COUNCIL AND THE CHIEF EXECUTIVE AT THE COMMISSION'S MEETING ON 7 JULY 2016 (Agenda Item 9)

RESOLVED:

1. to retain the flexibility to ask the Leader of the Council and the Chief Executive any questions members wish at the meeting on 7 July;
2. to ask the Leader to describe the proposals for public consultation on the budget, and specifically on the levy for adult social care. The Leader may respond at the meeting or in writing prior to the meeting.

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Committee: Overview and Scrutiny Commission

Date: 7 July 2016

Wards: All

Subject: Merton Partnership Annual Report 2016-17

Lead officer: Ged Curran, Chief Executive

Lead member: Councillor Stephen Alambritis, Leader of Merton Council and Chair of Merton Partnership

Contact officer: John Dimmer, john.dimmer@merton.gov.uk; 020 8545 3477

Recommendations:

- A. That the Overview and Scrutiny Commission discuss and comment on the progress of the Merton Partnership in 2015-16, as set out in the draft Annual Report at Appendix I to be presented to the Merton Partnership Executive Board at its meeting on 26 July 2016
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1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 One of the key recommendations from the LBM Internal Audit of the Merton Partnership, agreed by the Merton Partnership Executive Board in September 2014 was that the “Merton Partnership should produce an Annual Report, as indicated in the Governance Handbook, for review by the Overview and Scrutiny Commission and subsequently publish it.” Additionally, this report should outline performance over the previous year.
- 1.2 The draft annual report of the Merton Partnership for 2015-16 is attached at Appendix I for consideration by the Overview and Scrutiny Commission. This includes a general update on the progress of the four thematic partnerships against the community plan themes over 2015-16, as well as a detailed annual performance update.
- 1.3 The attached report is draft and subject to amendments. Once the report has been considered by the Commission, a final draft version will be taken to the Merton Partnership Executive Board on 26 July 2016 for discussion and agreement. The final report will then be published on the Merton Partnership website www.mertonpartnership.org

2. BACKGROUND

- 1.1.1 The Merton Local Strategic Partnership (known as the Merton Partnership) was established in January 2002 as the overarching strategic partnership for the borough. Its aim is to work together with all partners on issues that are key to local people – including residents, workers and visitors – as reflected in the Community Plan.
- 1.1.2 The Partnership’s primary objectives are to deliver the Community Plan and Neighbourhood Renewal Strategy, along with other plans and strategies adopted by the Merton Partnership, for example the Community Cohesion Strategy and the Volunteering Strategy.

- 1.1.3 The Merton Partnership agreed the latest refresh of the Community Plan in May 2013. The new Community Plan shows what the Merton Partnership has achieved since the previous plan was updated in 2009, as well as the vision and priorities for the borough going forward.
- 1.1.4 The Community Plan themes can be viewed in the 2013 Community Plan document: <http://www.merton.gov.uk/community-living/communityplan.htm>
- 1.1.5 The Partnership agreed to a review of its governance arrangements to ensure that it is fit for purpose to deliver the refreshed Community Plan. In addition to other structural and operational changes, the membership of the partnership has also been updated to remove any duplication.
- 1.2 Structure of the Merton Partnership**
- 1.2.1 The Merton Partnership consists of senior representatives from the public, private, voluntary and community sectors. Members are recruited on the basis of their capacity to represent their organisations and not their individual interests.
- 1.2.2 Membership of the Merton Partnership and its Executive Board is regularly reviewed. Invitations for additional representatives to join these bodies are by prior agreement between the existing Members.
- 1.2.3 The Partnership has an 'Executive Board' model, and consists of a number of key groups:
- Merton Partnership (annual themed conference);
 - Executive Board;
 - Thematic Partnerships; and
 - ad hoc working groups.
- 1.2.4 INVOLVE is a network of the community and voluntary sector and is the Community Engagement Network for Merton. A total of 15 INVOLVE elected representatives sit on the various bodies within the Merton Partnership structure. The representatives are committed to attending the meetings of their particular Board / Group, both to raise and to report back on issues relevant to the voluntary and community sector.
- 1.2.5 There are four thematic partnerships. These bodies are tasked with coordinating delivery of the priorities of the Merton Partnership, as identified in the Community Plan. The main areas of work and responsible thematic partnerships are set out below:

Theme	Responsible body and work areas
Sustainable communities	Sustainable Communities and Transport Board <ul style="list-style-type: none"> ▪ Sustainable housing ▪ Environment (including street scene) ▪ Transport ▪ The economy (including adult learning and skills)
Safer and stronger communities	Safer and Stronger Strategy Group <ul style="list-style-type: none"> ▪ Preventing and reducing crime, anti-social behaviour and substance misuse ▪ Community cohesion and active citizenship ▪ Public safety (including fire safety and civic contingencies)
Healthier Communities	Health and Wellbeing Board <ul style="list-style-type: none"> ▪ Improving health outcomes ▪ Reducing health inequalities ▪ Independent living ▪ Supported living
Children and Young People	Children's Trust <ul style="list-style-type: none"> ▪ Education ▪ Children's social care ▪ Youth services

2.1 The high level conclusion of the latest 2014 internal audit of the Merton Partnership audit was that the Merton Partnership's "new governance arrangements, including a revised structure, are clear and effective in providing a sound basis for co-ordinating the activities of the different partners and reporting them against the priorities of the Partnership."

3. ALTERNATIVE OPTIONS

3.1 The audit of the Merton Partnership recommended that a report is produced annually. Failure to do so would mean that the performance of the partnership is not reported.

4. CONSULTATION UNDERTAKEN OR PROPOSED

4.1 Thematic Leads have been consulted on this report.

5. FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

5.1 There are no direct financial implications arising from this report.

6. LEGAL AND STATUTORY IMPLICATIONS

6.1 There are no legal or statutory implications arising from this report.

7. HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

7.1 There are no direct implications arising from this report.

8. CRIME AND DISORDER IMPLICATIONS

8.1 None for the purposes of this report.

9. RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

9.1 None for the purposes of this report.

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

10.1 Appendix I – Merton Partnership Annual Report 2015-16.

11. BACKGROUND PAPERS

11.1 None.

MERTON PARTNERSHIP ANNUAL REPORT 2015-16

(DRAFT)

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1. MERTON IN CONTEXT

OVERVIEW

Merton is an attractive and safe London borough with good transport links, green spaces and provides a good quality of life for its residents. Wimbledon is renowned world-wide for its sporting heritage and has a thriving retail offer. However, Merton shares many characteristics of an inner London borough with significant income and health disparities particular between the east and west of the borough. Relevant facts and figures about Merton are set out below.

- Merton's population is estimated to be around 210,000 and it is a growing borough with the population projected to rise to 220,000 by 2021.
- Predominantly suburban in character, with high levels of commuter flows in and out of central London.
- Good connections with the London transport network. The District and Northern lines both run through the borough. Tramlink provides connections between Wimbledon and Croydon via Mitcham and Morden, while numerous overground stations and bus routes provide easy access to central London and neighbouring boroughs. Crossrail 2 is set to come to the borough and could be a significant catalyst for economic growth.
- Large amounts of green space including over 60 parks and open spaces (including Wimbledon and Mitcham commons), 28 conservation areas, 11 nature reserves and 17 allotment sites.
- Census 2011 data showed that 35% of the population is from black and minority ethnic (BME) groups.
- 121 languages are spoken in Merton's 43 primary schools, eight secondary schools (including two academies), three special schools, one Pupil Referral Unit and 11 children's centres.
- Increasing numbers of groups with particular needs, for example older people, BME communities and the increased number of young people with special educational needs or disabilities.
- Seven libraries provide internet access, summer reading schemes and homework clubs as well as traditional book, CD and DVD lending.
- Three leisure centres provide a wide range of facilities in Mitcham, Morden and Wimbledon.
- Merton plays host to one of the country's most famous sporting events – the Wimbledon fortnight held at the All England Lawn Tennis and Croquet Club.
- Council tax is currently set at £1,378.25 (2016/17) for a band D property (including the Greater London Authority precept) and has been frozen for the past six years.
- Merton is consistently amongst the top four safest boroughs in London which is a tribute to the excellent partnerships between the council, Metropolitan Police Service, Safer Merton Partnership and the community.

The 2015 Indices of Multiple Deprivation (IMD) show that Merton ranks as 'very low' in terms of overall social deprivation compared to other London boroughs, 7th least deprived out of the 33 London boroughs and ranked 212 out of 326 (where 1 is the most deprived) for the rest of England. However, a number of pockets of deprivation exist within Merton. These pockets are mainly in the eastern wards (such as Figges Marsh, Cricket Green, Lavender, Graveney and Ravensbury) and some smaller pockets in the western wards (Trinity, Abbey and Hillside). The following statistics highlight the inequalities between the east and the west.

- The average median income for Merton is around £32k. In wards in the west of the borough, the median income range is £41-£50k. By comparison, in many of the wards in the east the range is £24k-28k.
- The east of the borough has much higher levels of serious illness and early deaths from illnesses such as cancer and heart disease.
- In men, life expectancy ranges from 76.9 years in Ravensbury to 84.6 years in Village.
- In women, life expectancy ranges from 81.9 years in Figges Marsh to 88.5 years in Cannon Hill.
- Four of Merton's Super Output Areas (SOAs) all in the east, are amongst the 20% most deprived in the country, and sixteen are in the 30% most deprived nationally, all located in the east of the borough.
- Although unemployment in the borough is below the national average, it rises significantly in some of the eastern wards.
- In three wards in the east of the borough, nearly a quarter of the population have no qualifications.
- Free school meals eligibility is rising in Merton schools.

Merton is, therefore, a borough of contrasts. Bridging the gap between the east and the west of the borough is the main theme of the Merton Partnership's [Community Plan](#).

The most recent [Annual Residents' Survey](#) (2014/15) shows that residents are most concerned about:

- Litter/dirt in the street
- Crime
- Traffic congestion
- Level of council tax
- Lack of affordable housing

Concern over lack of jobs, having gone down by 3% in the previous year, has gone down by another 8% last year.

2. THE MERTON PARTNERSHIP

The [Merton Partnership](#) (the Local Strategic Partnership) was established in January 2002 as the overarching strategic partnership for the borough. Its aim is to work together with all partners on issues that are key to local people – including residents, workers and visitors – as reflected in the Community Plan.

The Partnership's primary objectives are to deliver the Community Plan and Neighbourhood Renewal Strategy, along with other plans and strategies adopted by the Merton Partnership.

The Merton Partnership agreed the latest refresh of the Community Plan in May 2013. The new Community Plan shows what the Merton Partnership has achieved since the previous plan was updated in 2009, as well as the vision and priorities for the borough going forward.

The Merton Partnership consists of senior representatives from the public, private, voluntary and community sectors. Members are recruited on the basis of their capacity to represent their organisations and not their individual interests.

Membership of the Merton Partnership and its Executive Board is regularly reviewed. Invitations for additional representatives to join these bodies are by prior agreement between the existing Members.

The Partnership has an 'Executive Board' model, and consists of a number of key groups:

- Merton Partnership (annual themed conference);
- Executive Board;
- Thematic Partnerships; and
- ad hoc working groups.

A total of 15 INVOLVE (Community Engagement) Network elected representatives sit on the various bodies within the Merton Partnership structure, both to raise and to report back on issues relevant to the voluntary and community sector.

There are four thematic partnerships. These bodies are tasked with coordinating delivery of the priorities of the Merton Partnership, as identified in the Community Plan. The main areas of work and responsible thematic partnerships are set out overleaf.

Theme	Responsible body and work areas	Key facts and figures
Sustainable communities	Sustainable Communities and Transport Board <ul style="list-style-type: none"> ▪ Sustainable housing ▪ Environment (including street scene) ▪ Transport ▪ The economy (including adult learning and skills) 	<p>32% of the borough is open space, compared with a London average of 10%, and there are over 60 parks and open spaces.</p> <p>Parts of the borough (most notably Mitcham, South Wimbledon and Colliers Wood) remain congested at certain times of the day – mostly on TFL trunk roads. However, latest statistics show that the situation is improving – with 30% of Merton’s households now car-free, the bulk of these located on the Northern Line corridor (Colliers Wood / Abbey / Trinity wards).</p> <p>Merton has extremely high levels of economic activity and business formation when compared to neighbouring boroughs. The borough has high levels of skills and qualifications and demonstrates evidence of the clustering of some high value sectors including digital, creative and cultural industries.</p> <p>Whilst levels of economic inactivity are relatively low in Merton, there is, however, a large degree of variation within the borough. There is a clear east/west divide in terms of unemployment, with the east displaying far higher rates than the west. The Economic Wellbeing Group is working to improve economic opportunity across the borough by delivering the Employment and Skills strategy and Merton Business Support Service.</p> <p>Approximately 68% (137,500) of Merton’s population is of working age (16-64). This high percentage figure mirrors London working age population and is higher than the national figure of 64%.</p> <p>Merton is well served with transport links into central London, via two different Underground lines and Thameslink. Overland rail services also offer access to commuter towns in Surrey and Hampshire, whilst Tramlink offers ease of access to locations across South London.</p> <p>Merton’s planned transport improvements include Tramlink capacity upgrades at Wimbledon, Tramlink extensions to South Wimbledon and Sutton and plans for Crossrail 2 at Wimbledon, Raynes Park and Motspur Park.</p> <p>The average house price for Merton last year was up by 4% to £583k.</p> <p>Merton has a net daily commuting flow of minus 39,760 workers, meaning a larger proportion of workers are leaving the borough to work on a daily basis than entering it.</p>

<p>Safer and stronger communities</p>	<p>Safer and Stronger Strategy Group</p> <ul style="list-style-type: none"> ▪ Preventing and reducing crime, anti-social behaviour and substance misuse ▪ Community cohesion and active citizenship ▪ Public safety (including fire safety and civic contingencies) 	<p>Safer Merton is the crime reduction partnership for the borough, bringing the council, the police, the fire authority and other partners together to help keep Merton residents safe.</p> <p>Merton is consistently rated one of the safest London Boroughs. It is currently the sixth safest across London as at March 2016 although crime remains a major concern for our residents.</p> <p>Residents have told us that Merton is a borough where people of different backgrounds get on well together.</p> <p>The Census 2011 indicates that the main languages spoken in Merton are English (78.9%), Polish (3.5%) and Tamil (3.1%)..</p> <p>56.1% of Merton residents are Christian, 8.1% are Muslim, 6.1% are Hindu and 20.6 % with no religion.</p>
<p>Healthier Communities</p>	<p>Health and Wellbeing Board</p> <ul style="list-style-type: none"> ▪ Improving health outcomes ▪ Reducing health inequalities ▪ Independent living ▪ Supported living 	<p>Current all age all cause mortality rates place Merton among the healthier areas in England, with mortality rates significantly below national but higher than regional levels.</p> <p>In women, life expectancy in Merton was 84.2 years and ranged from 81.9 years in Figges Marsh to 88.5 years in Cannon Hill.</p> <p>In men, life expectancy in Merton was 80.4 years and ranged from 76.9 years in Ravensbury to 84.6 years in Village.</p> <p>The gap in childhood obesity in 10-11 year olds between the east and west of the borough is currently 8.8% where it was previously 6.2%</p> <p>Estimates of adults with excess weight suggest that 59% of adults (over 16 years) in Merton are obese or overweight.</p> <p>The proportion of the population eating the recommended '5-a-day' is higher in Merton (55.1%) compared to London (49.4%) and England (52.3%).</p> <p>According to the 2011 census, the proportion of the population stating good health or very good was 85.6% in Merton, 83.8% in London, 81.4% in England.</p> <p>Around 15.5% of the population smokes. This is lower than for England (18%).</p> <p>Almost 60.5% of adults are physically active in Merton which is higher compared to England (57%).</p>

		<p>Merton has 24 GP practices in total, 12 are in the East and 12 are in the West of the borough.</p> <p>East Merton is more deprived in quintile 3 compared to the West of the borough in quintile 5 (where 1 is most deprived and 5 is least).</p> <p>Hospital stay for alcohol related harm is higher in East Merton (101.4) compared to West Merton (69.8).</p> <p>The Mental Health Profiles indicate that overall in Merton mental health risks, prevalence and access to services are generally either similar to or better than England. However, there are a number of indicators where Merton is significantly worse than England.</p> <p>Injuries due to falls in people that are 65 years and over is higher in Merton compared to London and England averages.</p>
<p>Children and Young People</p>	<p>Children's Trust</p> <ul style="list-style-type: none"> • Improving overall outcomes for children and young people • Multi-agency partnership practice <ul style="list-style-type: none"> ▪ Education inc Early Years ▪ Children's Social Care ▪ Youth services inc Youth Offending ▪ Children's Community Health 	<p>Whilst the total Merton population is rising, the under five population in particular has been rising much faster, with a slight decrease projected for the next few years.</p> <p>This has implications for early years and school place planning, and increased pressure on universal, enhanced and specialist children's services provided by the Council and partners. Examples of additional pressure on targeted and specialist services include; Children and Families Act; 0-25 services for children with complex needs; transfer of responsibilities to local authorities for remand costs; implications to the youth justice service; accommodating families with no recourse to public funds and UASC; additional health needs.</p> <p>The ethnic diversity of the borough is increasing and this is most prominent in children and young people below secondary age, 44% of the child population is BAME compared to 35% of the whole population. The largest increases are in the Asian Other, Black African and Pakistani ethnic groups</p> <p>Recent improvements in GCSE performance have placed Merton as one of the most improved areas in the country.</p>

Delivery Groups

Delivery groups sit under each of the thematic partnerships and work with local groups within the community to deliver the priorities identified by the Partnership.

Members of the Merton Partnership Executive Board

The following organisations and individuals are members of the Merton Partnership Executive Board:

- Chair of Merton Partnership / Leader of Merton Council (Chair)
- Chief Executive, Merton Council (Deputy Chair)
- Borough Commander, Merton Police (Deputy Chair)
- Director of Public Health, Merton Council
- Chair, Merton CCG
- Borough Commander, Merton Fire (LFB)
- Chief Executive, Merton Chamber of Commerce
- Chief Executive, Merton Voluntary Services Council
- Customer Service Operations Manager, Jobcentre Plus
- Principal, South Thames College (Merton campus)
- Managing Director, Circle Housing Merton Priory
- Community Engagement Network (CEN) representative x2

Review of the Merton Partnership

The Merton Partnership agreed a refreshed Community Plan at its meeting on 7 May 2013. It also agreed to a review of its governance arrangements to ensure that it is fit for purpose to deliver the refreshed Community Plan.

Members confirmed that the review of the partnership should aim to achieve the following objectives:

- Build on the ethos of strong partnership working and relationships in the borough;
- Focus on delivering the Community Plan priorities and monitoring outcomes for the borough; and
- Reflect the changing landscape for partnership working, including (but not limited to) reduced funding, changes to health and the introduction of welfare reform changes.

Reflecting stakeholder feedback and best practice, the working group proposed the Merton Partnership incorporated changes to implement an 'Executive Board' model.

These proposals were agreed by the Merton Partnership at their final meeting on 11 February 2014 and the changes subsequently implemented. The Executive Board now meets six times a year and the Merton Partnership meets collectively at its annual conference.

Over 100 people attended the last annual conference on 21 January 2016 which focused on:

- the opportunities and challenges of different approaches to prevention;
- how different 'models of support' could be developed to meet future needs;
- working together to ensure the retaining of value in the borough;
- investigating community-led regeneration.

The conference involved a range of workshops and speakers including Professor Tony Travers from the London School of Economics.

3. VISION AND PRIORITIES FOR THE LOCAL AREA

The Merton Partnership aims to achieve a vision for Merton as

“a great place to live and call home, where citizens are also neighbours and take responsibility for improving their own lives and neighbourhoods”.

This vision for Merton and is set out in the Local Community Plan 2013.

Merton's Community Plan is the overarching strategic plan of the Merton Partnership. It sets out the partnership's long term vision and priorities for the borough up until 2019.

The borough's first Community Plan was published in 2006, and the Merton Partnership agreed it would be refreshed every three years.

Over 8 months, a planning group led by an independent, community-based chair led an extensive engagement process with voluntary and community sector (VCS) organisations, businesses, local partners and communities across the borough to develop Merton's new Community Plan for 2013.

One of the key themes of the Community Plan is 'bridging the gap'. This reflects the Partnership's ambition to tackle the disparities between the east and the west of the borough.

The Partnership also has a [Neighbourhood Renewal Strategy](#) and Action Plan that is focused on the east of the borough, which identifies the inequalities that exist within the borough and what actions need to be taken to address these.

4. PARTNERSHIP ACHIEVEMENTS: 2015-16

The Partnership has presented its achievements under the following four Community Plan themes:

1. A healthy and fulfilling life
2. Better opportunities for youngsters
3. Keeping Merton moving
4. Being safe and strong

Key achievements in 2015-16, key plans for the future and key challenges are set out under each theme.

4.1 A HEALTHY AND FULFILLING LIFE:

Health and Wellbeing Board

Health and Wellbeing Boards are statutory partnerships formed to deliver strategic, local leadership in health and wellbeing. The work of HWB, focused on addressing health inequalities, is central to informing the commissioning of health and social care services in Merton. It has a core role in encouraging joined up, integrated services across the Council, CCG, acute providers, the voluntary sector and other local partners to improve health and wellbeing across the borough.

Merton Health and Wellbeing Board's statutory responsibilities include producing the Joint Strategic Needs Assessment (JSNA) the evidence from which informs the Health and Wellbeing Strategy.

Key achievements in 2015/16 have included:

- The HWB has agreed a new focus and energy to build a local sustainable model of health and social care, around the planned health centre at the Wilson site in Mitcham, that is asset based, focusing on the whole person, community and wider health system. The East Merton Model of Health and Wellbeing has a preventative and proactive approach to tackling health inequalities and will provide a blueprint for the whole of Merton.
- HWB partners will take the strategic lead, working together with the local community, around the planned Wilson Health Centre, with agreed priorities for 2016/17 of a joint action plan for Prevention of Childhood Obesity and a partnership funded Social Prescribing pilot in East Merton.
- Continued strategic leadership by the HWB will be supported via the Leadership Centre's Local Vision Programme and learning will be shared regionally and nationally.
- The HWB is working towards a step change in the way health and social care services are delivered. The Merton Better Care Fund in its first year was seen as good plan and achieved its targets on non elective hospital admissions. Partners are now working towards full integration of health and social care services by 2020.
- By agreeing, jointly with the CCG, the new community health services contract with Central London Community Healthcare the HWB has helped realise an improvement in both the quality and efficiency of community services in Merton.
- Refreshing its Health and Wellbeing Strategy for 2015-18 the HWB is focusing on five key themes: Best start in life; Good health; Life skills, lifelong learning and good work; Community participation and feeling safe; and, a good natural and built environment. Work is also taking place towards the new Ageing Well Strategy.
- Promoting an effective prevention programme across the Council and partners, the HWB, through Public Health and others, has delivered projects which have real impact in tackling health inequalities and improving good health, including: training Work Health Champions to help make every contact count; creating a healthier environment for children through new school food procurement and no smoking

signs in playgrounds; supporting older people to live more independently through the Befriending Service, Exercise for Life and Handyman Service; and, making a sustained and significant reduction to teenage pregnancy through work on teenage conceptions.

- Through new and productive partnerships the HWB continues to reach into Merton communities by, for example: the Mental Health Peer Support Service; and, the agreement of the Phase 2 Ageing Well, a three year preventative and restorative support grant programme for the voluntary sector.

Key plans for the future include:

- Continue development of the HWB to work more efficiently and effectively as systems leaders of health and wellbeing.
- Take forward the East Merton Model of Health and Wellbeing through the agreed priorities of childhood obesity and social prescribing and establish an on-going dialogue to help mobilise the local community.
- Strategic oversight of delivery of the Better Care Plan and wider integration and transformation of health and social care.
- Embed prevention work across both the Council and partners building on Healthy Workplaces programme to promote a positive influence on health.

Our key challenges going forward include:

- Financial pressures on all partners in the face of structural changes and increasing demands on health and social care.
- Developing greater understanding between partners, and maintaining strong joint working and commitment to integration and delivery of the East Merton Model of Health and Wellbeing at a time of transformational change.
- Ensure that Merton HWB has a robust governance and role in Merton as strategic leader to improve health and wellbeing across the borough.

4.2 BETTER OPPORTUNITIES FOR YOUNGSTERS:

Children and Young People Thematic Partnership (Children's Trust Board)

The Children's Trust Board continues to be the vehicle through which partner agencies share responsibility for delivering services to improve outcomes for children and young people in Merton, particularly those vulnerable to poorer outcomes than their peers. Along with Merton's Safeguarding Children Board and Health and Wellbeing Board, the Children's Trust Board sets priorities for children's services and drives service improvements. Key areas of progress in 2015-16 have included:

- Reviewing and refreshing Merton's Children and Young People Plan for 2016-19. Partner agencies agreed that the plan should retain a focus on vulnerable children. We reviewed the national and local policy framework, examined performance data and achievements in the previous plan and agreed actions to be undertaken to meet our ambitions. The Plan was presented to and endorsed by each of the governance bodies noted above.
- Refreshing our local Child and Adolescent Mental Health Strategy and reviving our CAMHs Partnership Board enabled Merton to be in a strong position to bid successfully for national CAMHs Transformation Funding which is being used to deliver important elements of our local strategy.
- Joint commissioning of the new community health contract for children ensured a stronger focus on vulnerable children than in previous service specifications.
- Joint working across early years and community health services resulting in the redrawing of pathways into services for families with young children and the co-location of some community health practitioners within Merton's Children's Centres.
- Achieving stronger engagement of partner organisations in multi-agency auditing of casework with vulnerable children is helping to improve the understanding of our strengths and areas for improvement in safeguarding practice. This activity has informed our learning and development strategy and management action across partner agencies.
- We have further developed our partnership practice to improve our shared responses to children going missing from home, care or education; those vulnerable to child sexual exploitation and those at risk of radicalisation.
- Effective work across schools and school improvement services has resulted in 90% of Merton's schools to be rated either good or better by Ofsted – Merton's best position to date.
- Partners have continued to implement new Education, Health and Care planning for children with SEN and disabilities and have worked with parents and carers to further develop Merton's 'Local Offer' for this group.
- We have continued to implement our school places strategy providing additional places in primary schools and have progressed work to ensure the supply of sufficient secondary school places over the coming years.
- In response to the loss of council funding, we engaged with new funders, including local housing providers, who agreed financial support for youth services in Merton

which has enabled two youth centres to continue to provide a youth offer in the east of the borough.

- Merton's under 18's conception rate has reduced to 19.7 per 1000 young women compared to 51 per 1000 15 years ago. Merton is therefore the fastest improving borough in Outer London with rates below the national (22.8) and London (21.5) averages. This success has been achieved through effective partnership working, developing well publicised young people friendly contraceptive and sexual health services including access to free Emergency Contraception; the provision of good quality sex and relationships education in schools and ensuring the workforce is equipped to support young people and young parents to make positive life choices.
- The proportions of young people who are Not in Education, Employment and Training (NEET, Merton 4.3%, National 4.7%), or whose status is not known (Merton 6.6%, National 9%), have fallen and are better than national figures. Merton has also seen a greater percentage increase of 16 to 18 year olds participating in apprenticeships compared to our statistical neighbours. Merton's Economic Well-Being Group & Chamber of Commerce implemented the successful "Take One" initiative to encourage local employers to arrange employment/taster opportunities for young people in their organisation and continues to develop a range of employment and apprenticeship opportunities for young people in the borough.

Major challenges for the children's services partnership in the year ahead are to ensure continuing multi-agency ownership of the borough's key priorities for children; ongoing engagement of all relevant services in our ambition for continuous improvement and continuing to deliver safe and effective services in the context of significant continuing funding pressures across public services. In 2016-17, key plans for the children's services partnership include:

- Undertaking a comprehensive review of Merton's long established Child Wellbeing Model and pathways into early help and statutory services.
- Implementing changes in Merton's Multi-Agency Safeguarding Hub (MASH) following a review undertaken in early 2016 and in the context of the review of the Child Wellbeing Model.
- Making more use of evidence based practice tools including embedding the Signs of Safety approach in multi-agency safeguarding practice.
- Innovating in our commissioning approach through further integration of commissioning across partner agencies and progressing the procurement through a Social Impact Bond of 'edge of care' services for young people at risk of entering the care system.
- Undertaking further work with our youth partnership and external funders to achieve a sustainable model of youth provision in Merton.
- Refreshing our user voice strategy to further strengthen the involvement of young people in individual casework and service development.
- Developing specific schemes to provide sufficient school places in Merton for children with special educational needs over the coming years.

- Maintaining single and multi-agency inspection readiness across all key children's services in response to the more taxing regulatory framework being implemented by Ofsted and CQC.

4.3 KEEPING MERTON MOVING:

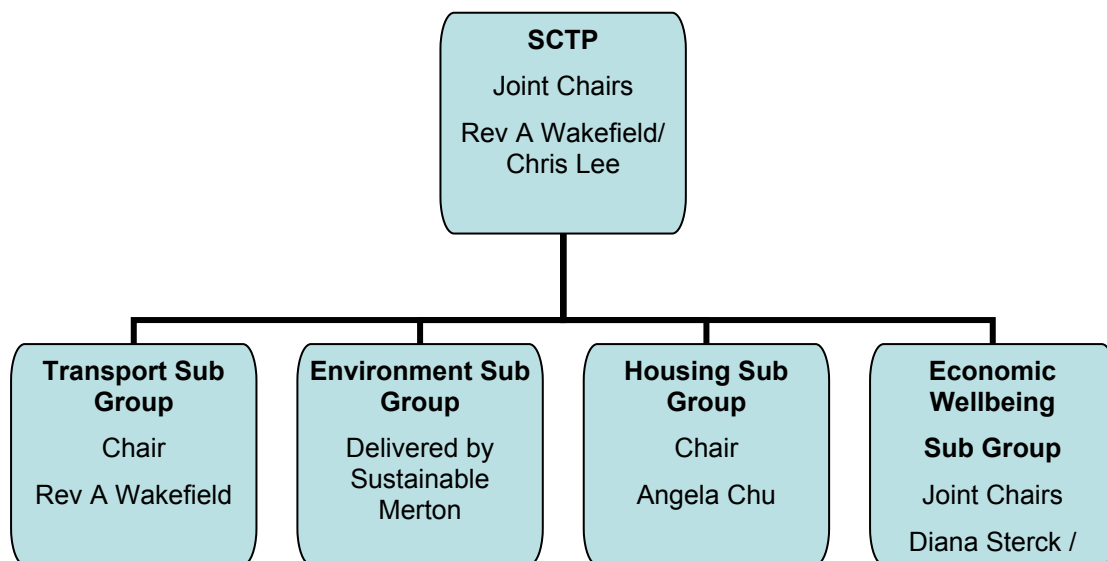
SUSTAINABLE COMMUNITIES & TRANSPORT PARTNERSHIP

The purpose of the Sustainable Communities and Transport Theme Group is to work in partnership to create a more sustainable borough, one which is less reliant on fossil fuel and which reduces its negative impact on the environment and climate change in particular. The Board promotes investment into the borough to create new jobs as well as looking to improve skills levels and the capacity of residents to benefit from these jobs and those across the region. The Board seeks to improve the condition and supply of housing including affordable housing. The Board works to promote the development of sustainable transport particularly active transport [cycling and walking] as well as public transport in and around Merton.

Our priorities are :

- Reduce CO2 and impact on climate change
- Increase supply of housing
- Increase inward investment in the borough
- Increase the supply of jobs and improve skills

In order to effectively deliver the priorities across such an extensive number of topics, the SCTP operates four main subgroups set out below.



The Sustainable Communities and Transport Thematic Partnership meets four times a year to monitor the progress of the subgroups and to receive information on overarching projects that affect more than one subgroup. In 2015-16 these included:

- Circle Housing Merton Priory to update the subgroup on their regeneration plans for Eastfields, High Path and Ravensbury estates (June 2015)
- Crossrail2: the opportunities and impacts on Wimbledon town centre and the wider borough
- South London Skills Area Review

Economic Wellbeing Group

This group is Chaired by Merton Chamber of Commerce and Commonsense Development Trust and is made up of partners representing business, the community, housing, training and education, the local authority and statutory agencies – all of whom have signed up to an Employment and Skills Action Plan with defined targets.

Key achievements include:

- Routes2work supported 120 local people into work.
- The Fayre and Square volunteering programme delivered 43 supported placements.
- The “Take One” apprenticeship programme has supported over 100 apprentices into work over two years
- Merton Council supported 160 residents into work including ex offenders and the long term unemployed.

Appendix 2 “*Working Together- Better Together*” showcases some of the successes of the partnership sub-group.

Environment sub-group

The Environment Sub-Group (ESG) is chaired by Sustainable Merton and is made up of partners representing business, the community, third sector partners, social housing providers and the council.

The primary aim of the group is to advocate joined up working on environmental issues across the borough. Environmental subgroup topics in 2015/16 included:

- community energy;
- civic crowd-funding;
- business engagement;
- community consultation and engagement, and
- the Paris climate change conference.

Key successes of the group include:

- a steady increase in the number of members supporting the group and their understanding of the need for joined up actions;
- the use of the Spacehive crowd-funding platform to help fund improvement works at the Fieldgate Lane community orchard in Mitcham, and;
- commitments to support the training development of Sustainable Merton’s Community Champions project.

Transport subgroup

During 2015-16 transport been a key theme of the Sustainable Communities and Transport Partnership main group (rather than a subgroup). The SCTP partners have focussed on major infrastructure investment, particularly on Crossrail2. Merton Council and LoveWimbledon BID worked with Crossrail2 (Transport for London and Network Rail) to consider the opportunities and risks from Crossrail2 in Wimbledon.

Key successes on transport matters include:

- Merton Council and LoveWimbledon BID hosting a landowners forum in September 2015, bringing together Wimbledon landowners and business interests, the MP and other politicians, local groups and the council to explore potential approaches investment and enterprise in Wimbledon town centre during the construction phase of Crossrail2 and afterwards.
- Agreement to progress a futureWimbledon masterplan, funded by the council, TfL and businesses, which will set out how Wimbledon could change with Crossrail2

Housing Sub Group

The group is chaired by Housing Strategy and made up of representatives from registered housing providers, homelessness organisations and statutory agencies. In 2015-16 this sub group focused on joint working to improve outcomes for homeless households, particularly non-priority homeless people, and on improving engagement with private sector landlords in order to raise housing standard in the private rented sector.

Key achievements include:

- Increased move-on accommodation for young single homeless people by 8 units through a new private sector procurement model
- Improved responses to reports of rough sleepers by securing 2 high support need beds for Merton, increasing the number of cross-agency surgeries, and by completing a review of the referral process
- Reviewed Severe Weather Emergency Protocol for rough sleepers
- Engaged with over 100 private landlords through Landlords Forum meetings. Over 90 landlords attended accreditation and continuous professional development training sessions with 10 landlords gaining accreditation

4.4 BEING SAFE AND STRONG:

SAFER STRONGER STRATEGY GROUP

The Safer and Stronger Strategy Group performs the role of the community safety partnership for Merton and leads on the community safety and community cohesion agenda on behalf of the Merton Partnership. Key achievements include:

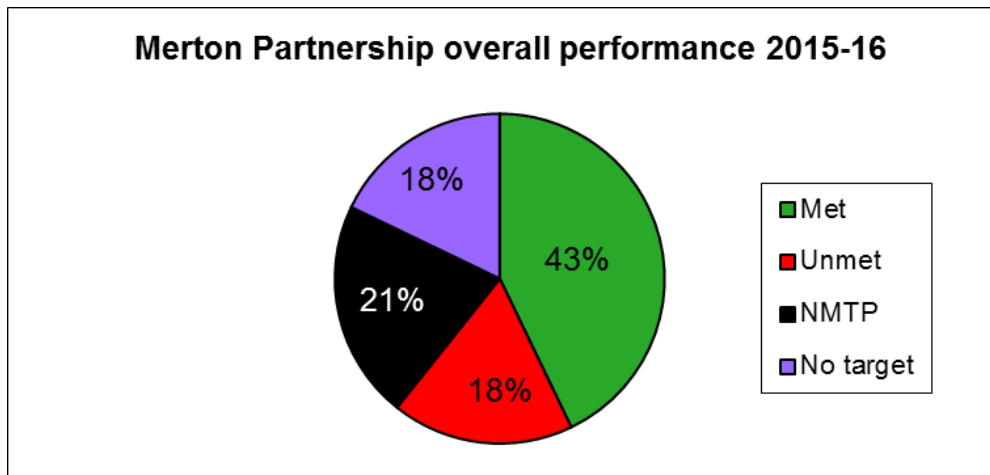
- The borough's One Stop Shop continued to be delivered with great success. The One Stop Shop is a free drop-in service available for any victim of Domestic Violence and Abuse (DVA) where they can attend and seek help and support. The One Stop Shop sees an average of five to six clients a week. During 2015-16 the One Stop Shop passed its fifth anniversary, which is a further milestone to ensuring over 250 clients were supported during a traumatic and stressful event in their lives. In total the One Stop Shop and all the agencies have supported over 1160 clients.
- The 2014 Annual Residents' Survey found that crime remained a concern for residents, but with a slight fall to 28% from the previous year and below the London average of 31%.
- Despite the increase in Anti Social Behaviour caseload, the overwhelming majority of cases continue to have had first contact within the agreed timeframe and at the same or higher level of performance as last year. In 2015/16, all ASB cases at priority level one and three were responded to in line with, or in advance of, target thresholds. One area for improvement is level two requests where 521 cases were received with 406, or 78%, being responded to on time from a target of 95%. The circumstances for this drop in performance are known and work is underway to address in the future.
- Neighbourhood Watch schemes cover over 38.8% of the borough. During 2015-16 we have seen a slight churn in watch numbers but we have maintained in excess of 550 coordinators across the borough covering 30,000+ homes. The future of Neighbourhood Watch remains positive and the coverage and commitment within Merton to this programme is something worth celebrating
- A CCTV Steering Group is now established. The group is already overseeing the commissioning of the new CCTV maintenance contract, significant capital investment in the infrastructure and the implementation of an action plan to respond to the findings of the review of CCTV.
- Performance against the 2014/15 target (90%) for the percentage of residents who agree that their local area is a place where people of different backgrounds get on well together was slightly under target, with 89% of respondents agreeing with this statement.
- Further activities in 2015/16 to increase community cohesion and integration have included a successful programme of events taking place across the borough to celebrate Interfaith Week in November 2015. Work has also been underway to re-establish Merton's Lesbian Gay Bisexual and Transgender (LGBT) Forum and to support and launch Black, Asian and Minority Ethnic (BAME) Voice in the borough. The council has continued to lead a partnership project on financial resilience and financial capability of local people.
- The Partnership continues to implement its volunteering strategy and recently launched VolunteerMerton, a new online portal that seamlessly links up volunteers

with volunteer opportunities through a digital platform. This will make it much simpler and quicker to link volunteers to actual volunteering opportunities. The recent Volunteering Awards has over 100 people in attendance.

5. END OF YEAR PERFORMANCE 2015-16

This report reviews performance for 2015-16 against the targets set for this period. This is a revision of the End of Year performance report presented to the Merton Partnership Executive Board on 31 May 2016, as it takes into account official year end figures which have now been published by the Metropolitan Police. This has resulted in revisions to the overall performance information shown below, as well as the Safer & Stronger performance information provided in paragraph 4.

1. Overall performance of the Partnership.



DNR = Data Not Received (by deadline)



NMTP = Not Measured This Period – i.e. reported in arrears or an annual return which is not yet due

No Target = A target has not been set for this measure

- 1.1 The table below shows overall performance of the Merton Partnership at March 2016, compared with March 2015. The number of indicators decreased from 32 indicators for 2014-15, to 28 indicators for 2015-16. Measures achieving or exceeding target for 2015-16 decreased by 7% overall, while measures not achieving their targets decreased by 23% overall. However there was an increase in the number of indicators which were recorded as “not measured this period” (from 3% to 21%) as well as an increase in the number of indicators for which targets were not set (from 6% to 18%).

Result	2014-15	2015-16
Target achieved	16 (50%)	12 (43%)
Target not achieved	13 (41%)	5 (18%)
Not Measured This Period	1 (3%)	6 (21%)
No target for this measure	2 (6%)	5 (18%)

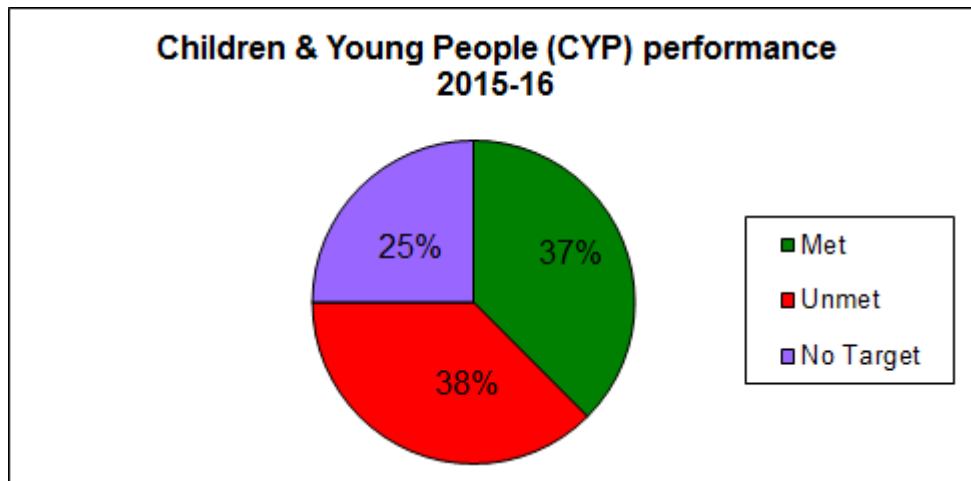
- 1.2 The table below shows the breakdown of performance by three of the four thematic partnerships. The performance of Sustainable Communities and Transport is provided separately in paragraph 5.

Thematic Partnership	 RED		 GREEN		DNR		NMTP		NO TARGET		Total
	No	%	No	%	No	%	No	%	No	%	
CYP (Children & Young People)	3	38	3	38	0	0	0	0	2	25	8
HWB (Health & Wellbeing)	2	17	8	67	0	0	2	17		0	12
S&S (Safer & Stronger)	0	0	1	13	0	0	4	50	3	38	8
Total	5	18	12	43	0	0	6	21	5	18	28

- 1.3 From a total of 28 performance indicators measured during 2015-16, 12 (43%) are green, having met their target, and five (18%) are red, not having met their target.
- 1.4 Six indicators (21%) are Not Measured This Period (NMTP). Year end data for two Health & Wellbeing indicators will not be available until the end of June, and four Safer & Stronger indicators cannot be reported upon because the returns were dependent upon the results of the Annual Residents Survey which was not carried out during 2015-16.
- 1.5 Five indicators (18%) have not had any targets set for them, so measurement of their performance cannot be determined – two of these are Children & Young People measures, and three are Safer & Stronger measures.

- 1.6 Appendix I of this report provides a detailed breakdown of the performance of each indicator showing the year end outturn against target, status, direction of travel and performance graphs.
- 1.7 Where measures are reported monthly, the performance over the 12 month period is shown in the graph. For those measured quarterly, the data received per quarter over the 12 month period is shown. Where measures are reported annually and historical data is available, the current performance together with (any) historical data, has been used in the graphs for comparative purposes.

2. Children and Young People

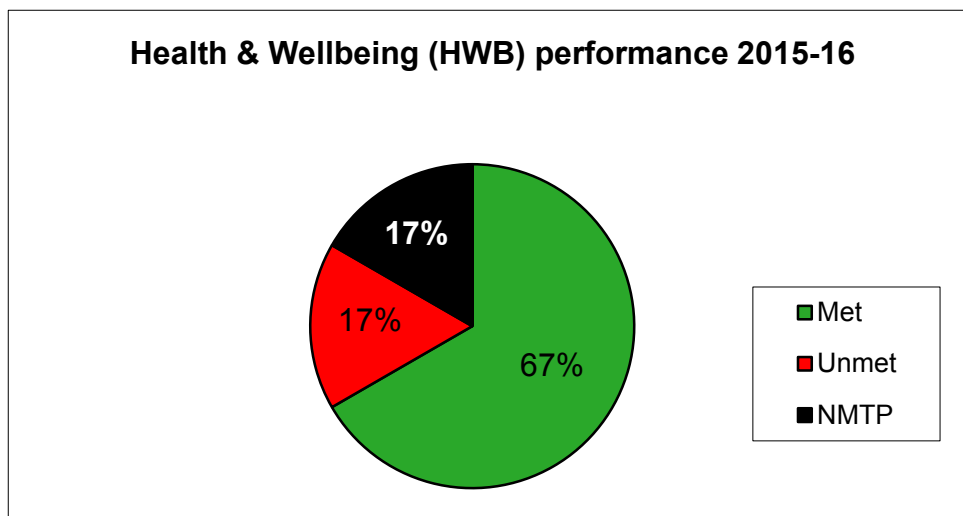


Totals may not equal 100% due to rounding issues

- 2.1 There are a total of eight indicators reported for this theme. Four are reported quarterly and four monthly. Data has been received for all eight indicators. Three (38%) are green having met their target, and three (38%) are red with the target being unmet. Two indicators (7%) have not had any targets set for them, so measurement of their performance cannot be determined – these are detailed below:

Code	Description	Additional information
MP 026	No. of families engaged in the Transforming Families programme (quarterly)	Children, Schools and Families monitor this indicator without setting any performance targets
MP 027	No. of free child care places for 2 year olds	Children, Schools and Families monitor this indicator without setting any performance targets

3. Health and Wellbeing

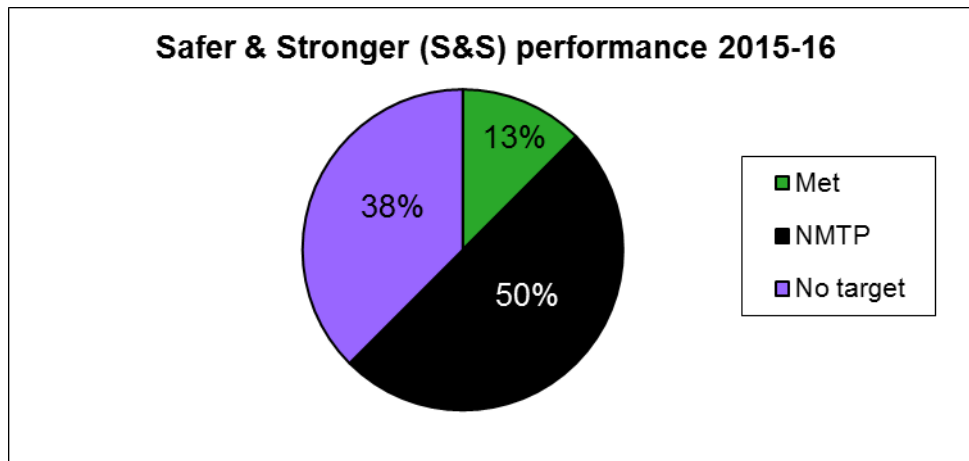


Totals may not equal 100% due to rounding issues

- 3.1 There are a total of twelve indicators for this theme. Eight are reported annually, two quarterly and two monthly. Returns for ten of the twelve indicators are detailed in this report. Eight (67%) are green with target met, and two (17%) have not achieved the target.
- 3.2 Year end data for two (17%) of the measures will not become available until the end of June; therefore they have been recorded as Not Measured This Period. Details of these measures can be found below:

Code	Description	Additional information
SP050 / MP 020	% of older people still living at home following reablement (annual)	The annual data return for 2015-16 will be available at the end of June 2016
SP 367 / MP 018	No. of smoking quitters (annual)	The final 2015-16 data will be available in June 2016. Q3 shows a result of 323 against a Q3 target of 397 (ie Red for the YTD)

4. Safer and Stronger



- 4.1 There are a total of eight indicators reported for this theme. Four are reported annually, and four quarterly. Data has been received for four (50%) of the indicators. One has met its target and is scored as green. Three do not have 2015/16 targets set for them, so their 2015/16 performance cannot be determined – these indicators are listed below:

Code	Description
MP 028	Increase in domestic violence sanction detections
MP 048	Reduction in violence with injury
MP 041	Reduction in burglary (dwelling and non dwelling)

- 4.2 Four (50%) of the indicators are reported as Not Measured This Period (NMTP). Returns for these indicators are dependent upon the results of the Annual Residents Survey which was not carried out during 2015-16:

Code	Description
MP 001	% residents who agree that their local area is a place where people of different backgrounds get on well together
MP 009	% residents feeling well informed about what is being done to tackle Anti Social Behaviour
SP 330 / MP 007	% perception of residents worried about drunk and rowdy behaviour
SP 331 / MP 008	% perception of residents worried about crime

5. Sustainable Communities and Transport

- 5.1 The Economic Wellbeing subgroup has produced “**Working Together- Better Together**” which showcases some of the successes of the partnership subgroup during 2015-16 – see Appendix 2
- 5.2 As agreed by the partnership, specific indicators were not created for the rest of this theme as much of the work is project led.
- 5.3 Progress reports have been presented to the Board at each meeting together with a twice yearly report on progress. Detailed below is an update on the work currently being carried out to ensure that the vision for the sustainable communities and transport theme is delivered.

Project	Priorities	Measure of delivery
Mayors Regeneration Fund (Connecting Colliers Wood)	Renewed public spaces, & streetscape	Project RAG = Green Completion dates: Merton High Street (Aug 15 - Complete) TFL works (Sept 15 - Complete) Baltic Close (Mar 16)
Wimbletech expansion	European Regional Development Fund Bid submission	Future Merton’s decision was to not to proceed with its full application to GLA for European funding to establish a new Tech Campus, due to cost and viability issues.
Colliers Wood and West Barnes Libraries	Redevelopment of Colliers Wood Library Redevelopment of West Barnes Library	CW = Green . Planning permission granted (June 15) Construction currently underway Completion expected late 2016 WB = Amber Development procurements options being assessed March 2016.
Canons HLF Parks for People	Stage 1 bid successful Project Manager and Community engagement officers appointed	CHLF= Green Project Manager and Community Engagement roles filled Consultants engaged to produce a: - Conservation area management plan - Viable business proposal Stage 2 bid deadline: Dec 2016

Project	Priorities	Measure of delivery
Cycle Programme	Clapham Common to Wimbledon Quietway	Green : Section of route along Wandle trail between Wandsworth boundary and Garfield school expected to be consulted on June 2016, implementation from Sept 2016
	Wimbledon to Raynes Park Quietway	Amber Greater London Authority reviewing Sustrans scheme design.
	New Malden to Raynes Park (RBK mini Holland)	Delivery by Royal Borough of Kingston; construction - 2018
	Croydon Rd Mitcham Common cross-borough route	Green Started January 2016. Project nearly complete, final snagging (April 2016)
Wimbledon Stadium Planning Application	In progress	Green <ul style="list-style-type: none"> - Merton Council granted planning permission December 2015 - Mayor of London decision expected summer 2016
Future Wimbledon Masterplan and Crossrail 2	Ideas Competition delivered Input to business case for Crossrail 2; ongoing Landowners forum held	Green In progress Sept 2015
Estate Local Plan	Statutory development plans to guide regeneration proposals that may come forward for Eastfields, High Path and Ravensbury Estates	Green In progress: Jan-Feb 2016 council consultations All year: CHMP consultations November 2016: decision
Pollards Hill Regeneration	Planning application submitted 2015	Decision expected later in 2016

5. Financial arrangements

2015/16 Merton Partnership budget

Merton Council provides support services for the Merton Partnership and the Executive Board.

Merton Council will meet standard administration and accommodation costs for the Partnerships and their meetings. Any additional work is reliant on Partner contributions to the Merton Partnership budget. In 2015-16 the total Partnership contribution was £6,200.

This Merton Partnership core budget covers the cost of communication and engagement activity, including Merton Together which is published every two months, public engagements and any publications if needed, and expenses associated to the Partnerships annual conference (venue hire/ refreshments/ speakers/ tools). This budget is also intended to deliver major partnership projects such as the Community Plan.

The Executive Board also oversaw the allocation of £75k from the Merton Partnership Voluntary Sector Grants to local voluntary organisations based on the following criteria:

- demonstrates clear outcomes which contribute towards 'Bridging The Gap';
- contributes to achieving one or more Community Plan priorities; and
- demonstrates partnership working, where the lead organisation must be a voluntary sector organisation.

Appendix I - End of Year Performance 2015-16 Merton Partnership



Theme	PI Code & Description	Polarity	2015/16				Performance Data Trend Chart																																							
			Value	Target	Status	Long Trend																																								
Children & Young People Page 41	CRP 64SP075MP030	Low	24.02%	13%			<p>CRP 64SP075MP030 % of children who become subject of a Child Protection Plan for a second or subsequent time (Monthly)</p> <table border="1"> <caption>Monthly Performance Data for CRP 64SP075MP030</caption> <thead> <tr> <th>Month</th> <th>Months (%)</th> <th>Target (Months) (%)</th> </tr> </thead> <tbody> <tr><td>April 2015</td><td>22.22%</td><td>13%</td></tr> <tr><td>May 2015</td><td>22.22%</td><td>13%</td></tr> <tr><td>June 2015</td><td>21.74%</td><td>13%</td></tr> <tr><td>July 2015</td><td>21.15%</td><td>13%</td></tr> <tr><td>August 2015</td><td>25.48%</td><td>13%</td></tr> <tr><td>September 2015</td><td>24.26%</td><td>13%</td></tr> <tr><td>October 2015</td><td>24.7%</td><td>13%</td></tr> <tr><td>November 2015</td><td>25.48%</td><td>13%</td></tr> <tr><td>December 2015</td><td>27.49%</td><td>13%</td></tr> <tr><td>January 2016</td><td>25.0%</td><td>13%</td></tr> <tr><td>February 2016</td><td>25.0%</td><td>13%</td></tr> <tr><td>March 2016</td><td>24.02%</td><td>13%</td></tr> </tbody> </table>	Month	Months (%)	Target (Months) (%)	April 2015	22.22%	13%	May 2015	22.22%	13%	June 2015	21.74%	13%	July 2015	21.15%	13%	August 2015	25.48%	13%	September 2015	24.26%	13%	October 2015	24.7%	13%	November 2015	25.48%	13%	December 2015	27.49%	13%	January 2016	25.0%	13%	February 2016	25.0%	13%	March 2016	24.02%	13%
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Theme	PI Code & Description	Polarity	2015/16				Performance Data Trend Chart																																							
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Children & Young People	CRP 65SP095MP012 No. of special guardianship orders and adoptions finalised during the year ending 31 March (Monthly)	High	13	13	✓	↓	<p>CRP 65SP095MP012 No. of special guardianship orders and adoptions finalised during the year ending 31 March (Monthly)</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Months</th> <th>Target (Months)</th> </tr> </thead> <tbody> <tr><td>April 2015</td><td>0</td><td>13</td></tr> <tr><td>May 2015</td><td>4</td><td>13</td></tr> <tr><td>June 2015</td><td>4</td><td>13</td></tr> <tr><td>July 2015</td><td>5</td><td>13</td></tr> <tr><td>August 2015</td><td>5</td><td>13</td></tr> <tr><td>September 2015</td><td>8</td><td>13</td></tr> <tr><td>October 2015</td><td>11</td><td>13</td></tr> <tr><td>November 2015</td><td>11</td><td>13</td></tr> <tr><td>December 2015</td><td>11</td><td>13</td></tr> <tr><td>January 2016</td><td>13</td><td>13</td></tr> <tr><td>February 2016</td><td>13</td><td>13</td></tr> <tr><td>March 2016</td><td>13</td><td>13</td></tr> </tbody> </table>	Month	Months	Target (Months)	April 2015	0	13	May 2015	4	13	June 2015	4	13	July 2015	5	13	August 2015	5	13	September 2015	8	13	October 2015	11	13	November 2015	11	13	December 2015	11	13	January 2016	13	13	February 2016	13	13	March 2016	13	13
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Children & Young People	CRP 72SP319MP034 % 16-19 year olds Not in Education, Employment or Training (NEET) (Monthly)	Low	3.6%	5%	✓	↑	<p>CRP 72SP319MP034 % 16-19 year olds Not in Education, Employment or Training (NEET) (Monthly)</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Months</th> <th>Target (Months)</th> </tr> </thead> <tbody> <tr><td>April 2015</td><td>4.2%</td><td>5%</td></tr> <tr><td>May 2015</td><td>4.2%</td><td>5%</td></tr> <tr><td>June 2015</td><td>4.2%</td><td>5%</td></tr> <tr><td>July 2015</td><td>4%</td><td>5%</td></tr> <tr><td>August 2015</td><td>4.1%</td><td>5%</td></tr> <tr><td>September 2015</td><td>5.5%</td><td>5%</td></tr> <tr><td>October 2015</td><td>4.3%</td><td>5%</td></tr> <tr><td>November 2015</td><td>2.5%</td><td>5%</td></tr> <tr><td>December 2015</td><td>3.2%</td><td>5%</td></tr> <tr><td>January 2016</td><td>3.5%</td><td>5%</td></tr> <tr><td>February 2016</td><td>3.7%</td><td>5%</td></tr> <tr><td>March 2016</td><td>3.6%</td><td>5%</td></tr> </tbody> </table>	Month	Months	Target (Months)	April 2015	4.2%	5%	May 2015	4.2%	5%	June 2015	4.2%	5%	July 2015	4%	5%	August 2015	4.1%	5%	September 2015	5.5%	5%	October 2015	4.3%	5%	November 2015	2.5%	5%	December 2015	3.2%	5%	January 2016	3.5%	5%	February 2016	3.7%	5%	March 2016	3.6%	5%
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Theme	PI Code & Description	Polarity	2015/16				Performance Data Trend Chart										
			Value	Target	Status	Long Trend											
Children & Young People	MP 026 No. of families engaged in the Transforming Families programme (Quarterly)	High	300	No Target	Not known	↑	<p>MP 026 No. of families engaged in the Transforming Families programme (Quarterly)</p> <table border="1"> <caption>MP 026 Quarterly Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2015/16</td> <td>100</td> </tr> <tr> <td>Q2 2015/16</td> <td>100</td> </tr> <tr> <td>Q3 2015/16</td> <td>250</td> </tr> <tr> <td>Q4 2015/16</td> <td>300</td> </tr> </tbody> </table>	Quarter	Value	Q1 2015/16	100	Q2 2015/16	100	Q3 2015/16	250	Q4 2015/16	300
Quarter	Value																
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Q2 2015/16	100																
Q3 2015/16	250																
Q4 2015/16	300																
Children & Young People	MP 027 No. of free child care places for 2 year olds (Quarterly)	High	438	No Target	Not known	↓	<p>MP 027 No. of free child care places for 2 year olds (Quarterly)</p> <table border="1"> <caption>MP 027 Quarterly Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2015/16</td> <td>0</td> </tr> <tr> <td>Q2 2015/16</td> <td>514</td> </tr> <tr> <td>Q3 2015/16</td> <td>540</td> </tr> <tr> <td>Q4 2015/16</td> <td>438</td> </tr> </tbody> </table>	Quarter	Value	Q1 2015/16	0	Q2 2015/16	514	Q3 2015/16	540	Q4 2015/16	438
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Theme	PI Code & Description	Polarity	2015/16				Performance Data Trend Chart															
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Children & Young People	MP 029 % Children & YP in care cases which were reviewed within required timescales (Quarterly)	High	98.25%	100%			<p>MP 029 % Children & YP in care cases which were reviewed within required timescales (Quarterly)</p>  <table border="1"> <caption>MP 029 Performance Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2015/16</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>Q2 2015/16</td> <td>99%</td> <td>100%</td> </tr> <tr> <td>Q3 2015/16</td> <td>97%</td> <td>100%</td> </tr> <tr> <td>Q4 2015/16</td> <td>97%</td> <td>100%</td> </tr> </tbody> </table>	Quarter	Value (%)	Target (%)	Q1 2015/16	100%	100%	Q2 2015/16	99%	100%	Q3 2015/16	97%	100%	Q4 2015/16	97%	100%
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Children & Young People	MP 031 % Child protection cases which were reviewed within the required timescales (Quarterly)	High	99%	100%			<p>MP 031 % Child protection cases which were reviewed within the required timescales (Quarterly)</p>  <table border="1"> <caption>MP 031 Performance Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2015/16</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>Q2 2015/16</td> <td>98%</td> <td>100%</td> </tr> <tr> <td>Q3 2015/16</td> <td>97%</td> <td>100%</td> </tr> <tr> <td>Q4 2015/16</td> <td>99%</td> <td>100%</td> </tr> </tbody> </table>	Quarter	Value (%)	Target (%)	Q1 2015/16	100%	100%	Q2 2015/16	98%	100%	Q3 2015/16	97%	100%	Q4 2015/16	99%	100%
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Children & Young People	SP 091 / MP 014 First time entrants to the Youth Justice System aged 10-17 years (Monthly)	Low	61	80	✓	↑	<p>SP 091 / MP 014 First time entrants to the Youth Justice System aged 10-17 years (Monthly)</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Months</th> <th>Target (Months)</th> </tr> </thead> <tbody> <tr><td>April 2015</td><td>3</td><td>10</td></tr> <tr><td>May 2015</td><td>5</td><td>15</td></tr> <tr><td>June 2015</td><td>9</td><td>22</td></tr> <tr><td>July 2015</td><td>16</td><td>30</td></tr> <tr><td>August 2015</td><td>19</td><td>35</td></tr> <tr><td>September 2015</td><td>21</td><td>42</td></tr> <tr><td>October 2015</td><td>24</td><td>48</td></tr> <tr><td>November 2015</td><td>34</td><td>55</td></tr> <tr><td>December 2015</td><td>38</td><td>62</td></tr> <tr><td>January 2016</td><td>48</td><td>70</td></tr> <tr><td>February 2016</td><td>48</td><td>78</td></tr> <tr><td>March 2016</td><td>61</td><td>80</td></tr> </tbody> </table>	Month	Months	Target (Months)	April 2015	3	10	May 2015	5	15	June 2015	9	22	July 2015	16	30	August 2015	19	35	September 2015	21	42	October 2015	24	48	November 2015	34	55	December 2015	38	62	January 2016	48	70	February 2016	48	78	March 2016	61	80
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March 2016	61	80																																												
Page 45 Health & Wellbeing	CRP 056SP054MP21 No. of Carers receiving services and / or information and advice (Monthly)	High	967	930	✓	↓	<p>CRP 056SP054MP21 No. of Carers receiving services and / or information and advice (Monthly)</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Months</th> <th>Target (Months)</th> </tr> </thead> <tbody> <tr><td>April 2015</td><td>298</td><td>300</td></tr> <tr><td>May 2015</td><td>387</td><td>350</td></tr> <tr><td>June 2015</td><td>463</td><td>400</td></tr> <tr><td>July 2015</td><td>482</td><td>450</td></tr> <tr><td>August 2015</td><td>493</td><td>500</td></tr> <tr><td>September 2015</td><td>541</td><td>550</td></tr> <tr><td>October 2015</td><td>599</td><td>600</td></tr> <tr><td>November 2015</td><td>699</td><td>650</td></tr> <tr><td>December 2015</td><td>765</td><td>700</td></tr> <tr><td>January 2016</td><td>957</td><td>750</td></tr> <tr><td>February 2016</td><td>967</td><td>800</td></tr> <tr><td>March 2016</td><td>967</td><td>850</td></tr> </tbody> </table>	Month	Months	Target (Months)	April 2015	298	300	May 2015	387	350	June 2015	463	400	July 2015	482	450	August 2015	493	500	September 2015	541	550	October 2015	599	600	November 2015	699	650	December 2015	765	700	January 2016	957	750	February 2016	967	800	March 2016	967	850
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Theme	PI Code & Description	Polarity	2015/16				Performance Data Trend Chart																																							
			Value	Target	Status	Long Trend																																								
Health & Wellbeing	CRP 61SP036MP045 No. of households in temporary accommodation (Monthly)	Low	158.17	130			<p>CRP 61SP036MP045 No. of households in temporary accommodation (Monthly)</p>  <table border="1"> <caption>CRP 61SP036MP045 No. of households in temporary accommodation (Monthly)</caption> <thead> <tr> <th>Month</th> <th>Months</th> <th>Target (Months)</th> </tr> </thead> <tbody> <tr><td>April 2015</td><td>139</td><td>130</td></tr> <tr><td>May 2015</td><td>139</td><td>130</td></tr> <tr><td>June 2015</td><td>142</td><td>130</td></tr> <tr><td>July 2015</td><td>161</td><td>130</td></tr> <tr><td>August 2015</td><td>160</td><td>130</td></tr> <tr><td>September 2015</td><td>157</td><td>130</td></tr> <tr><td>October 2015</td><td>170</td><td>130</td></tr> <tr><td>November 2015</td><td>165</td><td>130</td></tr> <tr><td>December 2015</td><td>168</td><td>130</td></tr> <tr><td>January 2016</td><td>161</td><td>130</td></tr> <tr><td>February 2016</td><td>161</td><td>130</td></tr> <tr><td>March 2016</td><td>175</td><td>130</td></tr> </tbody> </table>	Month	Months	Target (Months)	April 2015	139	130	May 2015	139	130	June 2015	142	130	July 2015	161	130	August 2015	160	130	September 2015	157	130	October 2015	170	130	November 2015	165	130	December 2015	168	130	January 2016	161	130	February 2016	161	130	March 2016	175	130
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Health & Wellbeing	MP 016 Slope of index of inequality in life expectancy - male (annual)	Low	6.8	7.9			<p>MP 016 Slope of index of inequality in life expectancy - male (annual)</p>  <table border="1"> <caption>MP 016 Slope of index of inequality in life expectancy - male (annual)</caption> <thead> <tr> <th>Years</th> <th>Years</th> <th>Target (Years)</th> </tr> </thead> <tbody> <tr><td>2013/14</td><td>8.5</td><td>7.9</td></tr> <tr><td>2014/15</td><td>7.9</td><td>7.9</td></tr> <tr><td>2015/16</td><td>6.8</td><td>7.9</td></tr> </tbody> </table>	Years	Years	Target (Years)	2013/14	8.5	7.9	2014/15	7.9	7.9	2015/16	6.8	7.9																											
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Page 46

Theme	PI Code & Description	Polarity	2015/16				Performance Data Trend Chart												
			Value	Target	Status	Long Trend													
Health & Wellbeing	MP 017 Slope of index of inequality in life expectancy - female (annual)	Low	5	5.2	✓	↑	<p>MP 017 Slope of index of inequality in life expectancy - female (annual)</p> <table border="1"> <caption>MP 017 Performance Data</caption> <thead> <tr> <th>Year</th> <th>Value</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>4.9</td> <td>5.2</td> </tr> <tr> <td>2014/15</td> <td>5.2</td> <td>5.2</td> </tr> <tr> <td>2015/16</td> <td>5</td> <td>5.2</td> </tr> </tbody> </table>	Year	Value	Target	2013/14	4.9	5.2	2014/15	5.2	5.2	2015/16	5	5.2
Year	Value	Target																	
2013/14	4.9	5.2																	
2014/15	5.2	5.2																	
2015/16	5	5.2																	
Page 47 Health & Wellbeing	MP 019 % excess weight in children aged 4-5 years (annual / academic)	Low	19%	36.3%	✓	↑	<p>MP 019 % excess weight in children aged 4-5 years (annual / academic)</p> <table border="1"> <caption>MP 019 Performance Data</caption> <thead> <tr> <th>Year</th> <th>Value</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>20%</td> <td>36.3%</td> </tr> <tr> <td>2014/15</td> <td>20.9%</td> <td>36.3%</td> </tr> <tr> <td>2015/16</td> <td>19%</td> <td>36.3%</td> </tr> </tbody> </table>	Year	Value	Target	2013/14	20%	36.3%	2014/15	20.9%	36.3%	2015/16	19%	36.3%
Year	Value	Target																	
2013/14	20%	36.3%																	
2014/15	20.9%	36.3%																	
2015/16	19%	36.3%																	

Theme	PI Code & Description	Polarity	2015/16				Performance Data Trend Chart												
			Value	Target	Status	Long Trend													
Health & Wellbeing	MP 036 % MMR2 coverage rate (second MMR children 3-5 years)(annual)	High	86.5%	80%	✓	↑	<p>MP 036 % MMR2 coverage rate (second MMR children 3-5 years)(annual)</p> <table border="1"> <caption>MP 036 % MMR2 coverage rate (second MMR children 3-5 years)(annual)</caption> <thead> <tr> <th>Year</th> <th>Value</th> <th>Target (Years)</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>68.9%</td> <td>~85%</td> </tr> <tr> <td>2014/15</td> <td>75.8%</td> <td>~85%</td> </tr> <tr> <td>2015/16</td> <td>86.5%</td> <td>~85%</td> </tr> </tbody> </table>	Year	Value	Target (Years)	2013/14	68.9%	~85%	2014/15	75.8%	~85%	2015/16	86.5%	~85%
Year	Value	Target (Years)																	
2013/14	68.9%	~85%																	
2014/15	75.8%	~85%																	
2015/16	86.5%	~85%																	
Health & Wellbeing	MP 038 Under 18 conceptions (per 1000)(annual)	Low	19.7	27	✓	↑	<p>MP 038 Under 18 conceptions (per 1000)(annual)</p> <table border="1"> <caption>MP 038 Under 18 conceptions (per 1000)(annual)</caption> <thead> <tr> <th>Year</th> <th>Value</th> <th>Target (Years)</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>25.5</td> <td>27</td> </tr> <tr> <td>2014/15</td> <td>22.1</td> <td>27</td> </tr> <tr> <td>2015/16</td> <td>19.7</td> <td>27</td> </tr> </tbody> </table>	Year	Value	Target (Years)	2013/14	25.5	27	2014/15	22.1	27	2015/16	19.7	27
Year	Value	Target (Years)																	
2013/14	25.5	27																	
2014/15	22.1	27																	
2015/16	19.7	27																	

Page 48

Theme	PI Code & Description	Polarity	2015/16				Performance Data Trend Chart												
			Value	Target	Status	Long Trend													
Health & Wellbeing	SP 050 / MP020 % Older people still living at home following reablement (annual)	High	NMTP	85.8%	NMTP		<p>SP 050 / MP020 % Older people still living at home following reablement (annual)</p> <table border="1"> <caption>SP 050 / MP020 Performance Data</caption> <thead> <tr> <th>Year</th> <th>Value</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>-</td> <td>85.8%</td> </tr> <tr> <td>2014/15</td> <td>81.2%</td> <td>85.8%</td> </tr> <tr> <td>2015/16</td> <td>-</td> <td>85.8%</td> </tr> </tbody> </table>	Year	Value	Target	2013/14	-	85.8%	2014/15	81.2%	85.8%	2015/16	-	85.8%
Year	Value	Target																	
2013/14	-	85.8%																	
2014/15	81.2%	85.8%																	
2015/16	-	85.8%																	
Page 49 Health & Wellbeing	SP 082 / MP037 Early Years foundation stage profile (annual)	High	68	60	✓	↑	<p>SP 082 / MP037 Early Years foundation stage profile (annual)</p> <table border="1"> <caption>SP 082 / MP037 Performance Data</caption> <thead> <tr> <th>Year</th> <th>Value</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>46</td> <td>65</td> </tr> <tr> <td>2014/15</td> <td>60</td> <td>60</td> </tr> <tr> <td>2015/16</td> <td>68</td> <td>60</td> </tr> </tbody> </table>	Year	Value	Target	2013/14	46	65	2014/15	60	60	2015/16	68	60
Year	Value	Target																	
2013/14	46	65																	
2014/15	60	60																	
2015/16	68	60																	

Theme	PI Code & Description	Polarity	2015/16				Performance Data Trend Chart															
			Value	Target	Status	Long Trend																
Health & Wellbeing	SP 362 / MP 040 % Late diagnosis of HIV rate (annual)	Low	38.5%	42%			<p>SP 362 / MP 040 % Late diagnosis of HIV rate (annual)</p>  <table border="1"> <caption>SP 362 / MP 040 % Late diagnosis of HIV rate (annual)</caption> <thead> <tr> <th>Year</th> <th>Value</th> <th>Target (Years)</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>44.9%</td> <td>~45%</td> </tr> <tr> <td>2014/15</td> <td>38.8%</td> <td>~45%</td> </tr> <tr> <td>2015/16</td> <td>38.5%</td> <td>~45%</td> </tr> </tbody> </table>	Year	Value	Target (Years)	2013/14	44.9%	~45%	2014/15	38.8%	~45%	2015/16	38.5%	~45%			
Year	Value	Target (Years)																				
2013/14	44.9%	~45%																				
2014/15	38.8%	~45%																				
2015/16	38.5%	~45%																				
Health & Wellbeing	SP 366 / MP 039 % take up of NHS health check by those eligible (Quarterly)	High	44.7%	58.5%			<p>SP 366 / MP 039 % take up of NHS health check by those eligible (Quarterly)</p>  <table border="1"> <caption>SP 366 / MP 039 % take up of NHS health check by those eligible (Quarterly)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q1 2015/16</td> <td>59.1%</td> <td>~50%</td> </tr> <tr> <td>Q2 2015/16</td> <td>53.3%</td> <td>~50%</td> </tr> <tr> <td>Q3 2015/16</td> <td>37.3%</td> <td>~50%</td> </tr> <tr> <td>Q4 2015/16</td> <td>38%</td> <td>~50%</td> </tr> </tbody> </table>	Quarter	Value	Target (Quarters)	Q1 2015/16	59.1%	~50%	Q2 2015/16	53.3%	~50%	Q3 2015/16	37.3%	~50%	Q4 2015/16	38%	~50%
Quarter	Value	Target (Quarters)																				
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Q4 2015/16	38%	~50%																				

Theme	PI Code & Description	Polarity	2015/16				Performance Data Trend Chart															
			Value	Target	Status	Long Trend																
Page 51	Health & Wellbeing	SP 367 / MP 018 No. of smoking quitters (Quarterly)	High	NMTP	584	NMTP	<p>SP 367 / MP 018 No. of smoking quitters (Quarterly)</p> <table border="1"> <caption>SP 367 / MP 018 No. of smoking quitters (Quarterly)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q1 2015/16</td> <td>110</td> <td>~140</td> </tr> <tr> <td>Q2 2015/16</td> <td>108</td> <td>~145</td> </tr> <tr> <td>Q3 2015/16</td> <td>105</td> <td>~110</td> </tr> <tr> <td>Q4 2015/16</td> <td>-</td> <td>~175</td> </tr> </tbody> </table>	Quarter	Value	Target	Q1 2015/16	110	~140	Q2 2015/16	108	~145	Q3 2015/16	105	~110	Q4 2015/16	-	~175
	Quarter	Value	Target																			
Q1 2015/16	110	~140																				
Q2 2015/16	108	~145																				
Q3 2015/16	105	~110																				
Q4 2015/16	-	~175																				
Safer & Stronger	MP 001 % Residents who agree that their local area is a place where people of different backgrounds get on well together (annual)	High	NMTP	91%	NMTP	<p>MP 001 % Residents who agree that their local area is a place where people of different backgrounds get on well together (annual)</p> <table border="1"> <caption>MP 001 % Residents who agree that their local area is a place where people of different backgrounds get on well together (annual)</caption> <thead> <tr> <th>Year</th> <th>Value</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>90%</td> <td>90%</td> </tr> <tr> <td>2014/15</td> <td>89%</td> <td>90%</td> </tr> <tr> <td>2015/16</td> <td>91%</td> <td>90%</td> </tr> </tbody> </table>	Year	Value	Target	2013/14	90%	90%	2014/15	89%	90%	2015/16	91%	90%				
Year	Value	Target																				
2013/14	90%	90%																				
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2015/16	91%	90%																				

Theme	PI Code & Description	Polarity	2015/16				Performance Data Trend Chart															
			Value	Target	Status	Long Trend																
Safer & Stronger	MP 003 No. of volunteers recruited through MVSC (Quarterly)	High	2,820	2,100	✓	↑	<p>MP 003 No. of volunteers recruited through MVSC (Quarterly)</p> <table border="1"> <caption>MP 003 No. of volunteers recruited through MVSC (Quarterly)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q1 2015/16</td> <td>746</td> <td>500</td> </tr> <tr> <td>Q2 2015/16</td> <td>835</td> <td>500</td> </tr> <tr> <td>Q3 2015/16</td> <td>643</td> <td>500</td> </tr> <tr> <td>Q4 2015/16</td> <td>596</td> <td>500</td> </tr> </tbody> </table>	Quarter	Value	Target (Quarters)	Q1 2015/16	746	500	Q2 2015/16	835	500	Q3 2015/16	643	500	Q4 2015/16	596	500
	Quarter	Value	Target (Quarters)																			
Q1 2015/16	746	500																				
Q2 2015/16	835	500																				
Q3 2015/16	643	500																				
Q4 2015/16	596	500																				
MP 009 % Residents feeling well informed about what is being done to tackle Anti Social Behaviour (annual)	High	NMTP	31%	NMTP		<p>MP 009 % Residents feeling well informed about what is being done to tackle Anti Social Behaviour (annual)</p> <table border="1"> <caption>MP 009 % Residents feeling well informed about what is being done to tackle Anti Social Behaviour (annual)</caption> <thead> <tr> <th>Year</th> <th>Value</th> <th>Target (Years)</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>35%</td> <td>31%</td> </tr> <tr> <td>2014/15</td> <td>29%</td> <td>31%</td> </tr> <tr> <td>2015/16</td> <td>31%</td> <td>31%</td> </tr> </tbody> </table>	Year	Value	Target (Years)	2013/14	35%	31%	2014/15	29%	31%	2015/16	31%	31%				
Year	Value	Target (Years)																				
2013/14	35%	31%																				
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2015/16	31%	31%																				

Theme	PI Code & Description	Polarity	2015/16				Performance Data Trend Chart								
			Value	Target	Status	Long Trend									
Safer & Stronger	<p>MP 028</p> <p>Increase in domestic violence sanction detections (Quarterly)</p> <p><i>Note: Only annual data has been provided which has governed graph display</i></p>	High	35.33%	No Target	Not known	↓	<p>MP 028 Increase in domestic violence sanction detections (Quarterly)</p> <table border="1"> <caption>MP 028 Increase in domestic violence sanction detections (Quarterly)</caption> <thead> <tr> <th>Year</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>51.1%</td> </tr> <tr> <td>2014/15</td> <td>39.05%</td> </tr> <tr> <td>2015/16</td> <td>35.33%</td> </tr> </tbody> </table>	Year	Value (%)	2013/14	51.1%	2014/15	39.05%	2015/16	35.33%
Year	Value (%)														
2013/14	51.1%														
2014/15	39.05%														
2015/16	35.33%														
<p>Page 53</p> <p>Safer & Stronger</p>	<p>MP 048</p> <p>Reduction in violence with injury (Quarterly)</p> <p><i>Note: Only annual data has been provided which has governed graph display</i></p>	Low	842	No Target	Not known	↑	<p>MP 048 Reduction in violence with injury (Quarterly)</p> <table border="1"> <caption>MP 048 Reduction in violence with injury (Quarterly)</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>928</td> </tr> <tr> <td>2014/15</td> <td>894</td> </tr> <tr> <td>2015/16</td> <td>842</td> </tr> </tbody> </table>	Year	Value	2013/14	928	2014/15	894	2015/16	842
Year	Value														
2013/14	928														
2014/15	894														
2015/16	842														

Theme	PI Code & Description	Polarity	2015/16				Performance Data Trend Chart												
			Value	Target	Status	Long Trend													
Safer & Stronger	MP 049 Reduction in burglary (dwelling and non dwelling) (Quarterly) <i>Note: Only annual data has been provided which has governed graph display</i>	Low	1786	No Target	Not known	↑	MP 049 Reduction in burglary (dwelling and non dwelling) (Quarterly) <table border="1"> <caption>MP 049 Reduction in burglary (dwelling and non dwelling) (Quarterly)</caption> <thead> <tr> <th>Year</th> <th>Value</th> <th>Target (Years)</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>1,710</td> <td>~1,900</td> </tr> <tr> <td>2014/15</td> <td>1,897</td> <td>~1,850</td> </tr> <tr> <td>2015/16</td> <td>1,786</td> <td>~1,850</td> </tr> </tbody> </table>	Year	Value	Target (Years)	2013/14	1,710	~1,900	2014/15	1,897	~1,850	2015/16	1,786	~1,850
Year	Value	Target (Years)																	
2013/14	1,710	~1,900																	
2014/15	1,897	~1,850																	
2015/16	1,786	~1,850																	
Page 54 Safer & Stronger	SP 330 / MP 007 % perception of residents worried about drunk and rowdy behaviour (annual)	Low	NMTP	40%	NMTP	SP 330 / MP 007 % perception of residents worried about drunk and rowdy behaviour (annual) <table border="1"> <caption>SP 330 / MP 007 % perception of residents worried about drunk and rowdy behaviour (annual)</caption> <thead> <tr> <th>Year</th> <th>Value</th> <th>Target (Years)</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>41%</td> <td>~42%</td> </tr> <tr> <td>2014/15</td> <td>41%</td> <td>~41%</td> </tr> <tr> <td>2015/16</td> <td>40%</td> <td>~40%</td> </tr> </tbody> </table>	Year	Value	Target (Years)	2013/14	41%	~42%	2014/15	41%	~41%	2015/16	40%	~40%	
Year	Value	Target (Years)																	
2013/14	41%	~42%																	
2014/15	41%	~41%																	
2015/16	40%	~40%																	

Theme	PI Code & Description	Polarity	2015/16				Performance Data Trend Chart											
			Value	Target	Status	Long Trend												
Safer & Stronger	SP 331 / MP 008 % perception of residents worried about crime (annual)	Low	NMTP	50%	NMTP	<p>SP 331 / MP 008 % perception of residents worried about crime (annual)</p> <table border="1"> <caption>Performance Data Trend Chart Data</caption> <thead> <tr> <th>Year</th> <th>Years (%)</th> <th>Target (Years) (%)</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>50%</td> <td>50%</td> </tr> <tr> <td>2014/15</td> <td>50%</td> <td>50%</td> </tr> <tr> <td>2015/16</td> <td>-</td> <td>50%</td> </tr> </tbody> </table>	Year	Years (%)	Target (Years) (%)	2013/14	50%	50%	2014/15	50%	50%	2015/16	-	50%
Year	Years (%)	Target (Years) (%)																
2013/14	50%	50%																
2014/15	50%	50%																
2015/16	-	50%																

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Economic Wellbeing in Merton

Working Together – Better Together



From the Joint Chairs of the Economic Wellbeing Group

“ I am a firm believer that people like to work locally in their own communities. In my role as Chief Executive of Merton Chamber of Commerce, I am well positioned to work with employers and support local people in getting local jobs. Many employers support my own view that a key requirement for being offered employment is having the right attitude and aptitude, and people can lack the soft skills that employers want. In times of austerity and in a small borough such as Merton we have to fight our own corner and we can only do that through collaboration and making the Merton case.

Since 2012, the Economic Wellbeing Group has been building London's skills base and supporting business, which is also a key aim for London's Enterprise Panel, the GLA and the South London Partnership. Working in partnership and using a model such as ours, we can all achieve more for the benefit of local business and local people.



Diana Sterck
Chief Executive
Merton Chamber
of Commerce

“ It is an exhausting joy to chair the EWG meetings: always a packed agenda and a packed room full of ideas. I am immensely proud of the additional funding that we, together, have levered into the borough, as a result of our consolidated efforts, but more than that, the underlying motto for me is: "Local people, local skills, local jobs". This works at the macro- and micro-economic level: common sense, backed by the actions of local, committed and experienced people, together with a clear focus on full collaboration.



Naomi Martin
Director
Commonsense Community
Development Trust

“ I joined the EWG because, as Housing portfolio holder on the Cabinet, I knew that the best way of keeping Merton's tenants housed was for them to be working. The EWG does that: it's a fantastic partnership which brings people to employment and fits them to jobs. It's a privilege to be part of something that works so well.

Councillor Nick Draper
Cabinet Member for Community and Culture

About Merton's Economic Wellbeing Group

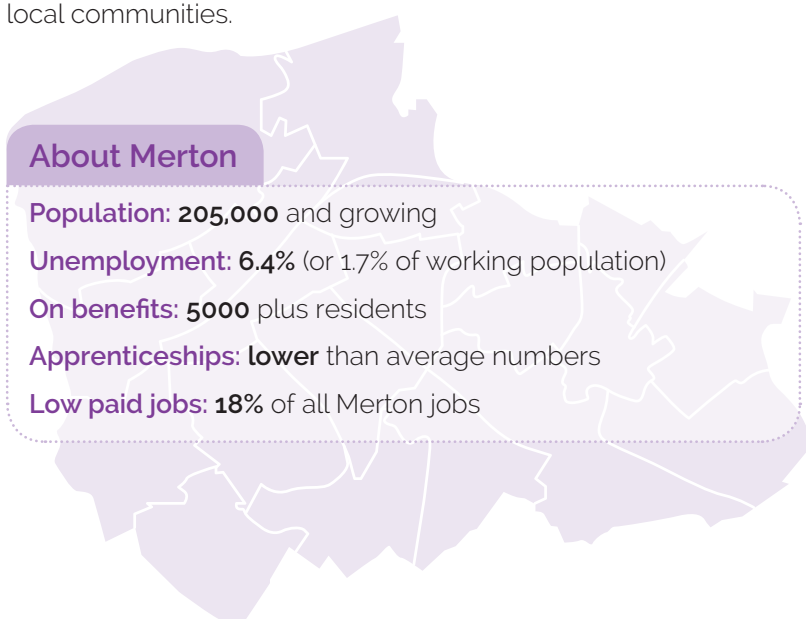
London Borough of Merton's Economic Development Strategy (2012-2017) set out a vision for supporting economic growth, by increasing jobs and skills. A sub group of the Merton Partnership was formed with the aim of working towards economic wellbeing for all Merton's residents and went on to influence and shape the London Borough of Merton's Employment and Training Action Plan which was published in 2012. The Plan provided a framework for the Council and its partners on the Merton Economic Wellbeing Group (EWG) to address the worklessness and skills challenges in the borough.

The Economic Wellbeing Group (EWG) is now an established part of the employment and skills landscape in Merton. During the first year of its existence it grew rapidly and attendance now stands at an average of 20 or so people.

There is a strong consensus amongst stakeholders that the EWG is an effective group that has provided an effective forum to bring together different partners to work together. The EWG is valued as a source of regular information from partners and as a platform for developing joint funding bids.

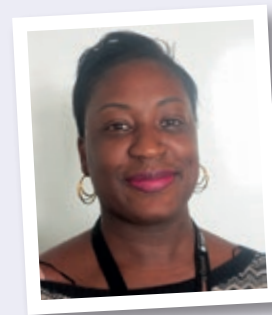
In 2015 the Group reviewed its progress and refreshed its Action Plan, which now embraces all age groups within the borough, with a strong emphasis on links with business to provide jobs, work experience, mentoring and volunteering opportunities.

Merton Voluntary Services Council has recently set up a training, employment and enterprise forum as a sub-group to hear, understand and respond adequately to the needs of local communities.



Residents are at the forefront of everything the EWG does. By improving local skills and employment initiatives we are able to assist our residents into employment and training opportunities with some great stories highlighted within this publication.

The group works extremely well together and have achieved so much in the past 4 years; we look forward to being able to continue assisting Merton residents to achieve their goals.



Joyce Ogunade
Employment
and Skills Officer



The first thing I did

when I started my role was to meet with partners to understand how I could work with them to improve Merton's economy. It was so clear that we were all doing amazing things for our residents through skills and employment initiatives. Everyone said "we don't share ideas or talk enough". So, I went about building relationships and set up a regular meeting. I am proud to say that as partners we have achieved so much in the last 4 years and wanted to share it with you.

Sara Williams

Programme
Manager for
Business and
Economy
futureMerton



futureMerton

Partners involved In the Economic Wellbeing Group

Capital Training Group

Capital Training Group is an award winning training provider based in Wimbledon Park. We offer Intermediate and Advanced Apprenticeships in Business Administration, ICT and Sales. We pride ourselves on the pastoral support and mentoring we give to our Apprentices. Wherever possible we ensure that Apprenticeships lead to sustainable employment with an 87% success rate for Apprentices staying in employment following the completion of their Apprenticeship.

www.capitaltraininggroup.co.uk



Circle Housing Merton Priory

Circle Housing Merton Priory (CHMP) is part of the Circle Housing Group. As a social housing provider, CHMP is aware that a disproportionate number of its customers are unemployed in comparison to those who rent privately. Just 44% of social housing tenants have a job, compared to 69% of those who rent privately (Demos, 2012). Circle Housing's mission to Enhance Life Chances means that employment and skills programmes are integral to us delivering our mission.

www.circle.org.uk/merton-priory



Commonside Community Development Trust

Commonside Community Development Trust is a social enterprise based in East Mitcham. The Trust runs the busy New Horizon Centre, a community centre in Pollards Hill, as well as Step Forward, supporting local parents, and the Lunch Club for Older People, promoting independent living. The New Horizon Centre hosts over 90 groups every week with a weekly footfall of 2,000 people.

www.commonside.net



Delrose Earle Training

Delrose Earle Training is a not for profit organisation committed to providing highly customised learning solutions for clients that lead to improved economic wellbeing for individuals. A female led organisation, we deliver both accredited and customised non-accredited accessible courses and we have a proven track record of meeting and exceeding targets and supporting individuals in achieving seismic shifts, both personal and professional.

www.delroseearle.com



Grenfell Housing and Training

Grenfell Housing and Training works with vulnerable people in South West London, providing housing, training and support through periods of crisis to help them make the transition to independence. Operating from two sites in Merton, we deliver training for tenants and other local people including accredited and certified courses in ICT, English and Maths alongside workshops and employability skills training.

www.grenfell-housing.co.uk



Jobcentre Plus

Jobcentre Plus have an office in Mitcham and have been strong supporters of the work of the group since its inception, linking clients who are seeking work and those on other benefits to support them in their journey towards economic wellbeing.

www.gov.uk



London Borough of Merton

London Borough of Merton draws membership from across the Council – including the Cabinet Member for Communities and Culture; Adult Education; Children Schools and Families; My Futures; Public Health; Housing; HR; and Future Merton team, all working to support the local community towards economic wellbeing. The My Futures community team works with young people aged 16-19 who are not in education, employment or training with an aim to support and facilitate a young person to enter education, employment or training and sustain their placement.

www.merton.gov.uk



Merton Adult Education

Merton Adult Education is committed to equipping individuals with the skills, qualifications and confidence to compete in the employment market and improve their economic standing. MAE delivers employability, personal and social development, and functional skills programmes to learners. We can prepare people to become work ready through work related, personal and social development activities for progression into employment. From August 2016 MAE moves to a commissioned based delivery model.



www.merton.gov.uk/adulteducation

Merton Chamber of Commerce

Merton Chamber of Commerce is the largest local Chamber of Commerce in London. With 600 members and over 3000 business customers our business is driven by customer needs and the desire to make Merton a great place to do business and to work. Our commitment to our local borough is fundamental to who we are and what we do, and we deliver many services to connect local people to local employers.



www.mertonchamber.co.uk

Merton Voluntary Services Council

Merton Voluntary Services Council works to support, enable and champion the voluntary, community and faith sectors in Merton. Since mid 2014 Volunteer Centre Merton has been part of MVSC. We work with a large number of partner organisations and play a pivotal role in multi-sector partnership, exemplified by the Merton Compact which has stood the test of time and has been recognised nationally by the numerous Compact Awards for partnership, leadership, excellence, impact and more.



www.mvsc.co.uk

MOAT

MOAT is a housing association and not for profit organisation employing over 300 people and providing affordable homes in thriving communities for people in the South East. For over forty years, we've delivered high quality general needs homes for affordable rent, retirement housing, and independent living, and we have a strong affordable home ownership offer. We develop around 500 new homes every year.



www.moat.co.uk

South Thames College

South Thames College has provided education and vocational training for over a century. We are a further education provider for 16-18 year olds and adults over 19, through full and part time education and training, community learning, ESOL and family learning, adult skills, all age apprenticeships, traineeships and employability programmes. We have 3 sites and deliver a lot of what we do in partnership.



www.south-thames.ac.uk

Training and Recruitment Partnership

Training and Recruitment Partnership is an independent learning provider based in Mitcham, Surrey. We deliver mostly apprenticeships, and a small amount of traineeships, in London, the south east of England and some nationally. Our learners have a positive attitude to learning, enjoy their programmes and make good progress: TRP aims to enhance the opportunities and development of all our learners and is committed to raising standards in adult learning and helping young people into employment.



www.trpltd.co.uk

Wandle

Wandle supports people across South London who need a home and we have over 7000 homes across nine boroughs. We provide homes for rent (social and affordable), shared ownership, outright sale and supported housing. We have provided hundreds of new homes both for people who are in the most need of housing and those who would otherwise not be able to afford their own home.



www.wandle.com

Work readiness



The mobile training and engagement bus owned and run by Delrose Earle Training. Commissioned by CHMP to deliver mobile job clubs in Merton.

Routes2Work

Open to Merton residents, Circle Housing Merton Priory (CHMP) provides employment related short courses and job brokerage to maximise opportunities for participants. There is also training and support to those wanting to start their own business or social enterprise.

Job Clubs deliver advice and support with job search, applications and preparing for interview. Job Club Plus specifically supports people with disabilities or long-term health conditions. CHMP commission a range of partners to deliver the Routes2Work programme such as Delrose Earle Training CIC, Groundwork London, Balance Support and Grenfell Housing & Training. In 2015 Routes2Work helped 120 local people into work.

Ocado – a truly employer-led solution

When Grenfell Housing & Training heard that Ocado were recruiting up to 200 customer team members (delivery drivers with a difference) to work locally we wanted to get involved.

In partnership with the London Learning Consortium, Job Centre Plus and other local organisations, we put together a programme with Ocado to deliver ICT, numeracy and literacy, customer service and retail, employability skills and finally, driving skills.

All 62 people taking part in the programme completed, more than 50 people had an interview with Ocado and over half found employment either with Ocado or in similar jobs.

Many of those securing interviews were in their late forties or fifties and freely admitted that they'd given up all hope of getting a job.

Errol's story – Merton Adult Education

“ I left school at 15 with no education and I decided it was time I did something about it. I saw a leaflet regarding learning to better your education at Whatley Avenue college.



So in no time I rang the college and signed up. At the age of 48 I was enrolled at Entry 3 after being assessed. Since then, I have reached Level 2 English & Maths, I am so pleased with how much I have learned. I now have a job with Ocado training new recruits and providing buddy training to them.



Right attitude and aptitude

In late 2015 Merton Chamber of Commerce put forward a partnership tender to the Department for Work and Pensions to use their Flexible Support Fund to support 60 unemployed residents get and move towards employment.

Stepping outside the usual job-readiness training, our approach is gaining real commitment from the client to getting a job and working with them on a one to one or small group basis to improve their confidence and skills in interviews to influence an employer to take them on. Working with Delrose Earle, Grenfell and Commonsense this project strongly links community to business.



Linda King, the Chamber's Business Adviser, with Michael Brown

Volunteer as a route to employment



Fayre & Square's shop in Centre Court, Wimbledon

Fayre and Square, based in Wimbledon Centre Court Shopping Centre, is MVSC's supported volunteering and employability project. It is a community shop that provides volunteering support, training placements and group sessions to people with a learning disability and/or mental health issue and those facing other significant barriers to employment.

Participants engage with local independent artisans selling their products in the shop and receive training in all aspects of retail and customer service as well as boosting their self-esteem and confidence.

Fayre and Square April 2013 – December 2015

- 43** Supported placements
- 15** progressing onto additional placements
- 12** placed by Employment Support Services
- 16** Supported Volunteers into employment include: WHS, Independence Homes, Harvester, London Transport, Odeon Cinema, Asda, Premier Inn, Shoe zone, Marks and Spencer.



Supporting local employers

Take One Take One started in 2013 as a campaign to local employers in the London Borough of Merton. Realising that Merton Chamber of Commerce had a trusted relationship with many local businesses, Diana Sterck – the Chief Executive, used the Chamber’s communications and relationship with local employers to ask them to step up and support young people into work. She set a challenge for employers to ‘Take One’ young person – to provide a work placement, an internship, a traineeship, an apprenticeship or supporting a volunteer placement or through mentoring a young person.

The response has grown over time and funding secured through a variety of sources.

Over
100
apprentices in
2 years

With the support of Merton’s local partners, Merton’s campaign to support young people has really taken off. The model was seen to be so successful it has been replicated in 7 London boroughs and used as part of a national on line tool kit to support training providers.

Merton Chamber, as a local employer, led the way through offering the first ‘Take One’ apprenticeship and the 100th ‘Take One’ apprenticeship.

Merton Council has 44 apprentices in 22 different sections. In 2016 Take One has been expanded to support people of all ages.



Apprentice Jamie Gorman, of Gina Conway Aveda Salons and Spas with Linda King, Take One Manager from Merton Chamber of Commerce

Apprenticeship Staff Support Programme

During October 64 people attended 4 workshops in East, North, West and South London, introducing them to an ‘Online Toolkit’ developed by Merton Chamber of Commerce and Capital Training Group to share our model of good practice for employer engagement in Apprenticeships.



The toolkit was one of 14 national projects managed by the Association of Employment and Learning Providers, funded by the Education and Training Foundation.

The toolkit was designed to help staff of colleges and training providers in London to secure and develop SME involvement in Apprenticeships. The project aim was to support staff working in the sector to engage effectively with employers and to help partners in London to establish partnership working to improve employer engagement and increase the number of Apprenticeship places.

The online resources can also be used as a ‘stand-alone’ resource to help improve employer engagement skills. The online resources present our good practice tips, along with case studies and video interviews of Merton partners who share their experiences. There is also an Action Plan to download for staff to plan and set targets for their own organisation improvement.

www.takeonetoolkit.com

Business awards has tasteful start

For two years running South Thames College's Taste restaurant has played host to the launch event of Merton Chamber of Commerce's business awards.

The awards, which celebrate businesses from all over the borough, include categories such as the coveted Business of the Year award, Best New Business and Best Apprentice of the Year.

Jamie Stevenson, Director of Business Partnerships at South Thames College, said, "This event demonstrates South Thames College's commitment to supporting the local business community and allows us to reflect and celebrate the many successes within the borough."

www.south-thames.ac.uk



Top right: (l-r) Sue Rimmer OBE, Principal and CEO of South Thames College, Diana Sterck, Merton Chamber of Commerce CEO and Jamie Stevenson, Director of Business Partnerships, South Thames College

Bottom right: Presentation of awards at Merton Best Business Awards



Above: New apprentice Rhian (right) gaining valuable office experience

Right: Rhian with Julie

Apprentice into Recruitment!

Julie Rose set up Rhodium Consulting in May 2010 following a long and successful career in both temporary and permanent recruitment across multiple disciplines. Rhodium started out in Julie's home office and by 2013 she had moved into the Generator Business Centre in Mitcham, where she appointed a staff member who worked from home. Now, Rhodium has 4 full time staff, has offered work experience and now has a new apprentice – Rhian, who was recruited through Capital Training.



Julie says there are numerous benefits to taking on a young person, "It's good to have a young person to compliment the team who are all more senior. The young person has new ideas, no preconceived ideas and brings new skills into the business."

Employability

Self-employment success

Keith Venus, Wandle resident, recently completed an Institute of Leadership and Management course and is using the skills he acquired to grow his business, Intra Dog Care. The course was provided by Wandle through their enterprise programme which helps residents start or scale up their businesses.

What does the future hold? Keith said "I'm training now in canine psychology and I want to fully establish my business next year, and take things to the next level. I don't want to be rich, just able to pay my own way. And I want to get my own dog!"



Keith Venus, Wandle resident, completed the enterprise programme



www.wandle.com/get-involved

“The training Wandle provided really helped with the most crucial part: creating a business plan template. I've talked to other dog walkers who say 'I don't need a business plan', but I knew I did, because the plans I have are not stereotypical ones – there are niches in the market that haven't been touched that I want to tap into.”

Keith Venus, Wandle resident

Meeting employer demand

A number of the country's biggest construction companies met with current and former students looking for work in the building trade at a special event hosted by South Thames College.

With a range of big budget infrastructure projects going on around London there is a huge demand for skilled workers, so our College Business Centre focused on matching learners with the right companies to find out what opportunities are open to them.

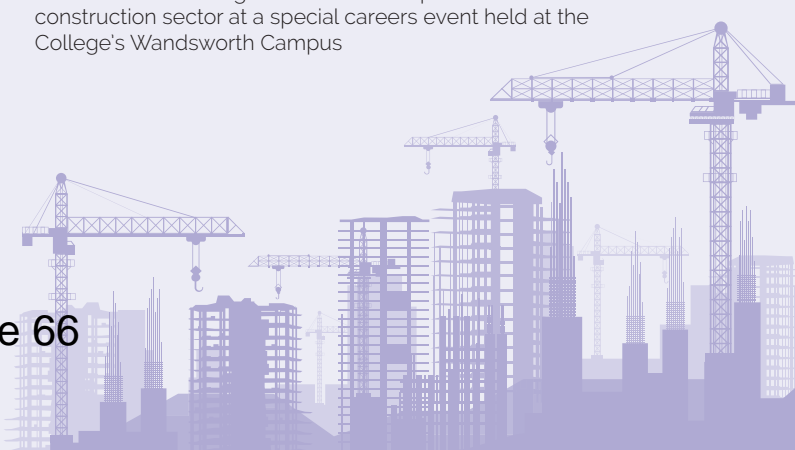
Using our key contacts at big firms like Thames Tideway Tunnel, Carillion Building and Battersea Power Station, this was a serious chance for students to get into work after their studies.

Karan Jay, the Business Centre's training and quality manager, said, "The event was a great opportunity for our students and those who have just graduated to see what jobs are out there and to hear what skills companies are in need of."

www.south-thames.ac.uk



South Thames College students met representatives from the UK construction sector at a special careers event held at the College's Wandsworth Campus



Confidence is key

When an 18 year old male was referred to our service in December 2015, I found him to be very low in confidence and had given up searching for work. He had been regularly knocked back and couldn't understand why. I was concerned that he was suffering from depression, due to how isolated he was and negative about his prospects. As the sessions went on he began to come out of his shell and make huge progression. He was able to secure an apprenticeship run by UK power networking doing joinery and wiring, and was grateful to them for helping him "view things differently" and "giving him the confidence again". He is a completely different person from when we first met in his appearance and personality.



Gareth Plumb
My Futures Community Team Keyworker

What next?

In 2015 Circle Housing was part of a successful London Housing Consortium bid to secure European Social Funding. The funding awarded will deliver a 3 year programme of employment training and support to 377 unemployed and inactive residents.

LBM commissioned a number of specific initiatives to support 160 residents into work/training. This covered support for ex offenders and the long term unemployed, support for those over 50 years of age, and IT skills programme.



Trip to Westfield Job Fayre – Supporting Merton residents to access jobs and employers

Our combined activities target a 1.7% reduction

in local unemployment

Working Together – Better Together



Committee: Overview and Scrutiny Commission

Date: 07 July 2016

Wards: All

Subject: Rehabilitation Strategies and Offender Management

Lead officer: Neil Thurlow - Community Safety Manager, Cassie Newman - Head of Stakeholders & Partnerships London CRC, Adam Kerr - Head of Croydon, Merton, Sutton & Sex Offender Treatment Unit

Lead member: Cllr Edith Macauley, Cabinet member for Community Safety, Engagement and Equalities

Contact officer: Neil Thurlow, x3240

Recommendations:

- A. That the Overview and Scrutiny Commission discuss and comment on the current position of Offender Management within the London Borough of Merton and reassure themselves over its methods and outcomes of delivery
 - B. That the Overview and Scrutiny Commission advise when and/or how they wish to receive further updates in the future
-

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. This report and presentation will serve two functions:
 - 1.1.1 To provide an update and offer reassurance over how Offender Management is currently delivered within the London Borough of Merton.
 - 1.1.2 To highlight where and how the Community Safety Partnership wish to develop Offender Management in the near future.
- 1.2. The function of delivering Offender Management is overseen by both the Community Rehabilitation Company (CRC) and National Probation Service (NPS). These two new companies formed following the awarding of new contracts for service delivery in June 2014.
- 1.3. Both companies support different cohorts of offenders, have very defined remits and outcomes to meet as highlighted in the associated PowerPoint
- 1.4. The board will be presented with a more detailed verbal presentation by both Adam Kerr, Head of Croydon, Merton, Sutton & Sex Offender Treatment Unit and Cassie Newman, Head of Stakeholders and Partnerships for both the National Probation Service and Community Rehabilitation Company respectively.

2 DETAILS

- 2.1. Currently the management of offenders is split between the CRC and NPS. Both the CRC and NPS work closely with local Police to ensure that communication flow, information sharing and enforcement of matters such as breaches, are worked to effectively and efficiently

- 2.2. Whilst the successful management of offenders is a priority for everyone there are currently two areas of work which are subject to intense scrutiny and work.
- (i) Integrated Offender Management (IOM) is a strategic priority for Community Safety Partnership
 - (ii) Multi-agency Public Protection Arrangements (MAPPA). MAPPA has been subject to independent reviews in 2016 and is a key area of business for the partnership moving forward
- Both of these priority areas are expanded on below:
- 2.3. IOM is the approach for how we manage our high frequency offenders who typically commit acquisitive type crimes i.e. burglary, theft from motor vehicle and shop lift to help fund their lives and/or lifestyles which may include drug and/or alcohol consumption at varying degrees of use.
- 2.4. The London Borough of Merton currently has an IOM cohort of 33 persons which are RAG rated (data accurate as of 24 June). Of the 33 four are classed as red (the highest risk rating), 13 amber, seven are green and we have nine currently serving custodial sentences.
- 2.5. The cohort are managed by a team of officers from police, CRC and NPS in the main, with additional workers supporting from services such as housing, drugs and alcohol treatment providers, alongside Job Centre Plus and others whom may have a positive impact on future prospects.
- 2.6. As a partnership we recognise that there's more which can be done to support our IOM cohort. With this in mind, and to further improve our partnership response to IOM clients, Safer Merton is working with the CRC to explore how we may develop this work moving forward.
- 2.7. The second area of particular focus comes via our Multi-agency Public Protection Arrangements (MAPPA).
- 2.8. The MAPPA are the procedures put in place by the Ministry of Justice (MoJ) to manage the most difficult offenders while they are living in the community. Primary responsibility lies with the Police, Probation and Prison Services, and MAPPA is managed at the level of the Police so that in London the Executive and Strategic Management Board operate on a city-wide basis.
- 2.9. In early 2016 an external review was undertaken of MAPPA arrangements on the borough and identified areas of business where improvements may be made in regard to local delivery. These recommendations are currently being worked through to ensure that our MAPPA clients are managed in the most appropriate way according to their needs and/or prohibitions placed on orders prior to release
- 2.10. A similar report was undertaken London wide by the NPS to ascertain how local MAPPA arrangements were being ran. Locally Merton came out as being "Good" which shows the strength of local delivery. With the improvements identified and noted in 2.9 we are hopeful of further improving this work as we move forward
- 2.11. A more detailed, verbal update, will be provided at the meeting

- 3 ALTERNATIVE OPTIONS**
- 3.1. N/A
- 4 CONSULTATION UNDERTAKEN OR PROPOSED**
- 4.1. N/A
- 5 TIMETABLE**
- 5.1. N/A
- 6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS**
- 6.1. N/A
- 7 LEGAL AND STATUTORY IMPLICATIONS**
- 7.1. N/A
- 8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS**
- 8.1. N/A
- 9 CRIME AND DISORDER IMPLICATIONS**
- 9.1. As Safer Merton oversee the work, as lead service, the team ensure that all crime and disorder concerns are considered within this work
- 10 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS**
- 10.1. N/A
- 11 APPENDICES – THE FOLLOWING DOCUMENTS ARE TO BE PUBLISHED WITH THIS REPORT AND FORM PART OF THE REPORT**
- N/A
- 12 BACKGROUND PAPERS**
- 12.1. “Who we are and what we do” PowerPoint – London CRC



Who we are and
what we do_May 201

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Committee: Overview and Scrutiny Commission

Date: 7 July 2016

Wards: All Wards

Subject: Scrutiny review of shared and outsourced 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; 020 8545 3864

Recommendations:

- A. That the Overview and Scrutiny Commission considers and endorses the report arising from the scrutiny review of shared and outsourced services, attached at Appendix 1; and
 - B. That the Commission agrees to forward the review report to Cabinet for approval and implementation of the recommendations, by means of an action plan to be drawn up by officers working with the Cabinet Member(s) to be designated by Cabinet
-

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 To present the combined scrutiny review report on shared and outsourced services to the Overview and Scrutiny Commission for endorsement and to seek agreement to forward to Cabinet for its consideration

2. DETAILS

- 2.1 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.
- 2.2 In order to be able to carry out such scrutiny effectively, the Commission has established two separate task group reviews to increase its knowledge of different models of service provision and the associated implications for scrutiny.
- 2.3 When the Commission received the report of the shared services review in July 2015, it agreed that this would not be presented to Cabinet until the review of outsourced services had also completed. This would enable the cumulative learning and complementary recommendations to be reported together.
- 2.4 The joint report of the shared and outsourced services task group 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, directors and the chief executive as well as talking to senior managers at Barnet Council and at Richmond and Kingston's social enterprise company Achieving for Children.
- 4.2 Appendix 1 lists the written evidence received by the task group and Appendix 2 contains a list of witnesses at each meeting and details of visits made by the task group..

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 7 July 2016 for the Commission's approval, with a view to presenting to cabinet at its meeting on 19 September 2016.

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 and outsourced services

12. BACKGROUND PAPERS

- 12.1 Notes of task group meetings.



London Borough of Merton

Report and recommendations arising from the scrutiny task group reviews of shared and outsourced services in Merton

Overview and Scrutiny Commission

July 2016

Task group membership

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

Scrutiny support:

Julia Regan, Head of Democracy Services
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Morden
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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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Foreword

The pace of change in local government continues to be unrelenting. The reward for proving adept at maintaining the delivery of essential services on sharply reduced budgets appears to be more of the same. But the first round of austerity (2010-15) has exhausted all the easy savings, the current round (2015-20) calls for more radical changes if essential services are not to fail altogether.

This is the background to our review of shared and outsourced services, an open minded approach to their potential benefits and drawbacks for Merton. To date the council has adopted an opportunistic stance, making the best of the circumstances presented to it. We wanted to see what could be learned from these experiences, and whether they could be systematised into a more consistent approach. In particular we were keen to see a more rigorous process of challenge to the *status quo*, to ensure alternatives to current delivery models were properly considered.

In the event, the recommendations we have made are evolutionary rather than revolutionary. So the challenge process is to occur in-house, coming from the Corporate Management Team rather than external consultants. In part this recognises the limitations on financial resources. But it also acknowledges the collective experience of the CMT and its ability to make innovation work within the Merton context. Outsourcing does not mean the abnegation of corporate responsibility.

Yet we remain concerned that service delivery may become less accountable as it moves to third party providers. There is a danger of scrutiny taking place after the event or being missed altogether, if arrangements are not put in place to match the new structures for shared and outsourced services. That is why we are requesting pre-decision scrutiny for large or strategically important services, and inviting the Chief Executive to report annually to the Commission on how the CMT has evaluated and challenged major changes to service delivery.

As Chair, I would like to thank the members of the task group (Cllrs Hamish Badenoch, Suzanne Grocott, Russell Makin and Imran Uddin) for their thoughtful contributions to the review. But above all I would like to thank Julia Regan for her hard work in turning all those thoughtful contributions into a coherent report and succinct set of recommendations – no mean achievement.

Executive Summary

This report presents the findings, conclusions and recommendations of two consecutive task group reviews of shared and outsourced services. The task group has talked to service managers, directors and the chief executive. It has received a number of background policy documents and has reviewed the experiences of other councils. Visits were made to Barnet Council and to Richmond and Kingston's social enterprise company Achieving for Children.

The task group has found that there are considerable benefits to be gained from shared and outsourced service arrangements. What the benefits are will depend on the nature of the services being shared and the model of service delivery that is chosen, but may include financial savings and improvements to service quality. Shared services can provide opportunities to deliver a more specialised service and to offer services that couldn't have been provided by individual authorities.

The council has taken a pragmatic approach towards setting up shared and outsourced 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 to date, the task group believe that more could be done to provide rigorous challenge to ensure that the most appropriate delivery model is chosen for each service.

Mindful of the financial context, the task group has made a small number of recommendations that can be implemented without a significant investment of time or money. These recommendations are intended to enable the Corporate Management Team to embed a stronger element of challenge to ensure that the council operates in a strategic and innovative way. The task group has recommended the production of a standardised business case that should include financial modelling to set out options and alternatives as well as details of other expected benefits so that vigorous challenge can be provided prior to a formal decision being made.

The task group has recommended that scrutiny continue to take an active role in this work by reviewing the draft business case template, inviting the Chief Executive to report annually to the Overview and Scrutiny Commission on how challenge has been embedded, and receiving reports on the proposed establishment of large or strategically important shared or outsourced services at a various points in time when there is an opportunity to have some influence on its development.

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
Recommendation 1 (paragraph 92)	
We recommend that the Corporate Management Team (CMT) should have a more clearly defined mandate and process to embed challenge on models of service delivery at a senior level within the organisation. This will ensure that there is more specific challenge to service managers as well as internal peer review.	Cabinet CMT
Recommendation 2 (paragraph 95)	
We recommend that decision making on the establishment of proposed shared and outsourced 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 services) for approval. This business case should be clearly evidenced and should include financial modelling to set out options and alternatives as well as details of other expected benefits so that vigorous challenge can be provided prior to a formal decision being made.	Cabinet CMT
Recommendation 3 (paragraph 97)	
We recommend that a draft of the business case template is brought to the Overview and Scrutiny Commission for discussion prior to finalising it.	Cabinet Overview and Scrutiny Commission
Recommendation 4 (paragraph 100)	
We recommend that Cabinet should ensure there is support provided to service managers who are exploring the feasibility of establishing a new shared or outsourced service so that these managers can draw on learning and expertise that already exists within the council. 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 and complying with the standardised business case for the service as set out in recommendation 2 above.	Cabinet

Recommendation 5 (paragraph 104)	
We recommend that the Corporate Management Team should ensure that service managers have a mandatory appraisal objective to familiarise themselves with best practice elsewhere and consider how best to incorporate this in their service delivery.	CMT
Recommendation 6 (paragraph 108)	
We recommend that the Corporate Management Team should 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.	CMT
Recommendation 7 (paragraph 110)	
We recommend that the Overview and Scrutiny Commission should invite the Chief Executive to present a report annually to set out how challenge has been embedded, what choices have been made by service managers on models of service delivery, what changes resulted from the challenge process and what options were rejected and why.	Overview and Scrutiny Commission
Recommendation 8 (paragraph 111)	
We recommend that the Overview and Scrutiny Commission (or relevant Panel) should receive a report on the proposed establishment of large or strategically important shared or outsourced services at a point in time when there is an opportunity to have some influence on its development. There should be further reports to review the operation, performance and budget of the service 15 months after the start date and when the agreement is due for review.	Overview and Scrutiny Commission

Report of the Shared and Outsourced 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. Two such reviews have been carried out, one on shared services and one on outsourced services and, due to the cumulative learning experienced, they are presented jointly in this report.
4. The terms of reference for the work on shared services 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.
5. The terms of reference for the work on outsourced services were:
 - to examine a range of examples of outsourced service provision in Merton and elsewhere, taking a broad definition of outsourcing to encompass council owned trading companies, staff-led social enterprises or mutuals as well as contracts with private and third sector organisations;
 - to investigate and advise on the advantages and challenges that a whole-council approach to outsourcing would bring to Merton;
 - to make recommendations that would support a more rigorous approach to the evaluation of alternative models to in-house delivery of services.
6. The Commission agreed to take a different approach to the outsourced service review so that it could contribute more substantially to policy development and to budget savings. The task group was therefore asked to investigate the hypothesis that Merton would benefit from a whole-council approach to outsourcing.
7. Members agreed that this should not amount to taking an ideological position such as advocating outsourcing for all services but would provide an expectation that alternatives to in-house delivery would be

actively considered instead of continuing to take a "salami-slicing" approach to savings proposals.

What the task group did

8. The task group has had eight formal meetings plus a number of discussions with service managers, directors and the chief executive. 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.
9. Task group members spoke to directors and managers of existing shared services in Merton 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.
10. In relation to outsourcing, task group members have visited Barnet Council to talk to senior council and Capita managers about the "One Barnet" programme. A visit was also made to Richmond and Kingston's social enterprise company Achieving for Children to discuss their delivery model.
11. The task group has also received written information about the outsourcing strategy and experiences of a number of other councils, including Bedfordshire, Northamptonshire and Somerset .
12. Appendix 1 lists the written evidence received by the task group and Appendix 2 contains a list of witnesses at each meeting.
13. 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.

FINDINGS - SHARED SERVICES

What is a shared service?

14. 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. The Chartered Institute of Public Finance and Accountancy (CIPFA) has provided an all encompassing definition:

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

15. 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. An example of this is 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.

16. Appendix 3 contains a list of shared services to which Merton Council belonged in May 2015.

17. 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.

Benefits of shared services

18. 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

19. 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.
20. 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.
21. 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.
22. 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

23. 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.

24. 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.
25. 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.

Staffing

26. 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.
27. We also heard that an effective and well regarded shared service is in a stronger position to attract better staff than a 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.
28. 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

29. 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.
30. We heard that it is important to be able to retain the borough's distinctive image for both internal and external customers.

Shared services – general principles

31. 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.
32. 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.
33. 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.
34. 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.
35. We also discussed the potential for commissioning services jointly with other authorities. The directors provided a number of existing examples of this:
 - Human Resources operates recruitment and occupational health contracts jointly with other local authorities, some of these contracts have 100 member authorities.
 - The libraries service is already part of a 16 borough consortium for stock ordering.
 - Merton has reserved the option to buy into the Londonwide street lighting contract in future and would be one of potentially 32 boroughs, with Transport for London being the biggest partner – the decision will be dependent on price.
 - There is a regional commissioning consortia on children's' services that has successfully driven down prices on aspects of provision to children's homes and independent special schools.

36. We were informed that the number of authorities taking part in shared commissioning would depend on the nature of the service, size of the authorities concerned and whether geography is a factor in service provision.
37. The establishment of new shared service arrangements is dependent on the willingness of other boroughs to participate and their attitude to partnership versus leading and that this was a limiting factor in the choice of partner. There may be an unwillingness to share with a partner whose service is considerably larger due to the danger of being “swallowed up” and thereby losing the Merton service ethos. Similarly the council would not seek to share with a struggling service as this would not yield benefits to Merton. These factors explain the council’s current patchwork of shared services arrangements.

FINDINGS – OUTSOURCED SERVICES

Outsourcing in Merton

38. Outsourcing is the use of third party specialists to deliver a particular business function or process. When a local authority or other public sector body outsources an operation it usually maintains full control and accountability for that service. Outsourcing has been used extensively by local authorities for some decades.
39. The Council's Procurement Strategy, 2013-2016, states that the council spends approximately £170m each year on goods and services on behalf of Merton's residents. The range of goods and services is varied, but includes services for schools, waste collection, care services for children and adults, maintaining the highways, parks and services, encouraging business growth and major construction works.
40. The Council has a number of significant contracts that have outsourced specific services, some of which are longstanding:

Highway maintenance – FM Conway

41. FM Conway has a longstanding relationship with Merton Council and has provided the council with a range of services including highway maintenance, carriageway surfacing, lining, civil engineering, traffic management and drainage works since September 2005.
42. The current highway works and services contract started on 1 September 2012 to run for 5 years with facility to extend for a further 2 years. The contract value 2012/13 is £5m.
43. A report to Cabinet on 18 July 2011 set out the service models considered by officers at that time, including a potential wide ranging pan-London contract with Transport for London, the London boroughs and the City of London. These were described in detail and the advantages and disadvantages of each were provided - considerations included cost, timing and other logistics as well as legal advice.

Street lighting – Cartledge (Kier May Gurney)

44. The most recent street lighting maintenance and improvement contract started in September 2009 for 5 years plus facility to extend for 2 years. The 2012/13 contract value was £1.1m. A report to Cabinet on 20 January 2014, seeking to extend the contract, set out performance on key indicators plus details of innovation and improvement made by the contractor.

Leisure centres – Greenwich leisure Limited (GLL)

45. Greenwich Leisure Limited (known as GLL) is a staff led leisure trust with a social enterprise structure, founded in 1993 in response to Greenwich Council's need to find a new way to run its leisure centres

due to funding reductions. GLL is a registered charity and re-invests any surpluses into its services.

46. GLL has managed Merton's leisure centres for many years. The most recent leisure centre management contract started on 1 December 2010 for a period of 15 years (see report to Cabinet on 21 June 2010). The contract includes the option to extend for up to 2 years and a break clause exercisable by the Council at year 7.
47. In order to ensure that this contract delivers sports, health and physical activity, recreational pursuits and also contribute to the wider outcomes for local people a number of mechanisms have been put in place that detail the specific requirements as well as allowing flexibility for change during the life of the contract

South London Waste Partnership

48. Cabinet, in November 2014, agreed to the commencement of a process of joint procurement of an integrated 25 year contract with Croydon, Kingston and Sutton that will take advantage of economies of scale for waste collection, street cleaning, winter maintenance, commercial waste and vehicle maintenance. The Partnership expects to achieve annual revenue savings on waste management of at least 10% or c£5m across the 4 boroughs – Merton's share would be around £909k per annum.

What are other authorities doing?

49. We examined written information on the experiences of a number of other local authorities in order to identify the potential scope for outsourcing, for achieving savings through outsourcing and to learn lessons both from successes and from problems that had been encountered.
50. Research by NelsonHall found that IT is the service that is most commonly outsourced and that business processes such as customer services, contact centre services, human resources, pensions and payroll are all now commonly outsourced by the public sector.
51. The examples that we found of large outsourcing contracts confirm those research findings:
 - LB Harrow – plans to save 20% on current ICT spending through a £37m five year outsourcing contract with Sopra Steria.
 - Sefton MBC – entered into a 10 year public-private partnership with Arvato in 2008 for delivery of customer services, revenues and benefits, payrolls, pensions, transactional HR and ICT. The agreed target of 10% savings has been achieved
 - LB Barnet - contract with Capita for back office and customer services. To drive down costs, the contact centre is in Coventry,

revenues and benefits in Lancashire and HR in Belfast. This and a second contract with Capita (see next paragraph below) are guaranteed to save the council £126m over 10 years.

52. We have found examples of outsourcing contracts now moving beyond business processes to frontline delivery:
 - Trafford – announced in March 2015 that it had selected Amey LG to manage its economic growth, environment and infrastructure services. The contract involves the delivery of a minimum of 20% savings against the net budget and the transfer of around 250 staff.
 - Barnet – signed two contracts with Capita in August 2013 – one for the delivery of a range of back office services and one covering frontline services, including highways, planning, regeneration, environmental health and trading standards
53. We noted that Northamptonshire County Council is planning to outsource all services through its “Next Generation Council” model, including a children’s services mutual to deliver safeguarding and other services for young people.
54. We visited Achieving for Children and Barnet Council to discuss their innovative service delivery models. These visits were very helpful and have enabled us to provide an effective element of challenge in our discussions with Merton’s Chief Executive and Directors. Our findings from these visits are set out overleaf.
55. We also found examples of ambitious outsourcing plans that had subsequently been curtailed to some extent:
 - Somerset County Council - contract from 2007 to 2017 with the joint venture company Southwest One (75% owned by IBM) to carry out administrative and back office tasks for the county council, Taunton Deane Borough Council and Avon and Somerset Police. Terminated a year early by Somerset County Council - in 2013 the council paid £5.9m to settle a contract dispute with the partnership.
 - Cambridgeshire and Peterborough Clinical Commissioning Group - ended a five year £800m outsourcing contract after just eight months because “the current arrangement is no longer financially sustainable”. The contract was with UnitingCare (a consortium of Cambridgeshire and Peterborough NHS Foundation Trust and Cambridge University Hospitals NHS Foundation Trust) to provide older people and adult community healthcare, urgent care and mental health services.
 - Middlesbrough Council - Middlesbrough - recently pulled back from plans to outsource all services following local council elections.

Report of visit to Barnet – One Barnet programme:

56. Barnet is the largest London borough in terms of population size (367,000) and is relatively affluent, with some deprived areas. There has been new housing development and this has benefitted the council through an increased council tax base. Barnet has a mixed economy of service providers including a handful of large commissioned contracts, 3 shared services and a local authority trading company.
57. Barnet Council has saved £75m (25% of its budget) from 2010-2015 with limited impact on frontline services. In real terms in 2020 it will be spending half the amount spent in 2010. About $\frac{3}{4}$ of the council's budget is spent on adult and children's social care services, from which savings have been achieved through demand management and workforce restructuring. Officers estimated that commissioning in relation to the other $\frac{1}{4}$ of the budget has delivered around $\frac{1}{4}$ to $\frac{1}{3}$ of the total £75m saving.
58. Success factors and lessons learned –
- Planning ahead - the One Barnet programme is a long term project dating back to 2008 and planning ahead has been crucial to its success.
 - Member engagement - members have been very engaged in the programme and acknowledged the shrinking resource, growing demand and changing customer expectations early on.
 - Clear objectives - the approach has been to start by identifying what the council wants to achieve with the service and then to identify the best way of providing that.
 - Preparation – management layers have been removed and efficiency savings taken wherever possible prior to contracting out or entering a shared service arrangement
 - Invest to save - used earmarked reserves to invest in order to make savings through commissioning services. In the early years there was heavy reliance on the purchase of external expertise on commissioning, now reduced as council officers have built up their in-house expertise. The council also invested in new systems to produce efficiencies and increase self-serve by customers (both internal and external customers).
 - Partnership – the contractors are co-located in the civic centre alongside council officers
 - Separation of commissioning and delivery in the officer and governance structures
 - Officers are encouraged to be entrepreneurial - middle managers have been proactive in identifying opportunities for growth – e.g. running elements of Enfield's pest control service and undertaking cremations for West London Crematorium.
 - Barnet Lab uses data to identify problems and to bring stakeholders together to collectively identify solutions

Report of visit to Achieving for Children

59. Achieving for Children (AfC) is a social enterprise company, launched on 1 April 2014, by the Royal Borough of Kingston upon Thames and the London Borough of Richmond upon Thames to provide their children's services. It is a community interest company wholly owned by the councils, employing 1200 people (700 FTE).
60. There was a long lead-in to the establishment of AfC. The change of political control of Richmond Council in 2010 resulted in an aspiration to become a commissioning council. The Director of Children's Services had discussions with Kingston Council at the time but the catalyst for taking this forward was a poor report from Ofsted in 2012 for Kingston's safeguarding and looked after children's services, followed by the departure of Kingston's Director.
61. As a social enterprise company, AfC has a trading arm that can sell services to other local authorities and re-invest in core services. AfC is currently providing services to three other local authorities. A careful balance is maintained between core and traded services.
62. Governance is through a joint committee with 3 councillors from each council plus a Board of Directors appointed by the joint committee (4 non-executive directors with relevant professional expertise plus 4 council employees).
63. The performance management framework is extensive, consisting of data, quality framework and compliance mechanisms. These are reported to the joint committee and to a senior officer board at each council. AfC attends scrutiny meetings when required to do so.
64. Funding is provided by each council according to local need rather than on a 50:50 basis. Efficiency savings have been made either through re-commissioning or provision of savings targets. There have been different targets for each council so management of this has been complex, particularly in the context of growth in demand. AfC is on track to deliver the efficiencies set out in its five year plan. It has used its increased buying power to negotiate on placement costs, it has developed innovative projects that have delivered efficiencies and the replication of the Kingston model of SEN transport in Richmond is also expected to deliver some savings.

Outsourcing - general principles

65. Our discussion with Merton's directors illustrated the complexity and diversity of the council's service provision but also pinpointed circumstances in which outsourcing would be beneficial to the council. In particular, that outsourcing can deliver service at lower cost for certain services, particularly those with a mix of high volumes and low complexity and a higher proportion of manual workers (e.g. school meal service). Similarly, the more tightly defined services (such as street cleaning) lend themselves to a clearly specified contract that can deliver savings.
66. Outsourcing is the best option if the service provided is cheaper and better than other delivery models. Where there are economies of scale, such as for waste collection, shared commissioning to outsource jointly with other boroughs is being pursued.
67. We noted that it is good practice to maximise the efficiency of a service prior to externalising so that the council has maximum benefit from the savings. This helps to counteract the tendency for contractors to skim off easy savings and leave more difficult tasks to councils. We also noted that efficient services were in a strong position to take on services in other authorities through a shared service or a social enterprise arrangement (e.g. Achieving for Children).
68. Where there is high complexity, outsourcing is unlikely to be the best option. In particular, statutory services that are heavily regulated (such as child safeguarding) require extensive client-side management to provide adequate reassurance regarding quality and standards – this makes commissioning such services a relatively expensive option for councils.
69. To date much of the cost saving through outsourcing has been driven by staff turnover that enables the contractors to set new reduced terms and conditions for new staff. We noted that the introduction of the new national living wage is likely to reduce the opportunity for such cost savings in future.
70. We heard that the nature of the external market, especially the number of providers, has a key impact on price and may limit the financial advantages of outsourcing. We are mindful of the 2013 National Audit Office report which found that four large contractors accounted for a significant proportion of public sector outsourcing in the UK.
71. We were informed that where there are a limited number of service providers that staff can work for (e.g. children's social workers), there is competition between providers and staff can be poached – staff costs are therefore unlikely to be unaffected by model of delivery.
72. We understand that the potential for a staff mutual is greatest where there is a weak external market, a clear product, defined delivery method

and a group of staff that are prepared to take a risk. Staff are less likely to seek to form mutuals as a cost saving measure for services where costs mainly comprise salaries.

73. We heard that control over service provision is another key consideration. Where delivery is almost entirely outsourced, such as care homes for older people, councils are considering ways of exerting greater control over provision due to cost escalation in the market, including possibility of returning to some elements of in-house provision. Similarly, a number of councils have reverted from ALMOs back to in-house management of council housing
74. Finally, we noted that the 2013 National Audit Office report raised concerns over how well contracts are managed, poor value for money from contracts and dependence upon major providers. Contractors are not covered by the Freedom of Information Act though they may provide information voluntarily and contracts may specify requirements for openness.

FINDINGS - DECISION MAKING PROCESSES

Merton's Target Operating Model

75. 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 at 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.
76. 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 from outsourcing.
77. The directors have sought to identify and discuss potential outsourcing opportunities, 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.
78. We were pleased to hear that the council is in discussion with other south west London boroughs regarding infrastructure services such as IT and finance in order to identify opportunities to procure the same systems in future. This should achieve cost savings as well as making it easier to support shared service arrangements between those boroughs.
79. We explored the extent to which the decision making on individual services had been opportunistic or part of an overall plan. We heard that a mix of the two was usually involved. In relation to shared services, 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.
80. We were impressed with the detailed knowledge that the directors have regarding their services and the principles to apply to each when considering the most appropriate model of service delivery. Their flexible and pragmatic approach to identifying models on a service by service basis has worked well for Merton to date.
81. We discussed with the directors and with the chief executive the feasibility of having a service model in which all services were outsourced. They stated that having the flexibility to select the most

appropriate option for each service would work best for Merton rather than being constrained to a single model of service delivery. They stressed that service delivery models are kept under constant review and are adapted as circumstances change. They maintained that the TOM process provides well for this constant review and challenge.

82. The directors and the chief executive cautioned against generalising from Barnet's model as this had been underpinned by Barnet's ability to generate income through growth in council tax and business rates in a way that is not possible in Merton.
83. The directors stated that they are not opposed to outsourcing in principle and that they would continue to outsource services where this was the most appropriate model for that service. For example, the Director of Environment and Regeneration estimated that by 2017 more than 50% of the council's environment and regeneration services would be outsourced through a variety of different models.

CONCLUSIONS AND RECOMMENDATIONS

84. In deliberating on the best way to approach our recommendations, our overarching aim has been to ensure that the decision making process for identifying the most appropriate delivery model for each service is sufficiently rigorous.
85. We have been mindful of the financial challenges facing the council and have therefore chosen to limit ourselves to a small number of recommendations that can be implemented without a significant investment of time or finance. A number of potential recommendations that we discussed have therefore not been included in this report as we do not believe they are achievable in the current climate. These include the adoption of commissioning as the default option for service provision and the establishment of a strategic unit within the council to provide robust independent challenge and data analysis such as that undertaken by the Barnet Lab.
86. We have taken the view that it would not be appropriate for the task group to dictate the permutations of service delivery models and that no single model will fit for every service. A mixed approach will continue to be needed but there must be a stronger element of challenge to ensure that the council operates in a strategic and innovative way. The role of the Corporate Management Team is central to embedding challenge and we hope that our recommendations will support them in doing this.
87. We note that the current approach has enabled Merton to make savings of a similar proportion of budget to those achieved by Barnet since 2010. We do however have concerns about whether this will be sufficient to meet future challenges, in particular those posed by a changed funding environment in which council income is chiefly derived from council tax and business rates.
88. We are convinced that there are considerable benefits to be gained from shared and outsourced service arrangements. What the benefits are will depend on the nature of the services being shared and the model of 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
89. Furthermore, shared services can provide opportunities to deliver a more specialised service and to offer services that couldn't have been provided by individual authorities as well as opportunities for staff development and resilience for services facing budget cuts.

90. We accept that the appropriate starting place is to review and agree for each service what the service should provide and then identify the best way to provide it. We do, however, have a number of concerns about the way in which the Target Operating Model has been used to date.
91. Our main concern is that the Target Operating Model has a tendency to deliver more of the same rather than a radically new approach. In particular, we would like to ensure that pre-conceptions are challenged and that there is an avoidance of the current service delivery model becoming the default option. We question whether Merton's implementation of the TOM has been sufficiently systematic and rigorous in providing challenge. We also have concerns that that the financial position has been the predominant factor in shaping the strategic approach. We would like to see an equal emphasis on quality as well as on cost reduction.
- 92. We recommend that the Corporate Management Team (CMT) should have a more clearly defined mandate and process to embed challenge on models of service delivery at a senior level within the organisation. This will ensure that there is more specific challenge to service managers as well as internal peer review. (recommendation 1)**
93. Directors and senior managers told us how useful the development of a business case is in identifying whether a shared or outsourced 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 or outsourced service did not go ahead and that the information would provide a baseline for any future discussion of shared services or other delivery models.
94. We believe that there is scope to increase the consistency and transparency of decision making through a standardised approach to developing a business case.
- 95. We recommend that decision making on the establishment of proposed shared and outsourced 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 services) for approval. This business case should be clearly evidenced and should include financial modelling to set out options and alternatives as well as details of other expected benefits so that vigorous challenge can be provided prior to a formal decision being made. (recommendation 2)**
96. We believe that the development of a standardised business case would benefit from input from scrutiny members and to check that the proposed template meets the requirements of this task group's recommendations.

97. **We therefore recommend that a draft of the business case template is brought to the Overview and Scrutiny Commission for discussion prior to finalising it. (recommendation 3)**
98. We wish to ensure that officers who are exploring the feasibility of establishing a new shared or outsourced services are able to draw on expertise and support from within the council.
99. We were impressed by the “close down” report that was produced to document the learning from the establishment of the South London Legal Partnership (our four-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.
100. **We recommend that Cabinet should ensure there is support provided to service managers who are exploring the feasibility of establishing a new shared or outsourced service so that these managers can draw on learning and expertise that already exists within the council. 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 and complying with the standardised business case for the service as set out in recommendation 2 above. (recommendation 4)**
101. We have given some thought to whether a separation of strategic thinkers from service delivery would provide the right environment for robust independent challenge within the organisation. We are mindful of financial constraints and would wish this to be cost neutral.
102. We discussed this matter with the chief executive and were advised that the work previously done by Deloitte found that the strategic planning of services is best done by those closest to service delivery. The key to making this work well is to ensure that service managers have the appropriate skills to be able to think strategically and that senior managers have the information and skills to provide support and challenge.
103. We therefore wish to encourage service managers to find out what is happening elsewhere and to draw on best practice in order to improve service delivery.
104. **We recommend that the Corporate Management Team should ensure that service managers have a mandatory appraisal objective to familiarise themselves with best practice elsewhere and consider how best to incorporate this in their service delivery. (recommendation 5)**
105. 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.

106. 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.
107. 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
- 108. We recommend that the Corporate Management Team should 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 6)**
109. It is unclear to us the extent to which different models of service delivery are being seriously considered and where these decisions are taking place. This may well be happening but the lack of visibility to councillors on whether this is done and how alternatives are evaluated is of concern.
- 110. We recommend that the Overview and Scrutiny Commission should invite the Chief Executive to present a report annually to set out how challenge has been embedded, what choices have been made by service managers on models of service delivery, what changes resulted from the challenge process and what options were rejected and why. (recommendation 7)**
- 111. We further recommend that that the Overview and Scrutiny Commission (or relevant Panel) should receive a report on the proposed establishment of large or strategically important shared or outsourced services at a point in time when there is an opportunity to have some influence on its development. There should be further reports to review the operation, performance and budget of the service 15 months after the start date and when the agreement is due for review. (recommendation 8)**

112. We note that governance to shared services is provided in a number of different ways including joint committees that meet in public or a governance board. Overview and scrutiny will therefore be proportionate to the governance arrangements that are in place in order to avoid duplicating the function of elected members on any governance committee that has been established. Appendix 3 contains information on the governance arrangements for Merton's current shared services.

What happens next?

113. This task group was established by the Council's Overview and Scrutiny Commission and so this report will be presented to its meeting on 7 July 2016 for the Commission's approval.

114. The Commission will then send the report to the Council's Cabinet on 19 September 2016 for initial discussion.

115. Once Cabinet has received the task group report, it will be asked to provide a formal response to the Commission within two months.

116. 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.

117. 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.

118. 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

News report on Northamptonshire County Council plans to outsource all services, February 2015

News report on Middlesbrough Council decision to cease plans to outsource key services, June 2015

News report on LB Harrow's plan for 5 year ICT contract, April 2015

Information on Watford Borough Council outsourced services scrutiny panel

Hertfordshire County Council corporate outsourcing strategy

LB Southwark scrutiny review of outsourcing and procurement

Article from National Outsourcing Association

House of Commons Library Briefing paper – local government, new models of service delivery, May 2015

Northamptonshire – the next generation council. Extract from Business Plan 2015-2020

Appendix 2: list of oral evidence

Witnesses at task group meetings:

Sophie Ellis, Assistant Director of Business Improvement, 2 April, 27 May, 6 July, 4 August and 14 October 2015

Dean Shoemith, 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

Caroline Holland, Director of Corporate Services, 14 October 2015

Chris Lee, Director of Environment and Regeneration, 14 October 2015

Yvette Stanley, Director of Children, Schools and Families, 14 October 2015

Simon Williams, Director of Community and Housing, 14 October 2015

Ged Curran, Chief Executive, 9 March and 10 May 2016

Councillor Mark Allison, Cabinet Member for Finance, 10 May 2016

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

Visit to Achieving for Children, 12 October 2015

Ian Dodds, Director of Standards, Achieving for Children
Councillors Peter Southgate and Russell Makin

Visit to Barnet Council, 30 November 2015

Barnet officers:

John Hooton, Chief Operating Officer

Stephen Evans, Director of Strategy and Communications

Tom Pike, Strategic Lead for Programmes and Resources

Mark D, Capita Partnership Director

Councillors Peter Southgate, Hamish Badenoch, Suzanne Grocott and
Russell Makin

LBM Shared Services –Snapshot May 2015 (revised)

Service Area	Arrangement	Governance
Children & young people		
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
Adult social care		
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

Service Area	Arrangement	Governance
HR		
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
Governance		
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

Service Area	Arrangement	Governance
Finance		
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
Environment		
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"> • Cllr Pamela Fleming – Strategic Cabinet Member for Environment, Business and Community • Cllr Rita Palmer – Chairman of the Licensing Committee <p><u>Merton</u></p> <ul style="list-style-type: none"> • Cllr Judy Saunders – Cabinet Member for Environmental Cleanliness and Parking • Cllr Nick Draper – Cabinet Member for Community & Culture

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>Disposal - jointly procured disposal contracts.</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>Environmental services Phase C</p> <p>a joint procurement for a number of environmental services, namely:</p> <ul style="list-style-type: none"> ➤ Waste Collection and recycling ➤ Commercial waste ➤ Street Cleaning ➤ Winter Maintenance ➤ Vehicle Maintenance ➤ Green spaces, principally grounds maintenance 	<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: 7 July 2016

Subject: Member Survey 2016 - Analysis

Lead officer: Julia Regan, Head of Democracy Services

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

Contact officer: Annette Wiles; annette.wiles@merton.gov.uk; 020 8545 4035

Recommendations:

- A. That the Overview and Scrutiny Commission considers the findings arising from the 2016 Member Survey.
 - B. That the Overview and Scrutiny Commission agrees the proposed actions to be taken forward to improve the effectiveness of scrutiny (actions run throughout the report and are listed in Appendix 3).
-

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 For the Overview and Scrutiny Commission to consider the findings from the 2016 Member Survey and the proposed actions to be taken forward to improve the scrutiny function.

2. DETAILS

- 2.1 Background: 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 the effectiveness of the scrutiny function as a whole and with the different workstreams that make up overview and scrutiny.

- 2.2 Methodology: the survey was conducted predominately in paper format, with surveys being distributed to councillors in hardcopy. The survey was sent to co-opted members as an MSWord attachment to an email inviting participation.

In accordance with the recommendations resulting from the member survey in 2015, and as agreed by the Overview and Scrutiny Commission, the survey was reviewed in 2016 prior to distribution. The opportunity was taken to make some questions clearer (specifically those on the size and content of scrutiny agenda) and also to test use of a five point response scale which is the market research industry standard. Importantly, this has given respondents the opportunity to indicate that they neither agree nor disagree with statements made in the survey; the objective is to give all respondents a full range of response options (including neutrality) so that the survey can adequately capture their views. This has made it difficult to achieve a direct comparison with previous results but hopefully will improve the accuracy of the survey over time.

- 2.3 Response rate: the 2016 Member Survey was sent out to 60 councillors and six co-opted members. It was completed by 37 councillors and four co-opted members, giving an overall response rate of 62% (with a 62% response rate from councillors). This is on par with the highest response rate achieved since 2011.
- 2.4 Analysis: for the purposes of this report, the responses of councillors have been split out and reported separately from those of co-opted members. This is to allow us to specifically focus on responses from co-opted members and to separately address the points that they have made.
- 2.5 Key findings:
- 2.5.1. Overall effectiveness: the target set for member satisfaction with the overall effectiveness of the scrutiny function has not been met, with a rating of 65% against a target of 75%. This target was also not met last year, the first time it has not been met in recent years. However, this year's rating is an improvement on last year; up by 4% from 61% (the effect of the new response format should be noted).
- 2.5.2. Impact on Cabinet: however, it should also be noted that there has been a significant increase in the perceived impact scrutiny has on Cabinet, up by 16% from 46% to 62%. This is likely to be due primarily to the improved rating that has been given to pre-decision scrutiny this year.
- 2.5.3. Call-ins: perceived effectiveness of call-in remains low, (it is the only aspect of the scrutiny function that has not achieved at least a 50% positive member rating). However, there was no call-in during the entirety of the past municipal year and members were explicitly asked to answer the survey questions in relation to their experience of scrutiny over the past year. As such, this response may simply reflect the lack of call-in experience during the qualifying period for the survey.
- 2.5.4. Agenda length: clarifying the question on whether or not Commission/Panel agendas are the correct length in order to consider items properly means the 60% satisfaction rating has been exceeded; 70% agree (35% strongly) that agendas are the correct length.
- 2.5.5. Scrutiny team: the level of satisfaction with the support provided by the scrutiny team continues to be high; 95% are satisfied, with 46% describing the support provided as excellent.
- 2.5.6. Co-opted Members: as a group co-opted members are the least satisfied with the scrutiny function. Action is recommended to address this.

3. ALTERNATIVE OPTIONS

- 3.1 Whilst there is not a requirement to undertake an annual Member survey, the findings 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 and 2016, the survey was conducted during March and April so that views could be taken following the completion of the budget scrutiny process.

5. TIMETABLE

- 5.1 The Member Survey was undertaken in March and April 2016 and is being reported to the Commission in July so that identified actions can be incorporated into its 2016/17 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 and 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 2016 – analysis and detailed findings
11.2 Appendix 2: Verbatim comments from Members
11.3 Appendix 3: List of proposed action points

Member Survey 2016

Analysis and findings

Methodology

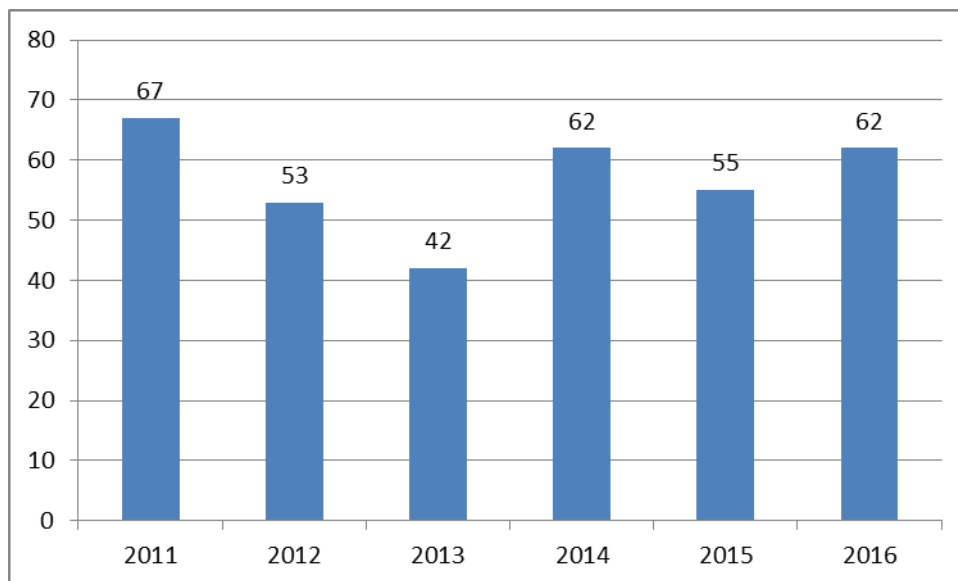
1. The survey is conducted predominately in paper format, with surveys being distributed to councillors in hardcopy. The survey was sent to co-opted members as a MSWord attachment to an email inviting participation
2. It is an on-going objective to maximise responses. A full range of promotional mechanisms are already employed; direct emails to members and through group offices with frequent reminders of the deadline being sent. Promotion through the group offices and laying copies round at Council seems to have been particularly beneficial this year.
3. Providing a range of response mechanisms including online may also prove positive. Those returning forms online this year found this difficult. Four used this method with half of them printing out a hard copy, completing it offline, scanning it and then returning the completed survey as an email attachment. This seems an unnecessarily complex approach.
4. **Action points:**
 - Explore the use of an online survey response mechanism (eg: SurveyMonkey) to make survey completion easier for respondents. This would be accessible by members completing the survey from home.
 - Alongside use of quantitative methods, consider use of qualitative methods to explain the findings more fully. It is proposed that a number of in-depth interviews be conducted by the scrutiny team immediately after the survey period.
5. In accordance with the recommendations resulting from the Member Survey in 2015, and as agreed by the Overview and Scrutiny Commission, the survey was reviewed in 2016 prior to distribution. The opportunity was taken to make some questions clearer (specifically those on the size and content of scrutiny agenda) and also to test use of a five point response scale which is the market research industry standard. Importantly, this has given respondents the opportunity to indicate that they neither agree nor disagree with statements made in the survey; the objective is to give all respondents a range of possible responses that the survey can adequately capture their views. This has made it difficult to achieve a direct comparison with previous results but is increasing the accuracy of the survey.
6. **Action points:**

In order to provide greatest clarity and to standardise the survey, consider using a five point response scale throughout. In addition provide a 'Don't know/Not applicable option'. Currently, some respondents are leaving some questions blank making it impossible to understand their intention. By providing a full range of possible responses, it is hoped the number of respondents that return completed surveys will increase.

Survey respondents

7. The survey was sent to all 60 councillors and to the six co-opted scrutiny panel members.
8. Thirty seven councillors and four co-opted members completed the survey form, giving an overall response rate of 62% (with a 62% response rate from councillors). This is an increase based on last year's results and the joint highest response rate achieved since 2011:

Diagram 1: Member survey annual response rate (all figures are %)



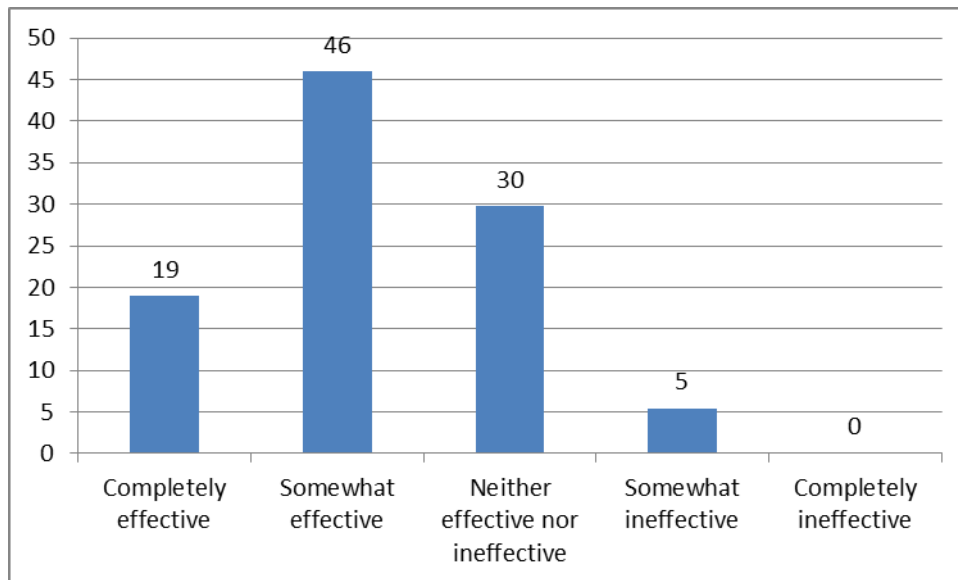
9. The majority of respondents have been actively involved in the scrutiny process over the past year:
 - 21 are **Members of the Scrutiny Commission or a Panel**. Fifteen of these have sat on a scrutiny review task group. As there have been no call-ins this year, none have had that experience this year.
 - 11 are “**other non-executive Members**”, nine of whom have attended a scrutiny meeting as a visiting Member to observe/make a contribution.
 - 5 are **Cabinet Members**, all but one have attended a scrutiny meeting to give evidence or to observe/make a contribution.
 - 4 are **co-opted Members** one of whom has sat on a scrutiny review task group.

Analysis of Councillors' responses

Effectiveness of the scrutiny function

10. 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. A new response format has been introduced to provide an industry standard five point response scale. This makes it difficult to compare findings with those from previous years.

Diagram 2: The overall effectiveness of scrutiny in 2015/2016 (all figures are %)



11. Respondents' positive perception of the overall effectiveness of overview and scrutiny has increased on that achieved last year; up from 61% to 65% which is the first increase achieved since 2013. It should be noted that the majority of respondents are still positive about the overall effectiveness of scrutiny despite the introduction of the five point response scale and that a very small percentage (5% or just two respondents) view scrutiny's effectiveness negatively (somewhat ineffective). Shifting the 30% of respondents that regard scrutiny as neither effective nor ineffective to be more positive will be an important aspiration for the year ahead.

12. The overall effectiveness of the scrutiny function received a number of compliments through the verbatim comments supporting the quantitative findings of the survey:

Scrutiny has helped to hold the Council/Cabinet to account by ensuring that issues affecting residents are properly looked into (other executive Member).

The panel is effective and has rendered a value service for money (a scrutiny Member).

I have been impressed by the quality of scrutiny meetings this year. The chairing of panels is particularly good (a Cabinet Member).

13. However, other verbatim comments continue to indicate perceptions that scrutiny is weakened by undue party influence rather than cross-party consensus built on evidence gathering. This is likely to continue to have an influence on perceptions of scrutiny's effectiveness overall and is potentially reflected in those that think scrutiny is neither effective nor ineffective:

Scrutiny is as effective as Members make it. Labour Members do tend to hold back from scrutiny challenge. Performance monitoring and related discussion has improved this year with selected focus on key items for improvement (a scrutiny Member).

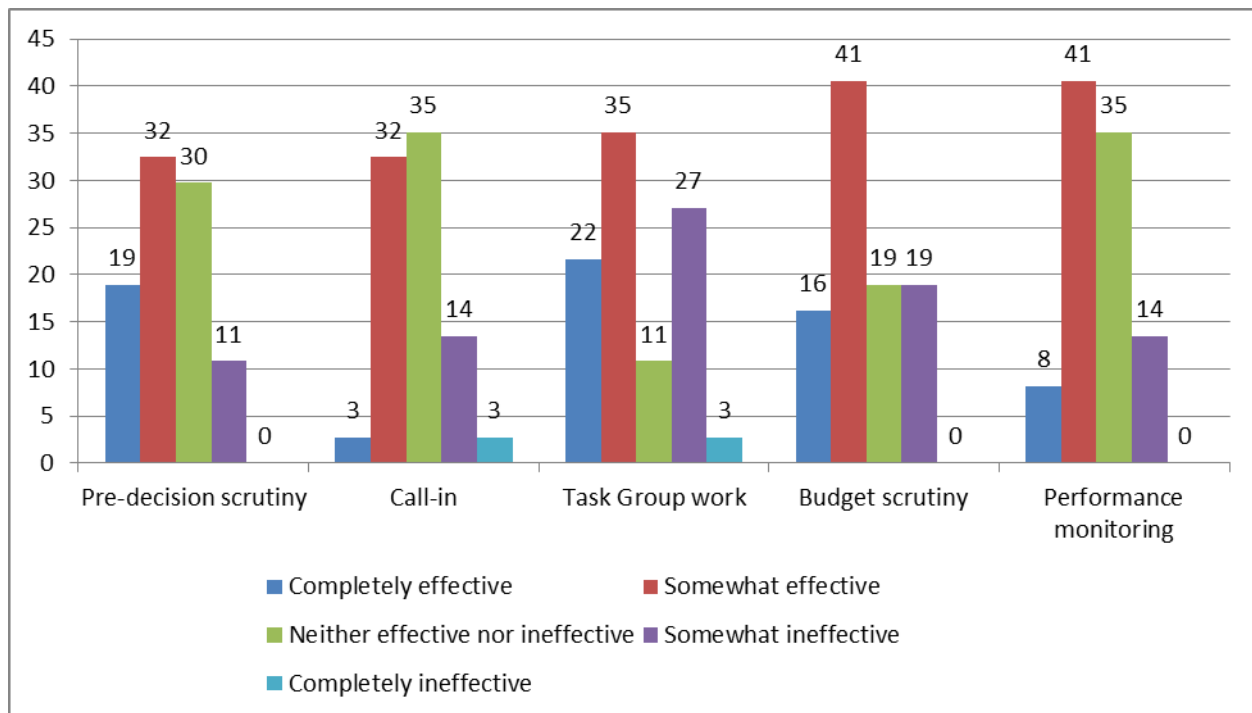
Scrutiny is too political (a non-executive Member).

Political pressures and alliances work against improvement (a scrutiny Member).

Panel chairs should not be occupied by administration nominees (other non-executive Member).

Consider making at least 1 chair an opposition Member. Or have 1 committee with a different balance of parties (a scrutiny Member).

Diagram 3: The effectiveness of the different aspects of scrutiny in 2015/2016 (all figures are %)



Pre-decision scrutiny

14. The consistently positive trend to 2014 indicates that pre-decision scrutiny worked well within an authority that had no overall political control. Having a majority administration required some adaptation and the fall in the satisfaction level from 77% in 2014 to 58% in 2015 indicated that further work was urgently required on this. This year pre-decision scrutiny received a 51% effectiveness rating which indicates an improvement and links to the increase recorded in perceived impact of scrutiny on Cabinet (see point 35). Further work will be required during 2016/17 to ensure that opportunities for meaningful pre-decision scrutiny continue to be identified and taken up.

15. Verbatim comments imply that the operation of pre-decision scrutiny has improved during the last year:

There were no call-ins for 2015/2016 which would suggest much more effective pre-decision scrutiny. Still scope for improvements (a scrutiny Member).

Issues raised about proposals on wheeled bins have been taken on board. These are issues raised at the Panel meeting (a Cabinet Member).

16. Action point:

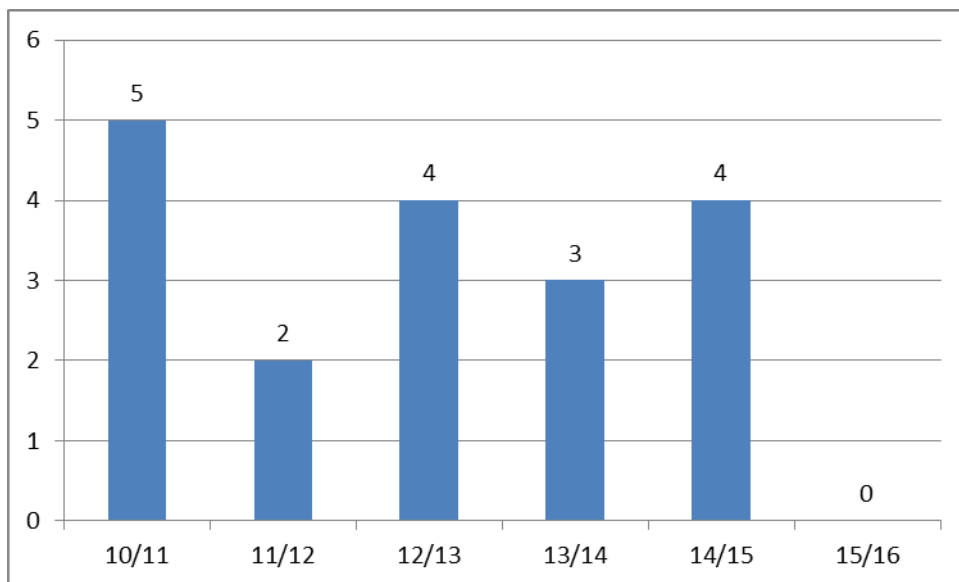
Opportunities for pre-decision scrutiny should continue to be highlighted to the Commission/Panel on the work programme reports and through the informal meetings held twice yearly between the scrutiny Chair, Vice-Chair, Cabinet Member and Director.

Call-in

17. Call-in continues to be an area with relatively low rates of perceived effectiveness. It is the most political element of scrutiny and rarely results in a request to Cabinet to review its decision.

18. In 2015/16 there were no call-ins. This is unusual with at least two call-ins or more having been requested during the previous five years:

Diagram 4: The number of call-ins each year for the last five municipal years



19. Given the lack of call-ins during the year, these illicit very little verbatim comment and remain the lowest ranked in terms of effectiveness of all the scrutiny functions (35%). Also, it should be noted that over a third (a further 35%) state that this is neither effective nor ineffective. A Sustainable Communities call-in has already happened in the 2016/2017 giving us a better ability to test this in the 2017 Member Survey.

20. However, as has already been seen, at least one respondent notes that the lack of a call-in this year could be linked to an improvement in pre-decision scrutiny.

Task groups

21. Task group work was once again rated one of the most effective elements of scrutiny with a 57% effectiveness rating and the lowest number of members responding that they are undecided. 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:

Task groups are good and give Members an opportunity to get their teeth into policy (a Cabinet Member).

Task groups are excellent because they all seem to work collectively (a Cabinet Member).

23. However, 27% of respondents report task groups as somewhat ineffective. Verbatim comments indicate the need to for the scrutiny team to continue ensuring 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. This may be the main reason why some members regard task groups as ineffective:

There is little evidence that they pay more than lip service to recommendations (a non-executive Member).

24. The Children and Young People Panel has also taken a different approach to more in-depth scrutiny work during the year which has been positively received by members. This involved conducting a themed meeting, breaking the Members into workshops to allow further in-depth work with support provided by an external expert. This has demonstrated there is a range of ways in which it is possible to support in-depth scrutiny and effectively use Members' time:

Particularly liked the children's scrutiny Panel breaking into group work. It helped Members to focus on a subject, rather than gloss across it (a Cabinet Member).

25. Action point:

The scrutiny team should continue to explore a range of opportunities that support Members to conduct in-depth scrutiny and which make effective use of the time available.

26. Just under half (43%) of councillors indicate their interest in conducting their own reviews.

27. Action point:

Develop a framework to support councillors in conducting their own reviews for launch in autumn 2016. Initially impact should be assessed through the 2017 Member Survey.

Budget scrutiny

28. Satisfaction with budget scrutiny remains high (57% effectiveness rating). However comments continue to reveal some frustration regarding a lack of impact:

More proactive approach to the scrutiny of the Council budget. Members should receive more training in financial analysis (a non-executive Member).

On the budget scrutiny I think it is difficult to get into detail without considering the whole budget and we don't do this – also difficult re offering alternatives as this is something not really debated (a scrutiny Member).

Better use of first round budget scrutiny (a scrutiny Member).

29. Action point:

Comments from the Member Survey to be shared with the Director for Corporate Services and reflected in planning for the scrutiny of the budget over the next year.

Performance monitoring

30. Over a third of members (35%) state that performance monitoring is neither effective nor ineffective. This is the highest ranking of those that aren't sure (neither effective nor ineffective). Verbatim comments indicate an improvement in performance monitoring over the year but that there is a need to improve this further:

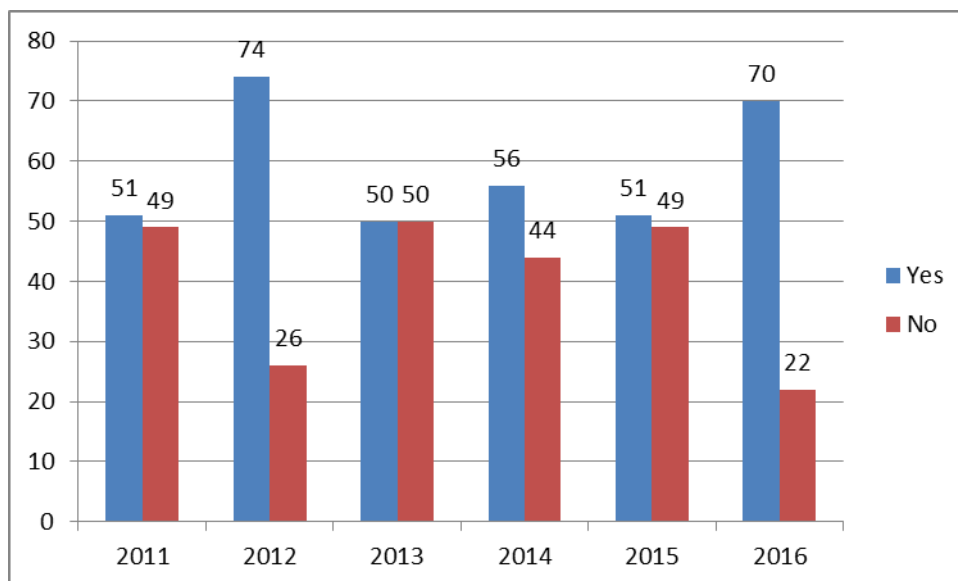
Performance monitoring and related discussion has improved this year with selected focus on key items for improvement (a scrutiny Member).

31. 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 scrutinised 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 and Sustainable Communities review a set basket of indicators at each meeting. Additionally, Children and Young People devotes one meeting to scrutinising the standards report (exam results, attendance, exclusions etc). The Healthier Communities Panel reviews performance as part of agenda items where relevant. The Commission receives crime data at each meeting attended by the Borough Commander and has delegated detailed quarterly financial monitoring to the financial monitoring task group.

Scrutiny agendas/ workload

32. Clarifying the question on whether or not Commission/Panel agendas are the correct length in order to consider items properly means the 60% satisfaction rating has been exceeded; 70% agree (35% strongly) that agendas are the correct length:

Diagram 5: Are Commission/Panel agendas the correct length? (All figures are %)



33. Additional responses indicate an on-going 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 (just over half of respondents agree that agendas should be more selective). Comments also indicate some willingness to have additional meetings from time to time to accommodate important issues as they arise (supported by 24% of respondents).

Development of the Commission/Panel work programmes

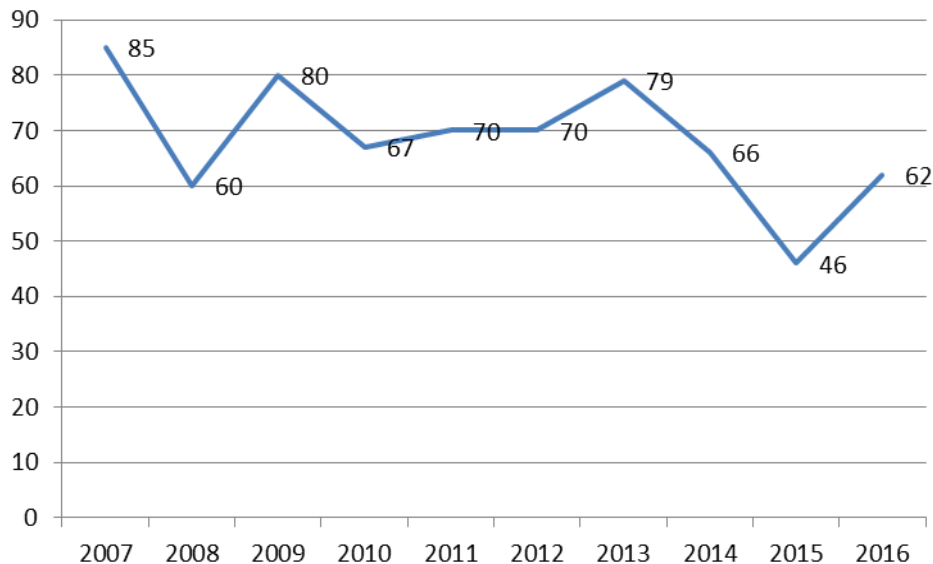
34. A large majority (86%) of councillors continue to agree that they have the opportunity to contribute to the development of the Commission/Panel work programmes. This has been the case since the introduction of the topic workshop approach in 2010.

Scrutiny impact on decision making by the Cabinet

35. The survey asked whether decision making by the Cabinet had been influenced by scrutiny. The proportion agreeing that it has increased considerably by 16% up from 46% in 2015 to 62% which bucks what had been a downward trend. This is supported by verbatim comments:

Budget - establishment of savings, mitigation fund and agreement to consult on levying adult social care precept (a scrutiny Member).
 The changes made to some of the budgetary suggestions demonstrate that influence has occurred within the Cabinet (a scrutiny Member).

Diagram 6: Has scrutiny had an impact on Cabinet decision making? (% saying yes)



36. As has been the case for some time, comments reveal some conflicting views on whether the Cabinet’s decision making has been influenced by scrutiny:

Cabinet still disregards most of the decisions taken at scrutiny panel level (a scrutiny Member).

There is little evidence that they pay more than lip service to recommendations (a non-executive Member).

37. 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. This should be monitored through scrutiny team meetings.
- 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

38. The majority of respondents (78%) said that the evidence presented to overview and scrutiny has been good and meets the needs of the session. This is slightly down on last year (85%) but still comparable to rates in previous years.

39. Comments indicate a need to ensure that written evidence is relevant and concise:

There is not enough transparency in information and papers provided to scrutinise effectively (a scrutiny Member).

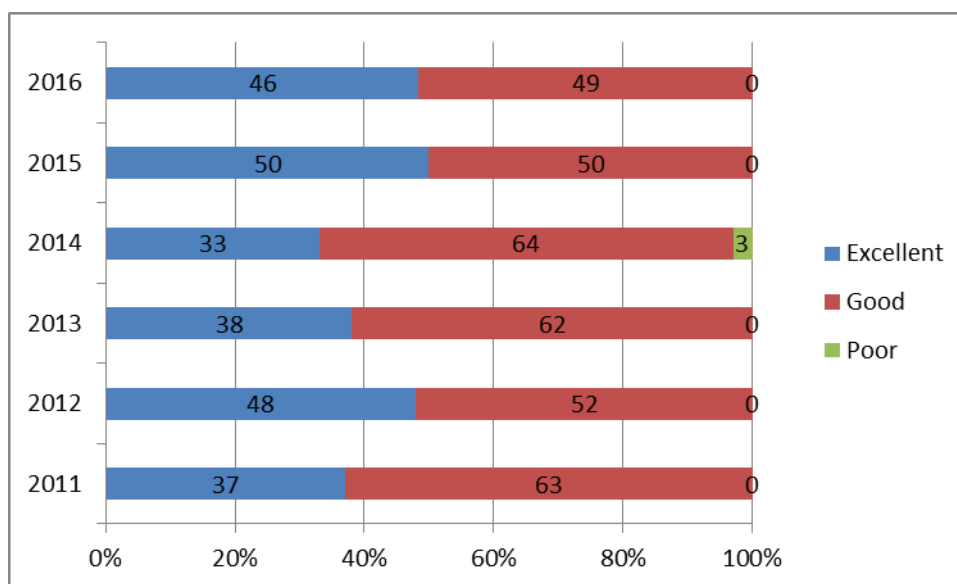
There are still areas where better reports should be presented to scrutiny (a scrutiny Member).

Support from the Scrutiny Team

40. Satisfaction with the service remains highly positive, with 46% of respondents rating the support provided as excellent and 49% as good with 0% poor. This is supported by verbatim comments:

Thank you for all of the work that you do and the support especially to new approaches and new ideas that you have given. The flexibility of the team is crucial and I appreciate the can do approach (a Scrutiny Member).

Diagram 7: Satisfaction with scrutiny (all figures are %)



41. Members were also invited to rate different aspects of the scrutiny team’s work. These results were positive. The team scored a 78% satisfaction rating for the quality of its verbal communications, a 76% satisfaction rating for the quality of task group reports and email communications and 73% and 68% respectively for the speed and quality of its responses to enquiries. Again, this question now features a five point scale making direct comparison with previous years difficult. However, it should be noted that by all the measures provided the team received a positive rating by a majority of respondents.

Members’ training and development needs

42. 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.

43. There is a reasonable level of demand for all the core training and development areas specified in the questionnaire:

- chairing and agenda management (7 respondents)
- questioning skills (9 respondents)
- how to monitor performance and interpret data (7 respondents)
- finance/budget scrutiny (8 respondents)

However 21 out of the 37 respondents made no response to these core training opportunities. This may reflect the fact that these questions were asked last year but training was not provided, other than for budget scrutiny.

44. Action points:

- That the Head of Democracy Services will, in discussion with HR (that has responsibility for Member development and training) ensure that appropriate training sessions are offered on all the areas identified by the survey during the municipal year.

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

Analysis of co-opted Member responses

45. Notably it appears co-opted members are the least satisfied with the overall effectiveness of scrutiny. Three out of the four rated this as somewhat ineffective (the lowest ranking received) with other low rankings for individual scrutiny functions.

46. This is supported by verbatim comments:

I don't find scrutiny particularly useful. Papers are so late and often too much to digest. There doesn't seem to be much discussion - more statements from the usual people that contribute and then moves onto the next person. Little debate and I'm not clear on how any actions are followed up.

47. **Action point:**

Follow-up with each of the co-opted member respondents to understand more about their comments. Once this is established, the Scrutiny Team will consider what actions might be needed to provide information and support to co-opted Members.

Appendix 2: List of verbatim comments from respondents

Q1: How would you rate the effectiveness of the overview and scrutiny function?

Members of the scrutiny Commission or Panels:

The panel is effective and has rendered a value service for money

Financial management task group has helped to highlight areas that need further examination and I hope that this group can continue to be instrumental in the review of the budget in 2016/2017.

No interest in truly scrutinising officers and policies

There were no calls in for 2015/2016 which would suggest much more effective pre-decision scrutiny. Still scope for improvements elsewhere eg. Better use of first round budget scrutiny and more focussed on performance monitoring.

Scrutiny is as effective as Members make it. Labour Members do tend to hold back from scrutiny challenge. Performance monitoring and related discussion has improved this year with selected focus on key items for improvement.

Improvement this year. Most meetings have been better. Though I felt the budget scrutiny meeting (sus comms) was very soon after Christmas and went through at speed - didn't allow for scrutiny or options.

Generally the function of the overview and scrutiny has been quite effective due to questioning and probing of stakeholder presentations.

Re pre-decision and call in I have not been involved so could not really comment. On the budget scrutiny I think it is difficult to get into detail without considering the whole budget and we don't do this – also difficult re offering alternatives as this is something not really debated. Overview and Scrutiny I have found confusing this year there seemed to be some implication especially re Budget conversations that we would re-discuss decisions already made at other scrutiny panels – we cannot do this effectively without all the papers from those panels and from taking part in the discussions so I felt that this was a little unfair and also a little. There is not enough transparency in information and papers provided to scrutinise effectively.

I don't feel that scrutiny is being as effective as it was.

Other non-executive Members:

The scrutiny has helped to hold the Council/Cabinet to account by ensuring that issues affecting residents are properly looked into; and project implementations are in their best interest.

Scrutiny is too political.

Too political. It shouldn't be! Is action taken on task group findings?

I have a high regard for the principle of scrutiny.

Cabinet Members:

Task groups are good and give Members an opportunity to get their teeth into policy

Very impressed by their decisions and all their hard work.

I have been impressed by the quality of scrutiny meetings this year. The chairing of panels is particularly good.

I think we've become a little lazy in our scrutiny of late. I also worry about Members (well, one Member) abusing scrutiny, fellow scrutineers and the truth itself. It would be good to get a ruling on the ethics of scrutiny from the Chair of O & S.

Co-opted Members:

I don't find scrutiny particularly useful. Papers are so late and often too much to digest. There doesn't seem to be much discussion - more statements from the usual people that contribute and then moves onto the next person. Little debate and I'm not clear on how any actions are followed up.

Q3: In what ways do you think Commission/Panel business might be better organised? Other ideas, please specify?

Members of the scrutiny Commission or Panels:

There are still areas where better reports should be presented to scrutiny.

Fewer items to allow better scrutiny

Resources are limited of course but we should find scope to try doing things in different and more innovative ways.

Consider separate budget scrutiny meeting for sustainable communities.

Tighter chairing of meetings

More expert speakers

I think we are moving towards some of these things in CYP and have been trying new approaches. I think involving external witnesses and moving away from officer presents and Members respond will be helpful going forward.

More transparency

Other non-executive Members:

Scrutiny meetings should act as plenary sessions - deliberating (?) what should be scrutinised - and then formal scrutiny arranged along the lines of a public local inquiry.

Cabinet Members:

Particularly liked the children's scrutiny Panel breaking into group work. It helped Members to focus on a subject, rather than gloss across it.

Task group work should be extended

Bad behaviour, including deliberate unpleasantness and mendacity (including improvable assertion) to be punished by expulsion from the scrutiny process.

Co-opted Members:

A brief summary document to highlight any relevant background for context. Clearer actions/decisions about what scrutiny want to happen. A summary about what has happened as a result.

Be more selective

Q4: Please give examples of where Cabinet decision-making has been influenced during the 2015/2016 municipal year by comments from the Commission and/or Panels.**Members of the scrutiny Commission or Panels:**

On the budget of 2016

Can't think of any.

Cabinet still disregards most of the decisions taken at scrutiny panel level

Budget - establishment of savings, mitigation fund and agreement to consult on levying adult social care precept.

Wheeled bins, Merton Adult Education

I don't recall seeing this. The closest was the adult social care recommendation from Health/Older People Committee. However, Cabinet barely budged.

In coming to a decision on 'cuts' and where they were relevant or even in terms of reflection and further discussion on impact.

The changes made to some of the budgetary suggestions demonstrate that influence has occurred within the Cabinet. Within CYP I don't have many examples and perhaps this is something we need to work on for the year ahead.

Other non-executive Members:

There is little evidence that they pay more than lip service to recommendations

Cabinet Members:

Issues raised about proposals on wheeled bins have been taken on board. These are issues raised at the Panel meeting.

Climate change policy. Housing policy.

The budget for a start.

Q5: What training do you need to support you in being part of overview and scrutiny? Other, please specify:

Members of the scrutiny Commission or Panels:

I think it's always good to have updates/training on all the topics
How to carry out one or two Member reviews with minimal call on officers
Not sure. Those above have been covered at some stage.

Other non-executive Members:

Members should receive more training in budget/financial analysis, to enhance a robust and focused approach to holding the Cabinet to account.

Cabinet Members:

Not for me to say really. However, perhaps some extra budget training. Also training on our role as an employer.

Co-opted Members:

Process of scrutiny and how it fits into overall Council.
Better knowledge of how the council and cabinet system works.

Q7: Please use this box to provide any comments on the support offered by the Scrutiny Team.

Members of the scrutiny Commission or Panels:

The scrutiny team are being provided with in-depth information.
Excellent
Review of road safety ideas across borough. Theme of pollution, tree canopy cover, measures to clean air up. Review of procedures on notifying people regarding planning applications. Sustainable car travel (electric charging, ZIP cars, car pooling etc)
Excellent work in communicating with stakeholders in order to ensure effective scrutiny.
Thank you for all of the work that you do and the support especially to new approaches and new ideas that you have given. The flexibility of the team is crucial and I appreciate the can do approach.
Already submitted them.

Executive summary would be useful re information reports and glossary of terms/acronyms perhaps given to all councillors at start of year.

Other non-executive Members:

More proactive approach to the scrutiny of the Council budget. Members should receive more training in financial analysis.

I guess the scrutiny team has too much work to do.

Cabinet Members:

I do not work with the scrutiny team. As a Cabinet Member I'm not always sure when I'm needed at the Panel meeting - so I attend all that refer to my remit. Who should invite Cabinet Members - chair?

Task groups are excellent because they all seem to work collectively

Very good

I'd like to see a tourism strategy discussed by scrutiny.

Co-opted Members:

Effects of cuts in social service to the older people in the borough.

Q8: Do you have any suggestions for issues/themes that you would like to see explored as part of the overview and scrutiny work programme in 2016/17?

Members of the scrutiny commission or panels:

They should keep the momentum

Project management procedures

Adult social care, dementia and diabetes.

Consider making at least 1 chair an opposition Member. Or have 1 committee with a different balance of parties.

To seek ways to increase/extend the opportunities for older people to improve their mental and physical wellbeing.

Obesity in Primary School children and what is being done to reduce this?

1. Social Workers recruitment, retention and training. 2. Fostering and Adoption in the borough how are matching need with supply of support. 3. Implication of academisation of schools by 2022 4. Pre-scrutiny on the secondary school site. 5. Impact of the Education and Care Bill and proposals re changes to social care and LAC. 6. Health and well being of Merton young people.

Political pressures and alliances work against improvements.

Cabinet Members

Monitor police numbers/neighbourhood wardens to ensure each ward is covered adequately

Master planning of Morden Town Centre. Master planning of Wimbledon Town Centre. Future governance of sites of interest for nature conservation in the context of limited financial resources.

Co-opted Members

Impact of cuts. Mental health. How health can work as part of a holistic view of individuals. Better coordination of rubbish collection and street cleaning.

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

Q9: Please use this box for any further comments/suggestions you have about the overview and scrutiny function, including how it can be improved.

Members of the scrutiny Commission or Panels:

This is always room for improving.

Dates need to be set in advance not in a rush as previously done.

There should be a recognised procedure to follow to ensure that recommendations put forward by scrutiny task groups and agreed by the Scrutiny Commission are implemented.

It was really good to have an external expert at our scrutiny panel.

Other non-executive Members:

Overall, the Overview and Scrutiny function acts as a watchdog. It should be supported through Membership development achievable by training.

Prevention on health issues. Closer integration with NHS. Social services. Isolation of older people.

Panel chairs should not be occupied by administration nominees.

Cabinet Members:

Continue to use the task force report as it is vital

Appendix 3: List of proposed action points

- Explore the use of an online survey response mechanism (eg: SurveyMonkey) to make survey completion easier for respondents. This would be accessible by members completing the survey from home.
- Alongside use of quantitative methods, consider use of qualitative methods to explain the findings more fully. It is proposed that a number of in-depth interviews be conducted by the scrutiny team immediately after the survey period.
- In order to provide greatest clarity and to standardised the survey, consider using a five point response scale throughout. In addition, provide a 'Don't know/Not applicable option'.
- Opportunities for pre-decision scrutiny should continue to be highlighted to the Panel through the informal meetings held twice yearly between each scrutiny Chair, Vice-Chair, Cabinet Member and Director.
- The Scrutiny Team should continue to explore a range of opportunities that support Members to conduct in-depth scrutiny and which make effective use of the time available.
- Develop a framework to support Councillors in conducting their own reviews for launch in autumn 2016. Assess initial impact through the 2017 Member survey.
- Comments from the Member Survey to be shared with the Director for Corporate Services and reflected in planning for the scrutiny of the budget over the next year.
- 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. This should be monitored through scrutiny team meetings.
- 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 (that has 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 in good time.
- Follow-up with each of the co-opted member respondents to understand more about their comments. Once this is established, the Scrutiny Team will consider what actions might be needed to provide information and support to co-opted members.

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Committee: Overview and Scrutiny Commission

Date: 7 July 2016

Wards: All

Subject: Overview and Scrutiny Commission Work Programme 2016/17

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

Recommendations:

That members of the Overview and Scrutiny Commission

- i) Consider their work programme for the 2016/17 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 26 July, 10 November, 2 March and a later date to be determined by the task group;
 - iii) Consider whether they wish to establish a task group review this year;
 - iv) Consider whether they wish to make visits to local sites; and
 - v) 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 2016/17 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 25 May 2016; and
 - e) Support available to the Overview and Scrutiny Commission to determine, develop and deliver its 2016/17 work programme.

2. Determining the Overview and Scrutiny Commission Annual Work Programme

- 2.1 Members are required to determine their work programme for the 2016/17 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 25 May 2016, 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 2016/17 to enable the financial monitoring information to be examined on a quarterly basis as well as scrutinising a small number of budget areas in-depth and reporting back any recommendations to the Commission. 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 2016/17, 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"> ■ 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 ■ 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.
Task Group	<ul style="list-style-type: none"> ■ 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 ■ This is the method usually used to carry out policy reviews
Commission asks for a report then takes a view on action	<ul style="list-style-type: none"> ■ 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.
Meeting with service Officer/Partners	<ul style="list-style-type: none"> ■ A Member (or small group of Members) has a meeting with service officers/Partners to discuss concerns or raise queries. ■ 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
Individual Members doing some initial research	<ul style="list-style-type: none"> ■ 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.

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 2016/17.

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 25 May 2016 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 topic workshops discussions did not identify any priority areas for task group review. The Commission is therefore asked to consider whether it wishes to carry out a task group review during 2016/17 and, if so, what issues it wishes to scrutinise.

4.2 The scrutiny team, in discussion with the equality and community cohesion officer, have suggested that a task group could investigate and make recommendations on how best to support new communities to build resilience and to participate in the community and civic life of the borough. The task group could hear from community groups and individuals from recently arrived communities in Merton as identified in the 2011 census, such as the Polish and South African communities. Issues to be discussed may include taking part in community forum meetings, becoming a school governor or councillor, recruitment of foster carers, reporting domestic violence and hate crime, access to council and health services.

4.3 Any suggestions approved by the Commission will be researched by the Scrutiny Team and draft terms of reference reported back to the Commission for further consideration.

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 Twenty one respondents agreed that they had a need for training and development opportunities in at least one of the core areas specified in the questionnaire:
- chairing and agenda management (7 respondents)
 - questioning skills (9)
 - how to monitor performance and interpret data (7)
 - finance/budget scrutiny (8)
- 6.3 *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.
- 6.4 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

- 6.5 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. 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. Letter to partner organisations and to a range of local resident groups, 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 2016, 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 1 – Overview and Scrutiny Commission draft work programme 2016/17
- 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 25 May 2016
- 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 2016
- 15. BACKGROUND PAPERS**
- 15.1 None

Draft work programme 2016/17**Meeting date – 7 July 2016**

Item/Issue
Leader and Chief Executive – vision, key priorities & challenges for 2016/7
Merton Partnership annual report
Rehabilitation strategies
Report of shared and outsourced service scrutiny task group
Analysis of annual members' scrutiny survey
Discussion of questions for the Borough Commander

Meeting date – 20 September 2016

Borough Commander – policing in Merton
Disability hate crime
Customer contact programme - update
Volunteering and voluntary sector – pre decision scrutiny of draft strategy

Meeting date – 15 November 2016

Budget scrutiny round 1
CCTV
Enforcement
Equality and Community Cohesion Strategy 2017-20 (pre decision of draft strategy)

Meeting date 26 January 2017 – scrutiny of the budget**Meeting date 7 March 2017**

Customer contact programme update
Immunisation scrutiny task group – monitor implementation of recommendations
Shared and outsourced services task group – Cabinet response and action plan
Review of recruitment of co-opted members
Discussion of questions for the Borough Commander

Meeting date 28 March 2017

London Assembly Member – Mayor of London's policing priorities
Borough Commander – policing in Merton
Violence Against Women and Girls – progress report
Services for women and children in refuges
Overview and scrutiny annual report

Description of topic suggestions received in relation to the remit of the Overview and Scrutiny Commission 2016/17

The following topics were suggested by residents, local groups, councillors and officers, for consideration by the Overview and Scrutiny Commission, for their 2016/17 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 2015/16, the Commission has questioned the Borough Commander on two occasions, examined crime data and scrutinised the deployment of police officers in the borough.

What could Scrutiny do?

It is recommended that the Commission should continue to invite the Borough Commander to attend twice yearly. Identifying questions in advance of the meeting has worked well in the past year and it is recommended to continue this approach.

DISABILITY HATE CRIME

Who suggested this issue?

Merton Centre for Independent Living (MCIL) are concerned that hate crimes against disabled people are under-reported. They have suggested this issue for scrutiny last year and again this year.

Summary of the issue

A hate crime is defined as a crime committed against someone because of their disability, gender-identity, race, religion or sexual orientation. It is perceived by the victim or any other person as being motivated by prejudice or hate.

A new Metropolitan Police initiative called Disability Hate Crime Matters has been launched to tackle the acknowledged under-reporting of disability hate crime. Many victims choose not to report it as they are fearful of retribution, lack confidence in police response or simply view hate crime as an inevitable occurrence in day to day life.

In 2014, 233 offences of all categories of hate crime (i.e. across all equality strands not just disability) were reported in Merton to the Metropolitan Police Service. This increased to 312 offences in 2015. In Merton, there are over 25,000 disabled people and extrapolation from the Crime Survey figures suggest that at least 125 people are estimated to have been a victim of a disability hate crime. Comparison with the 6 recorded disability crimes in the 12 months to October shows the extent of under-reporting.

How could scrutiny look at it?

Merton Centre for Independent Living is working on hate crime against disabled people and have commissioned Stay Safe East to carry out research on hate crime in Merton, looking at disabled people's experiences and whether they report incidents, and how services respond to them, as well as the legal and policy background. The final report will look at how disabled people, the police and other services can work in partnership to ensure effective identification of hate crime against disabled people, and a positive response to victims so they get justice or resolution.

The Overview and Scrutiny Commission could ask Merton Centre for Independent Living to present its final report and discuss the most effective way to support work on this issue. Witnesses could include members of Safer Merton, the Borough Commander and equalities groups.

The Commission could review the hate crime care pathway, which would clarify procedures for detection referral, signpost relevant information to support victims and follow-up on reports. The Commission could also review the Hate Crime Action Plan 2009-2011 which dates from 2009-10.

ANTISOCIAL BEHAVIOUR

Who suggested this issue?

The Commission received a report in March 2016 setting out performance on dealing with cases of anti-social behaviour reported to the council's ASB team. The Commission requested a further report in 12 months time, to include ASB trend data by ward broken down by category level.

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 provided the council with new duties and responsibilities to tackle ASB, working co-operatively with the police, social landlords and other agencies.

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.

What could Scrutiny do?

If the Commission does still wish to receive an update, it is suggested that this report be programmed for March/April 2017 so a further 12 months worth of data can be included.

VIOLENCE AGAINST WOMEN AND GIRLS

Who suggested this issue?

The Commission received a report at its meeting in November 2015 to provide an overview of work carried out on violence against women and girls, including domestic abuse and violence, child sexual exploitation and female genital mutilation.

What could Scrutiny do?

The Commission requested a progress report in 12 months time on implementation of the four Multi Agency Risk Assessment Conference action points. It specified that this should include data, where available, on the number of offences and reoffending rates, based on actual numbers rather than extrapolations.

CCTV

Who suggested this issue?

The Environment & Regeneration Departmental Management team suggested the Commission request a follow up on the delivery of the CCTV Action Plan.

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 update on measures taken to improve management of the service, procure new equipment and review existing contracts

What could Scrutiny do?

The Commission could receive a progress report on the delivery of the CCTV action plan. It could also look at any proposals for operational efficiencies or budget savings in the CCTV service.

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.

What could scrutiny do?

It is suggested that the Commission should continue to receive regular progress updates in 2016/17. This should include information on savings achieved through the customer contact programme, as requested by the Commission at its April 2016 meeting.

MONITORING THE COUNCIL'S EQUALITIES COMMITMENTS

Summary of the issue:

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

Work has started on the new Equality Strategy 2017-2021 so there will be an opportunity for the Commission to review and comment on this at draft stage should it wish to do so.

What could scrutiny do?

The Commission could receive the draft 2017-21 strategy at its meeting in November 2016 and request a final update on implementation of the 2013-17 action plan at the same meeting.

VOLUNTEERING

Summary of the issue:

The Commission received an annual update on the Volunteering and Community Strategy Action Plan at its meeting in March 2016. It was pleased to hear that significant progress had been made, including on matching volunteers to volunteering opportunities, providing a wider range of opportunities, assistance to young people and to those requiring specialist support.

The Commission asked to be kept informed on progress with this important work.

What could scrutiny do?

The Merton Partnership is planning to combine and refresh the volunteering and community strategy action plan and the voluntary sector strategy, with a view to finalising this in November 2016. This will include details of the council's priorities, level of support for the voluntary sector and policy on use of volunteers.

The Commission could receive the draft strategy at its meeting on 20 September 2016 so that its comments and recommendations could be taken into account in the production of the strategy.

IMPACT OF POPULATION GROWTH ON LOCAL SERVICES

Who suggested the issue?

The Conservative Group has suggested that scrutiny examine how the borough copes with the increasing numbers of new residents/families arriving in Merton (including via the asylum system and being housed here from other boroughs) and the effect on local services

Summary of the issue:

An analysis of demographic trends, presented to the Commission in November 2013, forecast population growth in Merton by 2017 of between 6,000 and 16,000 people. In particular there was forecast an increase of 20% in the number of children aged 5-9, a fall in the 20-35 age group and an 11% increase in over 65s. The report set out key implications for health services, schools, adult social care, housing and other local services. The report also included a projection of the impact on the council's budget.

What could scrutiny do?

The Commission could receive a presentation to set out the latest population projections, information on how services plan to address population changes and what the financial implications will be.

Note that the Children and Young People Panel's topic suggestions include proposals for scrutiny of secondary school places, unaccompanied asylum seeking children and pre-decision scrutiny of school admission arrangements.

IMMUNISATION TASK GROUP REVIEW

In November 2015 the Commission received a progress update setting out action achieved on implementation of each of this cross-cutting task group's recommendations. The commission welcomed the improvement in immunisation rates but noted that the performance on the pre

school booster for diphtheria, tetanus, polio, pertussis is below the London average. The Commission agreed to receive a further update in 12 months time.

REGISTRARS

Who suggested this issue?

The Corporate Services Departmental Management Team has suggested that scrutiny could assess the potential for a shared registrars service with one or more other local authorities and/or options for holding ceremonies at another location .

Summary of the issue:

The registrars service includes:

- registration of all births, deaths and stillbirths in Merton Registration district
- custody of the registers relating to births, deaths and marriages from the Merton district since 1837 and can, on request, issue copies of the entries.
- conduct and register all civil marriage ceremonies and all civil partnership registrations occurring within the Merton Registration district.
- support to clergy and authorised persons registering marriage throughout Merton registration district.
- a nationality checking service for prospective new British citizens from anywhere in the UK.
- conduct all citizenship ceremonies in the Merton Registration district.
- conduct Naming Ceremonies and Renewal of Vow Ceremonies.

What could scrutiny do?

A mini task group review could scrutinise information on costs and income generated from ceremonies at Morden Park House compared to alternative locations. It could also request information on options for alternative delivery models including a shared service.

Alternatively the Commission could delegate this work to the financial monitoring task group for one of its “deep dives”.

ASSET MANAGEMENT

Who suggested this issue?

The Conservative Group has suggested that scrutiny look at:

- asset management, and in particular looking at how many different premises LBM owns or leases and how these could be rationalised to minimise costs, maximise capital receipts and enhance service delivery
- review of the sale of development sites and alternatives for managing the Council's assets, including how best for the Council to become developer
- review of the commercial companies LB Merton owns

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

The financial monitoring task group received a report at its meeting on 23 February 2016 to provide an overview of non-operational estate owned by the council, how it is managed and the return of investment that is received.

What could scrutiny do?

The Commission could delegate detailed scrutiny of the council's estate management to the financial monitoring task group as the task group has prioritised estate management as an issue for scrutiny at its meeting on 5 July 2016.

The task group has requested a list of individual properties owned by Merton; the last date the property was valued and the value given; the current rental amount; the date on which the property rental can be renegotiated or any other agreed rental increases/ dates. It has also asked for further detail on benchmarking data that was provided on return on investment, setting out the assumptions behind the figures and how comparable they are.

PROCUREMENT

Who suggested this issue?

The Corporate Services Departmental Management Team has suggested that scrutiny review what is being done to save money by reducing the number of suppliers.

Members of the Commission have previously expressed interest in identifying ways in which the council could save money through procurement.

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

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 a report setting out what is being done to improve the council's performance on procurement, including by reducing the number of suppliers. The Commission could also follow up on previous information received of difficulties in recruiting procurement officers and review what is being done to address this, including consideration of alternative models of service delivery.

Alternatively the Commission may wish to set up a task group review to investigate and make recommendations on how to improve the council's performance on procurement.

OUTSOURCED AND SHARED SERVICES TASK GROUP REVIEW

The Commission will receive a report at its meeting in July 2016 that will present the findings, conclusions and recommendations of two consecutive task group reviews of shared and outsourced services. A further report will be received in November to set out cabinet's action plan for implementing the recommendations.

The task group has found that there are considerable benefits to be gained from shared and outsourced service arrangements. It has made recommendations aimed at ensuring more is done to provide rigorous challenge to choose the most appropriate delivery model for each service; that there is a standardised business case that should include financial modelling to set out options and alternatives; and that scrutiny continue to take an active role in this work by reviewing the draft business case template, inviting the Chief Executive to report annually to the Overview and Scrutiny Commission on how challenge has been embedded, and receiving reports on the proposed establishment of large or strategically important shared or outsourced services at a various points in time when there is an opportunity to have some influence on its development.

It is recommended that Mitcham Cricket Green Community and Heritage Group is invited to participate in discussion of the action plan in November 2016 because their suggestion that scrutiny examine how decisions to contract out key services are made, especially to ensure effective and transparent consideration of other options and appropriate community involvement, has been addressed to some extent by the work of the task group.

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 2015/16 the task group has scrutinised a number of areas in depth including staffing vacancies, commercial waste, transport services, council tax recovery and estate management.

What could scrutiny do?

It is recommended that the Commission should re-establish the task group in 2016/17 and ask it to carry out in-depth work on small number of services (as agreed by the Commission at its meeting on 5 April 2016) as well as continuing to receive quarterly financial monitoring reports.

The Commission, at its March 2016 meeting, recommended that the task group should carry out "deep dives" of a small number of service areas and report back to the Commission on how this has worked so that the Commission can identify any changes it wishes to make to the budget scrutiny process for the coming year.

The Commission further recommended that, in carrying out detailed scrutiny of service expenditure, the task group should look for revenue opportunities, procurement and efficiency savings and should draw on learning from the scrutiny task groups' work on shared and outsourced services and on commercialisation.

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. This would be subject to review following report back by the financial monitoring task group on how the “deep dive” approach to scrutinising services’ budgets has worked.

The Commission, at its meeting on 23 March 2016, agreed to carry out pre-decision scrutiny of the proposals for public consultation on the budget, and specifically on the levy for adult social care. The Commission wishes to scrutinise the methodology and content of the questions to be asked.

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. This has been renewed by the commission for a further 12 months. It is suggested that the Commission review the skills and experience required from co-opted members towards the end of 2016/17 prior to making further decisions on recruitment of any new co-opted members for 2017/18.

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. This will be reported to the Commission at its meeting on 7 July 2016.
- 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.

Additional suggestions received and laid round at the topic workshop on 25 May 2016

Services for women and children in refuges

Email received from Councillor David Williams:

Having visited the Homes for Women refuge (location in Merton closely guarded – which they took over from the Council) I am aware that women in the refuges get ‘stuck’ there for 2 years or more in one room, often with young children, because they cannot fulfil the criteria to get priority on the waiting list e.g. length of local connection or – just simply – that they are not homeless!

In my view we should be looking at the special circumstances (including the education of children) of families who are housed ‘temporarily’ in refuges because of DV, who by necessity become almost invisible to ‘the system’.

Vacant buildings

Suggestion received from Mitcham Cricket Green Community and Heritage:

there are too many vacant and run-down buildings in the area and Merton Council has both legal responsibilities and underused powers to address them. It is also not taking advantage of opportunities, such as guardianship schemes

Enforcement

At the Sustainable Communities topic workshop on 24 May, members discussed concerns that had been raised around building control and planning enforcement. They also discussed street trading licences and considered that the concerns raised were primarily an enforcement issue. They agreed to refer the matter to the Overview and Scrutiny Commission to consider whether to carry out a review of enforcement.

They also suggested that there could be discussion at Community Forum meetings of what the most common complaints are and whether these are actual breaches of planning conditions as only a small proportion are found to be.

Recruitment and retention of staff

There was also suggestion from the Children and Young People topic workshop on 24 May that problems with recruitment and retention of teachers (topic 6) be expanded to cover all categories of staff where we experience recruitment/ retention difficulties eg. social workers, lawyers, procurement specialists - at which point it would become an issue for the Commission.

Appendix 3

Selecting a Scrutiny Topic – criteria used at the workshop on 25 May 2016

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 25 May 2016

Attendees:

Councillors Peter Southgate, Agatha Akyigyina, John Dehaney, Suzanne Grocott, Jeff Hanna, Joan Henry, Abigail Jones, Sally Kenny, Oonagh Moulton, Dennis Pearce, Marsie Skeete and David Simpson.

Councillor Mark Allison, Deputy Leader and Cabinet Member for Finance

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

Caroline Holland, Director of Corporate Services

John Hill, Head of Public Protection

Neil Thurlow, Safer Merton Manager

Julia Regan, Head of Democracy Services (note taker)

Apologies:

Councillors Mike Brunt and David Williams

Policing in Merton

AGREED:

- to continue to invite the Borough Commander to attend twice yearly, to the meeting in September 2016 and again in Spring 2017.
- to invite the London Assembly Member to attend the Spring meeting to provide an update on the Mayor's policing policy and priorities.
- to have the reports on disability hate crime, violence against women and girls and anti social behaviour at meetings attended by the Borough Commander so that he can join in the discussion

Disability hate crime

AGREED to ask Merton Centre for Independent Living to present its final report and to discuss with them the most effective way in which the Commission could support its work on disability hate crime. Also agreed to ask Merton CIL to include information on the extent of under-reporting and reasons for this.

Antisocial behaviour

AGREED to receive an update in March or April 2017.

Members discussed the best way to find out what happens when complaints about antisocial behaviour reveal mental health issues. It was AGREED that this should be raised by Commission members as part of the discussion at its meeting on antisocial behaviour and that the Commission would make a reference on this issue to the Healthier Communities and Older People Overview and Scrutiny Panel for inclusion in its 2017/18 work programme if appropriate.

Violence against women and girls

AGREED to receive a progress report in November 2016

CCTV

The Head of Public Protection reported that the new system was currently being implemented and that he would be able to provide an update on its impact in due course. Members AGREED to receive a progress report in 6 months time.

Enforcement

This topic was a referral from the Sustainable Communities topic workshop the previous evening regarding enforcement concerns around building control, planning and street trading licences. The workshop suggested that the Commission could carry out a review of enforcement. They also suggested that there could be discussion at Community Forum meetings of what the most common complaints are and whether these are actual breaches of planning conditions as only a small proportion are found to be.

Members were reminded that the Commission had previously received a presentation providing an overview of all the strands of enforcement.

AGREED that the Commission should receive an update on enforcement action taken, highlighting the use of local press to publicise action taken and including information to explain why enforcement is not carried out on some issues. and to use that to identify any particular areas for further scrutiny.

Vacant buildings

This suggestion (inadvertently omitted from the topic pack) was received from Mitcham Cricket Green Community and Heritage, saying “there are too many vacant and run-down buildings in the area and Merton Council has both legal responsibilities and underused powers to address them. It is also not taking advantage of opportunities, such as guardian ship schemes.”

AGREED to refer the issue to the financial monitoring task group.

Services for women and children in refuges

This was a late suggestion received from a councillor expressing concern about the housing and education of women and children in the Homes for Women refuge. Neil Thurlow, Safer Merton Manager, explained that this was a complicated service and that many of the women and children housed in the Merton refuge are not Merton residents as there is a central pool to allocate places and they might also move on to other boroughs.

AGREED to receive a report setting out information on how the refuge system works and what services are available. Also agreed that this report should be received at the same meeting as the item on violence against women and girls.

Customer contact programme

AGREED that the Commission should continue to receive regular progress updates in 2016/17.

Monitoring the council's equalities commitments

AGREED to receive the draft 2017-21 strategy at the Commission's meeting in November 2016 and request a final update on implementation of the 2013-17 action plan at the same meeting.

Volunteering

AGREED that the Commission should receive the draft volunteering and voluntary sector strategy at its September meeting so that its comments could be taken into account in the final document.

Impact of population growth on local services

In discussing this topic proposal, members noted that the Children and Young People Panel are planning to scrutinise recruitment and retention of teachers as well as the provision of school

places. Also, the Director of Corporate Services advised, that, apart from the data that the Panel were already using, it was too soon to get reliable updates on other aspects of the 2011 census.

AGREED that the Commission should not take this issue forward at present.

Immunisation task group review

AGREED to receive further update on implementation of the task group's recommendations in November 2016.

Registrars

Members discussed this suggestion and were advised by the Director of Corporate Services that there were some early stage discussions taking place regarding potential for a shared services.

AGREED to take no further action at this point in time.

Asset management

Noted that the council owns just one commercial company – CHAS. Noted also that the financial monitoring task group is planning to scrutinise estate management at its meeting on 5 July 2016.

AGREED to refer the issue to the financial monitoring task group.
Councillor Jeff Hanna volunteered to join the task group.

Procurement

AGREED that the Commission should not receive a report at this stage but should continue to be sighted on difficulties that the council experiences in the recruitment and retention of particular groups of staff. This may include procurement officers, teachers, lawyers, social workers and social care staff.

Outsourced and shared services task group review

Noted that the Commission would receive the task group's report at its meeting on 7 July and would then make arrangements for it to be forwarded to Cabinet.

AGREED to receive action plan and implementation progress reports as is usual practice for scrutiny task group reviews.

Financial monitoring

AGREED that the Commission should re-establish the financial monitoring task group and that the task group should continue to carry out "deep dives" into particular aspects of the council's budget.

AGREED to strengthen links with the Panels by:

1. inviting Panel members to attend for specific items that are relevant to the Panel's remit
2. including a prompt in all Panel work programme reports asking members to identify any issues of concern to the financial monitoring task group

Budget scrutiny

AGREED that the Commission should put time aside at its November meeting and devote the whole of its January meeting to budget scrutiny.

REQUESTED that the Head of Democracy Services should remind the Leader of the question to be addressed at the July meeting on the proposed timetable for public consultation on the budget, specifically on the levy for adult social care.

Review of non voting co-opted members

Councillor Peter Southgate announced that, further to the discussion at the last meeting of the Commission, Geoffrey Newman had accepted the invitation to continue as a non-voting co-opted member for a further year. He added that his subsequent discussion with Geoffrey Newman highlighted the need for more care to be paid to ensuring an appropriate and thorough induction for new co-opted members.

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