

Merton Council Overview and Scrutiny Commission



Date: 15 November 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.**

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Overview and Scrutiny Commission membership

Councillors:

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

Substitute Members:

Michael Bull
Agatha Mary Akyigyina
Suzanne Grocott
John Sargeant
Joan Henry

Co-opted Representatives

Helen Forbes, Parent Governor
Representative - Secondary and Special
Sector
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

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

20 SEPTEMBER 2016

(7.15 pm - 10.28 pm)

PRESENT: Councillors Peter Southgate (in the Chair), Hamish Badenoch, John Dehaney, Abigail Jones, Sally Kenny, Dennis Pearce, Oonagh Moulton, David Williams, Agatha Mary Akyigyina (substituting for Peter McCabe) and Joan Henry (substituting for Mike Brunt)

Co-opted Member Helen Forbes

ALSO PRESENT: Ged Curran (Chief Executive), Sophie Ellis (Assistant Director of Business Improvement), Paul Evans (Assistant Director of Corporate Governance), Neil Thurlow (Safer Merton Manager), Jim Marsh (Project Manager for Customer Contact) and Julia Regan (Head of Democracy Services)

Chief Superintendent Steve Wallace, Acting Borough Commander

Lyla Adwan-Kamara, CEO, Merton Centre for Independent Living

1 APOLOGIES FOR ABSENCE (Agenda Item 1)

Apologies were received from Councillor Peter McCabe (substituted by Councillor Agatha Akyigyina), Councillor Mike Brunt (substituted by Councillor Joan Henry), and from co-opted members Geoffrey Newman and Colin Powell.

2 DECLARATIONS OF PECUNIARY INTEREST (Agenda Item 2)

There were no declarations of pecuniary interest.

3 MINUTES OF THE MEETING HELD ON 7 JULY 2016 (Agenda Item 3)

The minutes were agreed as an accurate record of the meeting.

4 MINUTES OF CALL-IN MEETING ON 2 AUGUST 2016 (Agenda Item 4)

The minutes were agreed as an accurate record of the meeting, subject to a point being added under item 4 to make it clear that Councillor Draper had conceded that the consultation with Friends Groups had been inadequate.

5 PUBLIC MINUTES OF CALL-IN MEETING ON 4 AUGUST (Agenda Item 5)

The minutes were agreed as an accurate record of the meeting.

6 EXEMPT MINUTES OF CALL-IN MEETING 4 AUGUST 2016 (Agenda Item 6)

The minutes were agreed as an accurate record of the meeting. As a matter arising, Councillor Oonagh Moulton commented that she had met with the headteacher of the affected primary school and was pleased to hear that there had been positive discussions subsequent to the scrutiny meeting.

7 CRIME AND POLICING IN MERTON (Agenda Item 7)

Chief Superintendent Steve Wallace, Acting Borough Commander, announced that the new Borough Commander, Chief Superintendent Theresa Breen, would start around 17 October. He drew members' attention to recent developments, including a successful covert drug operation that resulted in 40 individuals being charged; the challenging nature of scooter crime; targeted work on burglary, seasonal anti-social behaviour and knife crime; and the fact that Merton is now able to access more resources from the Met to tackle gang violence.

Chief Superintendent Steve Wallace highlighted key trends in the crime figures set out in the appendix to the report – overall total notifiable offences are up 4%, mobile phone theft has decreased, car and moped theft has increased and rape and sexual offences have increased. He said that the robust partnership work on domestic abuse would continue to tackle offenders and support victims.

Chief Superintendent Steve Wallace provided an answer to each of the questions that had been sent to him in advance of the meeting (these questions are set out in the agenda):

- a) Reports of hate crime in Merton have doubled in the past two years. He receives a weekly report on hate crime and has seen a marked increase since the Brexit referendum, with an average of 7 cases per week, though in August this has reduced to 5 per week which is comparable to last August. Around 80% of hate crimes are racially motivated.
- b) The number of dedicated ward officers has not reduced. He asked whether a particular concern had prompted this question and then, in response to information given regarding policing of the Armed Forces Day Parade, he said he would use that to plan ahead for next year.
- c) The second dedicated PC in each ward, as announced by the Mayor of London, will not be additional officers but will be recruited from existing borough personnel. The first six will be in place shortly.
- d) There will still be flexibility locally and a call on other forces as at present as well as an expectation that Merton officers will assist other MPS operations as required.
- e) The work that would be required to compile data showing the number of officers deployed elsewhere would be considerable. The numbers vary from

- day to day. Merton benefits from being able to call on officers from other forces, particularly during Wimbledon Fortnight.
- f) Data is not held on home location of officers. Cost of accommodation and transport costs are an issue for officers.
 - g) He described some of the work that is being done in partnership locally to protect vulnerable girls and women from FGM, sexual exploitation and forced marriage.
 - h) No formal complaints have been received from Raynes Park residents in relation to speeding. If councillors pass these on they will be addressed.
 - i) Traffic speed enforcement is carried out proportionately, drawing on road traffic accident data to identify priority areas.
 - j) There are teams in the town centres. Social media, particular Twitter feeds, are being used by police officers to communicate successful action on local issues to residents.
 - k) The borough wide controlled drinking zone is enforced regularly. Interventions are not always recorded, especially when people are co-operative. Police also take enforcement action against selling premises as well as individuals. In Mitcham alone recently there have been 45 warnings and 13 community protection notices, and 4 convictions for breaches and hundreds of alcohol seizures.

The Acting Borough Commander welcomed positive feedback from a member of the Commission regarding Merton police's social media presence and provided further information in response to additional questions:

- The police are operationally independent and listens to the public and local councillors on local priorities as well as implementing the Mayor's police and crime plan.
- Officers are well experienced in dealing with mental health issues. There is an anticipation that the community MARAC will also increasingly work on these issues in future.

The Chair thanked the Acting Borough Commander for attending and answering the Commission's questions.

8 DISABILITY HATE CRIME (Agenda Item 8)

Lyla Adwan-Kamara, CEO of Merton Centre for Independent Living described the background to the report and highlighted the main findings:

- 500 disabled people in Merton experience hate crime every year
- serious case review findings show that escalating violence is typical
- the typical victim is someone who is already marginalised
- a high proportion of perpetrators are people in close relationships with the victim, such as family members or carers. Other features of disability hate crime are that there may be a group of perpetrators.

Lyla Adwan-Kamara explained how difficult it can be for disabled people to disclose that they have been a victim of hate crime, particularly when this is longstanding, accepted as an inevitable part of life and/or the perpetrator is their carer. She gave examples of other ways in which hate crimes may be categorised and dealt with, including through safeguarding, anti social behaviour or domestic violence work.

Members welcomed the report, noting the low reporting rate and the parallels with domestic violence. Chief Superintendent Steve Wallace, Acting Borough Commander, said that at present police officers don't always use the hate crime box on the crime report. He added that it was important to learn from experience of work on domestic violence in order to build up awareness and reporting.

In response to a question about what support Merton CIL was looking for on this work, Lyla Adwan-Kamara drew their attention to the recommendations for each organisation and said that they were also looking for support to gain a fuller understanding of the number of victims of crime who are disabled, involvement in the community MARAC or a meeting with the Anti-Social Behaviour team to discuss these issues. She added that Merton CIL had received some funding from MOPAC to trial some hate crime work but that they already had a full caseload.

Members suggested that dialogue with social workers and hate crime input into training for social workers and school governors might be helpful. Members also suggested that carers may need support to manage difficult and stressful situations. Lyla Adwan-Kamara said that it would be useful to differentiate between incidents caused by stress and those motivated by hatred. She added that organisations that support carers would receive a condensed version of the report through the INVOLVE network.

RESOLVED to receive a progress update to a future meeting to monitor implementation of recommendations aimed at the council.

Neil Thurlow, Safer Merton Manager said that the Safer and Stronger Partnership Board would be receiving the report next week and he would then be able to advise on timescale for reporting back to the Commission. The Acting Borough Commander said that he was already assessing how the police would implement the recommendations.

Lyla Adwan-Kamara said it would be helpful if the council could alert Circle Housing Merton Priory to the report and recommendations.

9 CUSTOMER CONTACT PROGRAMME (Agenda Item 9)

Sophie Ellis, Assistant Director of Business Improvement, introduced the customer contact programme manager, Jim Marsh, and highlighted the key points in the report. She said that there had been progress with the delivery of online services through the beta website since the last time she had reported to the Commission but that the number of services available online was still fewer than she had hoped for. She drew

members' attention to the challenges experienced by the provider, including recruitment difficulties, plus technical issues set out in the report.

Sophie Ellis reminded the Commission that the council has a robust contract with the provider and that the financial penalties that had been built into the contract had been activated appropriately while at the same time maintaining a constructive working relationship so that the project could continue to deliver a high quality product.

Members said they were pleased with the level of use of online services but disappointed that there had not been more progress. Sophie Ellis explained that the beta site has not been actively promoted in order to avoid raising expectations unrealistically and so the level of uptake to date is remarkable.

In response to a question, Jim Marsh said that overall the programme was four months behind the end delivery date. Sophie Ellis said that the Merton Improvement Board would review lessons learned from this contract and share these across the council. Sophie Ellis said that, in her view, a 2 to 3 month period of mobilisation subsequent to letting the contract would be helpful so that timescales, resources and constraints could be examined in detail.

RESOLVED: to receive a further update at the Commission's meeting on 7 March 2017.

10 WORK PROGRAMME 2016/17 (Agenda Item 10)

Members discussed potential subjects for a task group review.

RESOLVED: to keep a watching brief on social cohesion and to use the pre-decision scrutiny of the equality and community cohesion strategy at the Commission's meeting on 15 November as an opportunity to provide challenge on these issues and, if appropriate, agree to establish a task group.

11 MINUTES OF MEETING OF FINANCIAL MONITORING TASK GROUP 5 JULY AND 26 JULY 2016 (Agenda Item 11)

RESOLVED: to note the minutes of the financial monitoring task group meetings on 5 July and 26 July 2016.

12 COUNCIL TAX CONSULTATION (Agenda Item 12)

In accordance with Part 4A, paragraph 7(m) of the Constitution, it was unanimously RESOLVED to extend the duration of the meeting beyond three hours, to end by 10.30 PM.

The Chair explained that this urgent item had been added to the agenda in response to discussion at Council on 14 September. He invited Councillor David Williams to set out his reasons for asking the Commission to consider this matter.

Councillor David Williams said that he accepted counsel's advice that the current consultation on council tax and council spending is lawful. He said that the question to which he was seeking an answer is who made the final decision on the consultation questions and what the sign off arrangements had been. In particular, he was seeking information about the level of involvement of the Leader and Cabinet Members. Also, in his opinion, there were weaknesses in the consultation document regarding the options and it lacked some pertinent information, for example on the relationship to the level of reserves.

The Chair invited Councillor Jeff Hanna to speak. Councillor Jeff Hanna said that his comments were summarised in a document that he laid round at the meeting (this has been published with the minutes). He said that he supported the consultation but had some reservations about the content and the process by which it was put together. He questioned counsel's advice and said that, in his view, it would have been preferable for the document to be signed off by Cabinet, with an opportunity for scrutiny. He said that he found the consultation form overly complex for residents, that it lacked information on the reduction in government funding and that the order of the options might affect the outcome.

In response, Paul Evans, Assistant Director Corporate Governance, said that although it was unusual to seek counsel's opinion on a sensitive and political issue such as this, he had done so in order to provide a second opinion and to reassure members that the consultation process was appropriate and the consultation document complied with the code of conduct in being fair and unbiased. Counsel had provided reassurance on both counts. An additional point regarding the use of reserves had been included in response to counsel's reference to the Moseley v Haringey case.

Paul Evans explained that signing off consultation material in itself does not constitute a decision and that the Leader and Cabinet have considerable freedom on what to do to assist in the formation of ideas. He said that consideration of the consultation results will inform decision making by Cabinet, with the usual budget consultation with scrutiny, and subsequent recommendations from Cabinet to Council.

In response to questions about the signing off process, Paul Evans said that material for My Merton magazine is generally drafted by officers and that the final draft is provided to the Leader's Office. The Chief Executive, Ged Curran, added that policy development takes place in private and that there is consequently a differential level of involvement of members depending on their role. He urged the Commission to accept the advice given by counsel and by Paul Evans.

Several members then said that they accepted counsel's advice, that no criticism of officers was intended and that the role of expert officers is crucial because of the difficulty in satisfying everyone on the design of a questionnaire.

The Chair reminded members that the Commission, at its meeting on 23 March 2016, had requested an opportunity for pre-decision scrutiny of the proposals for public consultation on the budget. Some members expressed disappointment that this had

not happened and the Chair asked that the Commission be fully involved subsequent to the consultation.

Councillor David Williams moved and Councillor Oonagh Moulton seconded a motion to “advise the Cabinet that whereas the Commission recognise that it was right for officers to prepare a consultation document on council tax and spending under delegated powers, the subject matter is highly controversial. In consequence the Commission believes that the process would have gained greater credibility if the framing of the narrative and questions had been both more transparent and inclusive, for example on a cross party basis and in co-operation with interest groups”. 4 members voted in favour and 6 against. The motion fell.

Councillors David Williams, Oonagh Moulton, Hamish Badenoch and Peter Southgate asked for their vote in favour of the motion to be recorded.

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Committee: Sustainable Communities Overview and Scrutiny Panel

1 November 2016

Healthier Communities & Older People Overview and Scrutiny Panel

8 November 2016

Children and Young People Overview and Scrutiny Panel

9 November 2016

Overview and Scrutiny Commission

15 November 2016

Agenda item:

Wards:

Subject: Business Plan Update 2017-2021

Lead officer: Caroline Holland

Lead member: Councillor Mark Allison

Contact officer: Paul Dale

Forward Plan reference number:

Recommendations:

1. That the Panel considers the proposed amendments to savings, and associated equalities analysis where applicable, set out in Appendix 1 and Appendix 4 of the attached report on the Business Plan 2017-2021 which it is proposed are incorporated into the draft MTFS 2017-21.
2. That the Panel considers the draft capital programme 2017-21 and indicative programme for 2022-26 set out in Appendix 3 of the attached report on the Business Plan
3. That the Overview and Scrutiny Commission considers the comments of the Panels on the Business Plan 2017-2021 and provides a response to Cabinet when it meets on the 12 December 2016.

1. Purpose of report and executive summary

- 1.1 This report requests Scrutiny Panels to consider the latest information in respect of the Business Plan and Budget 2017-21, including proposed amendments to

savings previously agreed by Council and associated equalities assessments where applicable, and the draft capital programme 2017-21, and feedback comments to the Overview and Scrutiny Commission.

- 1.2 The Overview and Scrutiny Commission will consider the comments of the Panels and provide a response on the Business Plan 2017-21 to Cabinet when it meets on the 12 December 2016.

2. **Details - Revenue**

- 2.1 The Cabinet of 12 October 2016 received a report on the business plan for 2017-21.

- 2.2 At the meeting Cabinet

RESOLVED: That

1. That Cabinet agree the proposed amendments to savings set out in Appendix 1 and incorporate the financial implications into the draft MTFS 2017-21.
2. That Cabinet agrees the latest draft Capital Programme 2017-21 detailed in Appendix 3 for consideration by scrutiny in November and notes the indicative programme for 2022-26.

3. **Alternative Options**

- 3.1 It is a requirement that the Council sets a balanced budget. The Cabinet report on 12 October 2016 sets out the progress made towards setting a balanced budget. This identified the current budget position that needs to be addressed between now and the report to Cabinet on 12 December 2016, with further reports to Cabinet on 16 January 2017 and 13 February 2017, prior to Council on 1 March 2017, agreeing the Budget and Council Tax for 2017/18 and the Business Plan 2017-21, including the MTFS and Capital Programme 2017-21.

4. **Capital Programme 2017-21**

- 4.1 Details of the draft Capital Programme 2017-21 were agreed by Cabinet on 12 October 2016 in the attached report for consideration by Overview and Scrutiny panels and Commission.

5. **Consultation undertaken or proposed**

- 5.1 Further work will be undertaken as the process develops.

6. **Timetable**

- 6.1 The timetable for the Business Plan 2017-21 including the revenue budget 2017/18, the MTFs 2017-21 and the Capital Programme for 2017-21 was agreed by Cabinet on 19 September 2016.

7. **Financial, resource and property implications**

- 7.1 These are set out in the Cabinet report for 12 October 2016. (Appendix 1)

8. **Legal and statutory implications**

- 8.1 All relevant implications have been addressed in the Cabinet reports. Further work will be carried out as the budget and planning proceeds and will be included in the budget report to Cabinet on the 12 December 2016.
- 8.2 Detailed legal advice will be provided throughout the budget setting process further to any proposals identified and prior to any final decisions.

9. **Human Rights, Equalities and Community Cohesion Implications**

- 9.1 All relevant implications will be addressed in Cabinet reports on the business planning process.
- 9.2 A draft equalities assessment has been carried out with respect to the proposed replacement savings where applicable and is included as Appendix 4 to the Business Plan report (Appendix1).

10. **Crime and Disorder implications**

- 10.1 All relevant implications will be addressed in Cabinet reports on the business planning process.

11. **Risk Management and Health and Safety Implications**

- 11.1 All relevant implications will be addressed in Cabinet reports on the business planning process.

Appendices – the following documents are to be published with this report and form part of the report

Appendix 1: Cabinet report 12 October 2016: Draft Business Plan 2017-21

BACKGROUND PAPERS

- 12.1 The following documents have been relied on in drawing up this report but do not form part of the report:

Budget files held in the Corporate Services department.

2016/17 Budgetary Control and 2015/16 Final Accounts Working Papers in the Corporate Services Department.

Budget Monitoring working papers

MTFS working papers

13. **REPORT AUTHOR**

- Name: Paul Dale
- Tel: 020 8545 3458

email: paul.dale@merton.gov.uk Budget files held in the Corporate Services department.

Cabinet

Date: 12 October 2016

Subject: Draft Business Plan 2017-21

Lead officer: Caroline Holland – Director of Corporate Services

Lead member: Councillor Mark Allison – Deputy Leader and Cabinet Member
for Finance

Contact Officer: Paul Dale

Urgent report:

Reason for urgency: The chairman has approved the submission of this report as a matter of urgency as it provides the latest available information on the Business Plan and Budget 2017/18 and requires consideration of issues relating to the Budget process and Medium Term Financial Strategy 2017-2021. It is important that this consideration is not delayed in order that the Council can work towards a balanced budget at its meeting on 1 March 2017 and set a Council Tax as appropriate for 2017/18.

Recommendations:

1. That Cabinet agree the proposed amendments to savings set out in Appendix 1 and incorporate the financial implications into the draft MTFS 2017-21.
 2. That Cabinet agrees the latest draft Capital Programme 2017-21 detailed in Appendix 3 for consideration by scrutiny in November and notes the indicative programme for 2022-26.
-

1. Purpose of report and executive summary

- 1.1 This report provides an update on progress towards preparing the Business Plan 2017-21 and requests Cabinet to consider and agree some proposed amendments to savings, including replacement savings, which have been approved previously and are incorporated into the current MTFS.
- 1.3 The report also provides details of the latest capital programme, including new bids and an indicative programme for 2021- 2025

Details

2. Medium Term Financial Strategy 2017-21

- 2.1 At its meeting on 19 September 2016 Cabinet considered a report which updated the Business Plan 2017-21. At the meeting it was resolved that Cabinet:-

1. That Cabinet notes the rolled forward MTFS for 2017 - 21.
2. That Cabinet confirm the latest position with regards to savings already in the MTFS.
3. That Cabinet agrees the approach to setting a balanced budget using weighted controllable expenditure for each department as the basis for the setting of targets.
4. That Cabinet agrees the proposed departmental targets to be met from savings and income.
5. That Cabinet review the targets and the MTFS at the next meeting in light of the actions identified in response to the monitoring report recommendations set out elsewhere on this agenda.
6. That Cabinet agrees the timetable for the Business Plan 2017-21 including the revenue budget 2017/18, the MTFS 2017-21 and the Capital Programme for 2017-21.
7. That Cabinet note the process for the Service Plan 2017-21 and the progress made so far.
8. That Cabinet consider and review the draft Efficiency Plan at Appendix 3 and request officers to submit a final version to the DCLG by the deadline of 14 October 2016 in order to qualify for the four year funding offer.

2.2 In the September Cabinet report, the following budget gap was identified before identifying any new savings and income proposals:-

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Budget Gap in MTFS	0	0	2,224	17,267

2.3 The September Cabinet report set out initial targets, based on controllable spend and shortfalls in previously identified targets, to balance the MTFS agreed by Council in March 2016 to 2019/20 at this stage for each department as follows:-

SERVICE DEPARTMENT'S SAVINGS TARGETS FOR 2017-2021 BUSINESS PLANNING PROCESS	Total £000
Corporate Services	586
Children, Schools & Families	912
Environment & Regeneration	1,659
Community & Housing	312
Total Savings/Income Proposals	3,469

3. Proposed Amendments to Previously Agreed Savings

- 3.1 In recent years, the introduction of multi-year financial planning has resulted in savings agreed in a particular financial year having an impact on future years. These have been incorporated into the Council's Medium Term Financial Strategy. The full year effect of savings in the current MTFS from 2017/18 onwards is shown in the following table:-

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Total £000
Corporate Services	1,679	1,563	0	0	3,242
Children, Schools & Families	1,050	516	0	0	1,566
Environment & Regeneration	4,000	537	0	0	4,537
Community & Housing	2,700	3,128	0	0	5,828
Total	9,429	5,744	0	0	15,173
Cumulative total	9,429	15,173	15,173	15,173	

- 3.2 Monitoring of the delivery of savings is important and it is essential to recognise as quickly as possible where circumstances change and savings previously agreed are either not achievable in full or in part or are delayed. The following changes to agreed savings are proposed in this report:-

3.2.1 Corporate Services

There are a number of savings that it is proposed to reprofile from 2017/18 to 2018/19 and a replacement which ensures that there is no overall impact on the MTFS.

3.2.2 Children, Schools and Families

Savings in Commissioning, Strategy, and Performance totalling £485k are proposed to be replaced by alternative savings which total £719k. The balance of £234k will be applied as part of savings proposals to meet the CSF target as set out in the table in paragraph 2.3.

3.2.3 Environment and Regeneration

There is a replacement saving proposed for saving E&R43 in 2017/18 which is for £70k. There is no overall financial impact arising from this change.

3.2.4 Community and Housing

There is a replacement saving proposed for libraries which results in a net shortfall of £27k.

- 3.2.5 Further details of the proposed amendments to previously agreed savings are provided in Appendix 1.

3.3 Summary

The overall effect of the proposed amendments is set out in the following table:-

SUMMARY (cumulative)	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Total £000
Corporate Services	0	0	0	0	0
Children, Schools & Families	(60)	27	(201)	0	(234)*
Environment & Regeneration	0	0	0	0	0
Community & Housing	27	0	0	0	27**
Total	(33)	27	(201)	0	(207)
Net Cumulative total	(33)	(6)	(207)	0	(207)

* The net increase in savings will be applied against the CSF target set out in paragraph 2.3.

** The net shortfall in savings will be added to C&H Savings Target to be found from savings still to be identified

4. **Capital Programme for 2017-21**

4.1 The report to Cabinet in September 2016 provided information on the capital financing costs of the Capital Programme based on the July monitoring position and assumed the maximum use of capital receipts.

4.2 In this report, the draft Capital Programme 2017-21 is discussed. It includes the latest information based on August monitoring information and also includes the addition of new schemes commencing in 2020/21. An indicative programme for 2022-26 is also provided. The draft programme is set out in Appendix 3.

4.3 The bidding process for 2020/21 was launched on 27 June 2016.

4.4 The current capital provision and associated revenue implications in the currently approved capital programme, based on August 2016 monitoring information, are as follows:-

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Capital Programme	45,897	26,690	15,494	8,475
Revenue Implications	12,543	11,503	12,439	12,873

4.5 The change in the capital programme since that reported to Cabinet on 19 September 2016, based on July 2015 monitoring information, is summarised in the following table:-

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Capital Programme:				
- Cabinet 19 September 2016	45,651	32,795	17,502	14,731
- Revised Position with Slippage revisions and new schemes	45,897	26,690	15,494	8,475
Change	246	(6,105)	(2,008)	(6,256)
Revenue impact				
Cabinet 19 September 2016	12,686	11,765	12,800	13,318
Revised	12,543	11,503	12,439	12,873
Change	(143)	(262)	(361)	(445)

- 4.6 The programme has been rigorously reviewed and reduced where appropriate. The changes made to the programme are detailed within Appendix 3, along with movements when compared to the current programme. This review is continuing and it is envisaged that further information will be presented to December 2016 Cabinet.

5. Update to MTFS 2017-21

- 5.1 If the changes outlined in this report are agreed the forecast budget gap over the MTFS period is:-

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Budget Gap in MTFS	0	0	1,386	16,615

- 5.2 A more detailed MTFS is included as Appendix 2.
- 5.3 It is anticipated that new revenue savings/income proposals and revisions to the capital programme will continue to be identified during the business planning process and these will be included in future reports to Cabinet in accordance with the agreed timetable and these will go onto Overview and Scrutiny Panels and the Commission in January 2017.

6. Alternative Options

- 6.1 The range of options available to the Council relating to the Business Plan 2017-21 and for setting a balanced revenue budget and fully financed capital programme will be presented in reports to Cabinet and Council in accordance with the agreed timetable.

7. Consultation Undertaken or Proposed

7.1 All relevant bodies have been consulted.

7.2 The details in this report will be considered by the Overview and Scrutiny Panels and Commission on the following dates:-

Sustainable Communities	1 November 2016
Healthier Communities and Older People	8 November 2016
Children and Younger People	9 November 2016
Overview and Scrutiny Commission	15 November 2016

7.3 As for 2016/17, it is proposed that a savings proposals consultation pack will be prepared and distributed to all councillors at the end of December 2016 that can be brought to all Scrutiny and Cabinet meetings from 9 January 2017 onwards and to Budget Council. This was an improvement introduced last year for both councillors and officers – it was more manageable for councillors and ensures that only one version of those documents is available so referring to page numbers at meetings is easier. It considerably reduces printing costs and reduces the amount of printing that needs to take place immediately prior to Budget Council.

7.4 The pack will include:

- Savings proposals
- Equality impact assessment for each saving proposal
- Service plans (these will also be printed in A3 to lay round at scrutiny meetings)

7.5 The Council launched a consultation with residents on council tax and council spending on 9 September 2016. Residents have until 4 November 2016 to respond and the outcome will be used to inform the decisions made with respect to the council tax and MTFS for 2017-21 as part of the Business Planning Process.

8. Timetable

8.1 In accordance with current financial reporting timetables.

8.2 The proposed timetable for developing the business plan and service plans was approved by Cabinet on 19 September 2016.

9. Financial, resource and property implications

9.1 As contained in the body of the report.

9.2 The Chancellor of the has announced that there will be an Autumn Statement published on 23 November 2016. Overall funding allocations for local government will be notified in the review but details of provisional funding

allocations for each local authority will not be known until the provisional Local Government Finance Settlement is published in mid/late December 2015.

10. Legal and statutory implications

10.1 As outlined in the report.

11. Human rights, equalities and community cohesion implications

11.1 None for the purposes of this report, these will be dealt with as the budget is developed for 2017 – 2021.

11.2 Equalities Assessments for replacement savings are provided in Appendix 4.

12. Crime and Disorder Implications

12.1 Not applicable.

13. Risk Management and health and safety implications

13.1 There is a specific key strategic risk for the Business Plan, which is monitored in line with the corporate risk monitoring timetable.

14. Appendices – The following documents are to be published with this Report and form part of the Report.

Appendix 1 – Proposed Amendments to previously agreed savings

Appendix 2 – Latest draft MTFS 2017-21

Appendix 3 – Draft Capital Programme 2017-21

Appendix 4 - Equalities analyses for new and replacement savings

15. Background Papers

15.1 The following documents have been relied on in drawing up this report but do not form part of the report:

Budgetary Control and Final Accounts Working Papers in the Corporate Services Department.

Budget Monitoring working papers

MTFS working papers

16. REPORT AUTHOR

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CORPORATE SERVICES SAVINGS - Original Savings

	Ref	Description of Saving		Baseline Budget £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CS71	Description	<u>Infrastructure & Transactions</u> Delete two in house trainers posts		85	Low	Low	SS2
		Service Implication	None					
		Staffing Implications	2 posts					
		Business Plan implications	None					
		Impact on other departments	None					
		Equalities Implications	None					
	CS75	Description	<u>Human Resources</u> Review of COT team staffing in light of potential for 4-borough shared service opportunities	506	58	M	M	SS1
		Service Implication	Aims to improve efficiencies and economies of scale through a wider partnership approach					
		Staffing Implications	Likely to be x1 FTE reduction arising from staffing review					
		Business Plan implications	Need to ensure service standards are maintained					
		Impact on other departments	Need to ensure that service standards are maintained in light of staffing reductions					
		Equalities Implications	Given the profile of the workforce is mainly female this will have an equality impact					

CORPORATE SERVICES SAVINGS - Original Savings

	Ref	Description of Saving	Baseline Budget £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CSD2	<p align="center"><u>Infrastructure & Transactions</u></p> <p>Description Energy Savings (Subject to agreed investment of £1.5M)</p> <p>Service Implication None</p> <p>Staffing Implications None</p> <p>Business Plan implications Will contribute towards improving performance in respect to business plan targets for the reduction of CO2 emissions from the Councils buildings.</p> <p>Impact on other departments None</p> <p>Equalities Implications None</p>		150	M	L	SNS1

CORPORATE SERVICES SAVINGS - Original Savings

	Ref	Description of Saving		Baseline Budget £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CSD7	<u>Division</u> Description	<u>Infrastructure & Transactions</u> Restructure Post & Print section and delete 2 FTE posts.	382	47	L	L	SS2
		Service Implication	The reduction in resources will increase the time taken to process both incoming and outgoing items of post, which may become critical during peak periods such as Council Tax billing.					
		Staffing Implications	Delete 2 FTE posts which will result in two staff redundancies.					
		Business Plan implications	None					
		Impact on other departments	Reduction in current level of service may impact some time critical processes.					
		Equalities Implications	None					
	CSD30	<u>Division</u> Description	<u>Human Resources</u> Schools COT support (delivery of schools buy-back service)	425	152	H	H	SS2
		Service Implication	Removal of dedicated COT support for schools					
		Staffing Implications	Post reductions					
		Business Plan implications	No dedicated COT service					
		Impact on other departments	No dedicated COT service					
		Equalities Implications	Impacts on female workforce					
		Total			492			

CORPORATE SERVICES SAVINGS - Replacement Savings

	Ref	Description of Saving		Baseline Budget £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CS71	Description	<u>Infrastructure & Transactions</u> Delete two in house trainers posts		(42)	(43)	Low	Low	SS2
		Service Implication	None						
		Staffing Implications	2 posts						
		Business Plan implications	None						
		Impact on other departments	None						
		Equalities Implications	None						
	CS75	Description	<u>Human Resources</u> Review of COT team	506		(58)	M	M	SS1
		Service Implication	Aims to improve efficiencies and economies of scale through a wider partnership approach						
		Staffing Implications	Likely to be x1 FTE reduction arising from staffing review						
		Business Plan implications	Need to ensure service standards are maintained						
		Impact on other departments	Need to ensure that service standards are maintained in light of staffing reductions						
		Equalities Implications	Given the profile of the workforce is mainly female this will have an equality impact						

CORPORATE SERVICES SAVINGS - Replacement Savings

	Ref	Description of Saving	Baseline Budget £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CSD2	<p align="center">Infrastructure & Transactions</p> <p>Description Energy Savings (Subject to agreed investment of £1.5M)</p> <p>Service Implication None</p> <p>Staffing Implications None</p> <p>Business Plan implications Will contribute towards improving performance in respect to business plan targets for the reduction of CO2 emissions from the Councils buildings.</p> <p>Impact on other departments None</p> <p>Equalities Implications None</p>			(150)	M	L	SNS1
	CSD7	<p>Division Infrastructure & Transactions</p> <p>Description Restructure Post & Print section and delete 2 FTE posts.</p> <p>Service Implication The reduction in resources will increase the time taken to process both incoming and outgoing items of post, which may become critical during peak periods such as Council Tax billing.</p> <p>Staffing Implications Delete 2 FTE posts which will result in two staff redundancies.</p> <p>Business Plan implications None</p> <p>Impact on other departments Reduction in current level of service may impact some time critical processes.</p> <p>Equalities Implications None</p>	382		(47)	L	L	SS2

CORPORATE SERVICES SAVINGS - Replacement Savings

	Ref	Description of Saving		Baseline Budget £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	CSD30	Division Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Human Resources Schools COT support (delivery of schools buy-back service) Removal of dedicated COT support for schools Post reductions No dedicated COT service No dedicated COT service Impacts on female workforce	425		(152)	H	H	SS2
	Replacement	Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	Review of balance sheet management None None To offset savings deferred to 2018/19 None None		(450)	450	M	L	SNS1
TOTAL					(492)	0			
ORIGINAL SAVINGS					492	0			
NET CHANGE					0	0			

Draft

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - SAVINGS TO BE REPLACED

Panel	Ref	Description of Saving		Baseline Budget £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact
C&YP	CSF2015-05	<u>Service Description</u>	<u>Commissioning, Strategy and Performance</u> Property and contracts service review.	451		55			Medium	Medium
C&YP	CSF2015-06	<u>Service Description</u>	<u>Cross Cutting</u> Data review & centralisation.	377	40				Medium	Low
C&YP	CSF2015-09	<u>Service Description</u>	<u>Cross Cutting</u> Review of CSF staffing structure beneath management level.	1,049	189	201			Medium	Low
Total Children, Schools and Families Savings						229	256	0	0	

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

Panel	Ref	Description of Saving		Baseline Budget 16/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact
C&YP	CSF2015-05	<u>Service Description</u> Service Implication	<u>Commissioning, Strategy and Performance</u> Schools organisation and contracts service review. There will be a lower volume of capital works to expand school provision and fewer contracts to manage enabling a reduction in project and contract management capacity.	451	65				Medium	Medium
		Staffing Implications	1 FTE project manager post out of 3.							
		Business Plan implications	None specific							
		Impact on other departments	None specific							
		Equalities Implications	We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs.							
		TOM Implications	The TOM refresh includes an increased focus on delivering the restructure as well as flexible working/SCIS. This proposal is in line with TOM drive to increase efficiency and value via ensuring functions operate with minimum capacity needed.							

Draft

Panel	Ref	Description of Saving		Baseline Budget 16/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact
C&YP	CSF2015-06	<u>Service</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	<u>Cross Cutting</u> Data review & centralisation. This saving will be achieved through i) centralising the residual data/performance monitoring capacity currently dispersed across operational divisions and ii) prioritising work to deliver statutory requirements only. Reduced capacity will impact on the deliverability of increased inspection burdens which is why the risk score for this saving has been revised. 1 FTE staffing of overall pool of 8 posts. None We will focus on statutory returns which may impact on requests from other departments. We will use the Council's agreed HR policies and procedures for restructuring. An EA will be developed for the service change staffing proposals. The TOM refresh includes an increased focus on delivering the restructure as well as flexible working and the introduction of the SCIS. This saving is in line with TOM direction of travel to focus on statutory responsibilities and organisation layer strategy. Delivery of a functioning MOSAIC product is key to delivering this saving.	377		40			Medium	Medium

Draft

Panel	Ref	Description of Saving		Baseline Budget 16/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact
C&YP	CSF2015-09	<u>Service</u>	<u>Cross Cutting</u>							
		Description	Review of CSF staffing structure beneath management level.	1,049		189	201		High	Medium
		Service Implication	Deliver for September 2018 so estimated full year effect of £390k split over two years. With changes to the structure of the department, the implementation of SCIS and a focus on minimal education and social care core functions we will redesign our workforce across the smaller department. We have reviewed our workforce following our strategy to reduce agency cost and changes to team management positions. Due to less experienced staff and increased inspection burdens, we revised the risk score for this saving.							
		Staffing Implications	Expect a reduction of 13 posts from a total of 65FTE.							
		Business Plan implications	We will prioritise our core statutory education and social care functions.							
		Impact on other departments	A smaller workforce will reduce our ability to work on cross cutting issues and new developments.							
		Equalities Implications	We will use the Council's agreed HR policies and procedures for restructuring. An EA will be developed for the service change staffing proposals.							
		TOM Implications	The TOM refresh includes an increased focus on delivering the restructure as well as flexible working and the introduction of the SCIS. The CSF workforce needs to be more highly skilled and flexible. Delivery of a functioning MOSAIC product is key to delivering this saving.							

Draft

Panel	Ref	Description of Saving		Baseline Budget 16/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact
C&YP	CSF2016-01	Service Description	Cross Cutting Deletion of Assistant Director, Service Manager and half an admin support posts as part of phased restructure of the department.	1,509	224				High	Medium
		Service Implication	The refocusing of our EY Service, minimal Youth offer and reduced commissioning budgets alongside our introduction of a department-wide case work system provide the imperatives to restructure the department. A phased approach across two years is proposed to enable a managed transition to a significantly downsized department.							
		Staffing Implications	2.5 FTE post reductions out of an establishment of 18 FTE in the Senior Leadership Team and 30+ wider management posts across CSF.							
		Business Plan implications	We will prioritise our core statutory education and social care functions however there will likely be reductions in volume and outcomes.							
		Impact on other departments	A smaller management team will reduce our ability to work on cross cutting issues and new developments. This will have an impact on management support for partnership working.							
		Equalities Implications	We will use the Council's agreed HR policies and procedures for restructuring. A single EIA will be developed for the service change staffing proposals.							
		TOM Implications	The TOM refresh will include an increased focus on delivering the restructure. The continued focus on LEAN processes and disciplined performance management will be critical. There are inter-dependencies to potential national policy development with regard to Adoption, Youth Justice and the Council's education duties which will impact on the deliverability of this saving.							
Total Children, Schools and Families Savings					289	229	201	0		

The net £234k increase in savings will be allocated towards the 2019/20 savings target for CSF

60 -27 201 0 234

Previously Agreed SavingsConfidential**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS**

Panel	Ref	Description of Saving		2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
2015/18	E&R43	Service/Section Description Service Implication	Safer Merton Reductions in staffing across Safer Merton Reduction of our Community Safety offer to a statutory minimum which would be ASB , Annual Strategic Assessment, some Domestic Violence work, and limited strategic / partnership activity.	70	High	High	SS2
		Staffing Implications	2-3 FTEs to be deleted				
		Business Plan	This is in line with the team's TOM.				
		Impact on other	Council wide				
		Equalities Implications	Crime affects all members of the Community . Higher levels of crime are reported in more deprived parts of the borough and any reduction in capacity would potentially affect these areas more .				
		TOM Implications	None				

Alternative Savings proposals**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS**

Panel	Ref	Description of Saving		2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
2015/18	E&R43	Service/Section Description	Safer Merton Reprofiling how Safer Merton will achieve savings of £70,000 in 2017-18. The reprofiling will see staff levels maintained and budget reductions met through cutting back on non statutory budgetary spend.	70	High	High	SNS1
		Service Implication	By reviewing every single budget line within Safer Merton's full budget profile we have identified a range of efficiencies to be made. The service will operate only with essential spend requirements and we will remove large, non statutory service costs. By making savings from each cost line we will achieve budget reduction without the need to further reduce staffing levels				
		Staffing Implications	No reduction in staff				
		Business Plan implications	In line with the TOM				
		Impact on other departments	No additional impacts. Addressing crime and disorder remains a council wide responsibility				
		Equalities Implications	Crime affects all areas of the borough and all of the communities whom live within it. The partnerships response to these issues requires a strong Safer Merton service and as such not reducing staffing further is vital to achieving this outcome				
		TOM Implications	None				

**COMMUNITY AND HOUSING DEPARTMENT-Libraries
REPLACEMENT FOR PREVIOUSLY AGREED SAVINGS**

Original Savings			Revised Savings				Risk Analysis - Deliverability	Risk Analysis - Reputational Impact	Risk Analysis - Deliverability	Risk Analysis - Reputational Impact	Type of Saving (see key)	New Ref
Ref	Description of Saving	2017/18 £'000	Description of Saving	2016/17 £000	2017/18 £000	2018/19 £000						
CH67 2017/18	Library & Heritage Service-Shared Management Structure	130	<p><u>Libraries</u></p> <p>Description Additional staffing efficiencies and consolidation of branch managers</p> <p>Service Implications This proposal works in conjunction with the agreed savings of CH7 and CH49 and will further consolidate staffing across libraries whilst ensuring that all libraries remain open with current opening hours arrangements in place.</p> <p>Staffing Implications This proposal along with CH7 and CH49 will require an organisational restructure of the library service and a greater dependency on security services and volunteers. The overall FTE reduction is estimated at 10.65 FTE .</p> <p>Business Plan Implications A reduction in staffing capacity could lead to reductions in achievement against KPI's and some key projects but this is mitigated by ensuring that the focus remains on key business plan objectives including library redevelopments and the schools and libraries membership scheme.</p> <p>Impact on other departments Reduced capacity could lead to a reduction in customer support. This may have an impact on assisted digital support work but will be mitigated by reducing backroom processes and increasing voluntary support.</p> <p>Equalities Implications An Equalities Analysis has been completed and key actions identified will be implemented.</p>	0	63			H	H		SS2	CH70
CH67 2017/18	Library & Heritage Service-Shared Management Structure		<p>Description Reduction in People's Network costs</p> <p>Service Implications Reductions in line costs and contracts mean that current levels of service for public Internet computers and Wi-Fi can be delivered at a reduced cost.</p> <p>Staffing Implications Not applicable.</p> <p>Business Plan Implications Not applicable - no impact on service.</p> <p>Impact on other departments Reduction in budget will mean that there will be no budget available for any unplanned works or upgrades.</p> <p>Equalities Implications None identified.</p>	0	40			M	L		SNS1	CH71
Total: Community and Housing Replacement Savings				0	103	0	0					
Total: Community and Housing Deleted Savings				0	130	0	0					
Net Shortfall: Community and Housing Savings				0	27	0	0					

DRAFT MTFS 2017-21:				
	2017/18	2018/19	2019/20	2020/21
	£000	£000	£000	£000
Departmental Base Budget 2016/17	139,982	139,982	139,982	139,982
Inflation (Pay, Prices)	3,122	6,244	9,366	12,488
Autoenrolment/Nat. ins changes	857	1,172	1,172	1,172
FYE – Previous Years Savings	(9,429)	(15,173)	(15,173)	(15,173)
Amendments to previously agreed savings	(33)	(33)	(6)	(207)
Change in Net Appropriations to/(from) Reserves	(1,281)	(1,767)	(1,478)	(1,981)
Taxi card/Concessionary Fares	450	901	1,351	1,801
Other	71	144	1,816	3,470
Re-Priced Departmental Budget	133,739	131,470	137,030	141,551
Treasury/Capital financing	12,543	11,503	12,439	12,873
Pensions	4,592	4,799	5,015	5,015
Other Corporate items	(13,171)	(12,824)	(13,175)	(13,175)
Levies	628	628	628	628
Sub-total: Corporate provisions	4,592	4,106	4,907	5,341
Sub-total: Repriced Departmental Budget + Corporate Provisions	138,331	135,576	141,937	146,892
Savings/Income Proposals 2017/18	0	0	0	0
Sub-total	138,331	135,576	141,937	146,892
Appropriation to/from departmental reserves	(719)	(233)	(522)	(19)
Appropriation to/from Balancing the Budget Reserve	1,852	(2,220)	(7,891)	0
BUDGET REQUIREMENT	139,464	133,123	133,524	146,873
Funded by:				
Revenue Support Grant	(15,520)	(10,071)	(5,076)	0
Business Rates (inc. Section 31 grant)	(34,847)	(35,553)	(36,295)	(36,952)
PFI Grant	(4,797)	(4,797)	(4,797)	(4,797)
New Homes Bonus	(4,763)	(2,993)	(2,871)	(2,000)
Council Tax inc. WPCC	(79,313)	(79,708)	(83,098)	(86,509)
Collection Fund – (Surplus)/Deficit	(224)	0	0	0
TOTAL FUNDING	(139,464)	(133,123)	(132,137)	(130,258)
GAP including Use of Reserves (Cumulative)	0	0	1,386	16,615

Capital Programme as at August 2016 Monitoring - October 2016 Cabinet with Bids

Department	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Community and Housing									
<u>Libraries</u>									
Library Self Service	0	0	0	350,000	0	0	0	0	350,000
Colliers Wood Re-Fit	150,000	0	0	0	0	0	0	0	0
West Barnes Library Re-Fit	200,000	0	0	0	0	0	0	0	0
Library Management System	100,000	0	0	0	0	0	0	0	0
<u>Housing</u>									
Disabled Facilities Grant	755,000	628,900	280,000	280,000	280,000	280,000	280,000	280,000	280,000
Total Community and Housing	1,205,000	628,900	280,000	630,000	280,000	280,000	280,000	280,000	630,000

Capital Programme as at August 2016 Monitoring - October 2016 Cabinet with Bids

Environment and Regeneration									
<u>Footways</u>									
Repairs to Footways	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
<u>Greenspaces</u>									
Parks investment	201,000	307,500	295,000	300,000	300,000	300,000	300,000	300,000	300,000
Parks Bins - Finance Lease	34,000	27,500	0	0	0	0	0	0	0
Pay & Display Machine	0	0	60,000	0	0	0	0	60,000	60,000
<u>Highways General Planned Works</u>									
Surface Drainage Water	69,000	72,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000
Highways and Bridges Structures	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000
Maintain AntiSkid and Coloured	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
<u>Highways Planned Road Works</u>									
Borough Roads Maintenance	1,500,000	1,500,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
<u>Leisure Centres</u>									
Leisure Centre Plant and Machines	300,000	300,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Morden Leisure Centre	5,692,460	331,940	0	0	0	0	0	0	0
Wimbledon Park Lake De-Silting	250,000	1,250,000	0	0	0	0	0	0	0
<u>Other E&R</u>									
Replacing Handheld Computers	0	0	0	0	35,000	0	0	0	0
<u>On and Off Street Parking</u>									
Improved parking- shop parades	0	0	0	0	0	0	0	0	0
<u>Regeneration Partnerships</u>									
Mitcham Major Schemes - TfL	700,000	0	0	0	0	0	0	0	0
Industrial Estate Investment	450,000	0	0	0	0	0	0	0	0
Transportation Enhancements	0	1,000,000	3,000,000	1,000,000	0	0	0	0	0
<u>Street Lighting</u>									
Street Lighting	290,000	509,000	290,000	290,000	290,000	290,000	290,000	290,000	290,000
<u>Street Scene</u>									
B591b Shop Front Improvement	0	0	0	0	0	0	0	0	0
Street Tree Programme	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
<u>Transport for London</u>									
TfL Unallocated	1,844,800	1,864,800	0	0	0	0	0	0	0
Morden TfL	220,000	2,000,000	0	0	0	0	0	0	0
<u>Transport and Plant</u>									
Replacement Fleet Vehicles	400,000	400,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
SWLP Vehicles	3,956,000	0	0	0	0	0	0	0	3,956,000

Capital Programme as at August 2016 Monitoring - October 2016 Cabinet with Bids

Traffic and Parking Management									
Traffic Schemes	156,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Waste Operations									
Alley Gating	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Waste Bins - Finance Lease	5,500	5,500	0	0	0	0	0	0	0
SWLP IT	42,000	0	0	0	0	0	0	0	42,000
SWLP Depot	73,000	0	0	0	0	0	0	0	0
SWLP Wheelie Bins	2,674,000	0	0	0	0	0	0	0	0
Total Environment and Regeneratio	20,307,760	11,168,240	7,072,000	5,017,000	4,052,000	4,017,000	4,017,000	4,077,000	8,075,000

Capital Programme as at August 2016 Monitoring - October 2016 Cabinet with Bids

Children, Schools and Families									
<u>Primary Expansions</u>									
<u>Secondary Expansion</u>									
St Marks	1,111,800	511,800	4,681,000	0	0	0	0	0	0
New 6fe School	4,916,250	2,203,600	0	0	0	0	0	0	0
Harris merton	2,181,310	0	0	0	0	0	0	0	0
Harris Morden	1,793,560	1,200,000	0	0	0	0	0	0	0
Raynes Park	0	0	0	0	0	0	0	0	0
<u>SEN Expansion</u>									
Perseid	850,000	650,000	0	0	0	0	0	0	0
Secondary School Autism Unit	1,110,000	200,000	0	0	0	0	0	0	0
Further SEN	2,434,360	3,000,000	0	0	0	0	0	0	0
<u>Other CSF</u>									
Schools Capital Maintenance	670,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000
School Loans	104,450	0	0	0	0	0	0	0	0
Admissions IT	0	0	105,000	0	0	0	105,000	0	0
Total Children, Schools and Families	15,171,730	8,415,400	5,436,000	650,000	650,000	650,000	755,000	650,000	650,000

Capital Programme as at August 2016 Monitoring - October 2016 Cabinet with Bids

Corporate Services									
<u>Business Improvement</u>									
Replacement Social Care System	200,000	350,000	0	0	0	0	2,100,000	0	0
Planning&Public Protection Sys	0	510,000	0	0	0	0	0	0	550,000
Revenue and Benefits	0	400,000	0	0	0	0	0	400,000	0
Spectrum Spatial Analyst Replacemen	0	42,000	0	0	42,000	0	0	42,000	0
Capita Housing	100,000	0	0	0	0	100,000	0	0	0
Aligned Assets	0	75,000	0	0	0	0	75,000	0	0
Replacement Document Management	0	0	0	0	0	0	900,000	0	0
Electronic Asset Management	190,000	0	0	0	0	0	0	240,000	0
Customer Contact	0	0	0	0	2,000,000	0	0	0	2,000,000
<u>Corporate</u>									
<u>Facilities Management</u>									
Invest to Save Schemes	900,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Capital Works Facilities	300,000	300,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000
Water Safety Works	150,000	100,000	0	0	0	0	0	0	0
Asbestos Safety Works	250,000	250,000	0	0	0	0	0	0	0
Schools PV&Energy conservation	2,000,000	0	0	0	0	0	0	0	0
Civic Centre Boilers	0	300,000	0	0	0	0	0	0	0
Civic Centre Staff Entrance Improveme	200,000	0	0	0	0	0	0	0	0
Civic Centre Lightning Upgrade	0	0	300,000	0	0	0	0	0	0
Civic Centre Block Paving	75,000	0	0	0	0	0	0	0	0
Multi-Function Device	75,000	0	600,000	0	0	0	0	600,000	0
<u>Information Tecnology</u>									
Planned Replacement Programme	1,746,000	510,000	430,000	860,000	770,000	560,000	575,000	430,000	860,000
IT Enhancements	200,000	275,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Data Centre Support Equipment	0	300,000	0	0	0	0	0	0	0
<u>Resources</u>									
Improving Financial Systems	0	0	0	0	0	700,000	0	0	0
Full EDRMS Invoice Solution SCIS/FIS	0	0	0	0	0	0	0	0	0
Replacement of Civica Icon	0	0	0	125,000	0	0	0	0	0
Total Corporate Services	6,386,000	3,712,000	2,480,000	2,135,000	3,962,000	2,510,000	4,800,000	2,862,000	4,560,000
Total Merton	43,070,490	23,924,540	15,268,000	8,432,000	8,944,000	7,457,000	9,852,000	7,869,000	13,915,000

Movement in the Revised Capital Programme 2017-26

<u>Department</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>	<u>2025-26</u>
<u>Community and Housing</u>									
<u>Libraries</u>									
Library Self Service	0	0	0	0	0	0	0	0	350,000
Colliers Wood Re-Fit	0	0	0	0	0	0	0	0	0
West Barnes Library Re-Fit	0	0	0	0	0	0	0	0	0
Library Management System	0	0	0	0	0	0	0	0	0
<u>Housing</u>									
Disabled Facilities Grant	0	0	0	0	0	0	0	0	280,000
Total Community and Housing	0	0	0	0	0	0	0	0	630,000

Movement in the Revised Capital Programme 2017-26

Environment and Regeneration										
<u>Footways</u>										
Repairs to Footways	0	0	0	0	0	0	0	0	0	1,000,000
<u>Greenspaces</u>										
Parks investment	0	0	0	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	300,000
Parks Bins - Finance Lease	0	0	0	0	0	0	0	0	0	0
Pay & Display Machine	0	0	0	0	0	0	0	0	0	60,000
<u>Highways General Planned Works</u>										
Surface Drainage Water	0	0	0	0	0	0	0	0	0	77,000
Highways and Bridges Structures	0	0	0	0	0	0	0	0	0	260,000
Maintain AntiSkid and Coloured	0	0	0	0	0	0	0	0	0	90,000
<u>Highways Planned Road Works</u>										
Borough Roads Maintenance	0	0	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	1,200,000
<u>Leisure Centres</u>										
Leisure Centre Plant and Machines	0	0	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	250,000
Morden Leisure Centre	0	0	0	0	0	0	0	0	0	0
Wimbledon Park Lake De-Silting	0	0	0	0	0	0	0	0	0	0
<u>Other E&R</u>										
Replacing Handheld Computers	0	0	0	0	0	0	0	0	0	0
<u>On and Off Street Parking</u>										
Improved parking- shop parades	0	0	0	0	0	0	0	0	0	0
<u>Regeneration Partnerships</u>										
Mitcham Major Schemes - TfL	0	0	0	0	0	0	0	0	0	0
Industrial Estate Investment	0	0	0	0	0	0	0	0	0	0
Transportation Enhancements	0	(4,000,000)	3,000,000	1,000,000	0	0	0	0	0	0
<u>Street Lighting</u>										
Street Lighting	0	0	0	0	0	0	0	0	0	290,000
<u>Street Scene</u>										
B591b Shop Front Improvement	0	0	0	0	0	0	0	0	0	0
Street Tree Programme	0	0	0	0	0	0	0	0	0	60,000
<u>Transport for London</u>										
TfL Unallocated	0	0	0	0	0	0	0	0	0	0
Morden TfL	0	0	0	0	0	0	0	0	0	0
<u>Transport and Plant</u>										
Replacement Fleet Vehicles	(100,000)	(100,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	300,000
SWLP Vehicles	0	0	0	0	0	0	0	0	0	3,956,000

Movement in the Revised Capital Programme 2017-26

<u>Traffic and Parking Management</u>									
Traffic Schemes	0	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	150,000
<u>Waste Operations</u>									
Alley Gating	0	0	0	0	0	0	0	0	40,000
Waste Bins - Finance Lease	0	0	0	0	0	0	0	0	0
SWLP IT	0	0	0	0	0	0	0	0	42,000
SWLP Depot	0	0	0	0	0	0	0	0	0
SWLP Wheelie Bins	0	0	0	0	0	0	0	0	0
Total Environment and Regeneration	(100,000)	(4,125,000)	2,825,000	800,000	(200,000)	(200,000)	(200,000)	(200,000)	8,075,000

Movement in the Revised Capital Programme 2017-26

Children, Schools and Families									
<u>Primary Expansions</u>									
<u>Secondary Expansion</u>									
St Marks	0	(2,169,200)	2,681,000	0	0	0	0	0	0
New 6fe School	0	0	(1,979,100)	(6,000,000)	(4,008,000)	0	0	0	0
Harris merton	0	0	0	0	0	0	0	0	0
Harris Morden	0	500,000	0	0	0	0	0	0	0
Raynes Park	(100,000)	(1,530,000)	(4,200,000)	0	0	0	0	0	0
<u>SEN Expansion</u>									
Perseid	0	0	0	0	0	0	0	0	0
Secondary School Autism Unit	0	200,000	0	0	0	0	0	0	0
Further SEN	0	0	(1,000,000)	0	0	0	0	0	0
<u>Other CSF</u>									
Schools Capital Maintenance	0	0	0	0	0	0	0	0	650,000
School Loans	0	0	0	0	0	0	0	0	0
Admissions IT	0	0	0	0	0	0	0	0	0
Total Children, Schools and Families	(100,000)	(2,999,200)	(4,498,100)	(6,000,000)	(4,008,000)	0	0	0	650,000

Movement in the Revised Capital Programme 2017-26

Corporate Services									
<u>Business Improvement</u>									
Replacement Social Care System	200,000	350,000	0	(150,000)	(1,950,000)	0	2,100,000	0	0
Planning&Public Protection Sys	(510,000)	510,000	0	0	(550,000)	0	0	0	550,000
Revenue and Benefits	0	0	0	0	0	0	0	0	0
Spectrum Spatial Analyst Replacement	0	0	0	0	0	0	0	0	0
Capita Housing	0	0	0	0	0	0	0	0	0
Aligned Assets	0	0	0	0	0	(75,000)	75,000	0	0
Replacement Document Management	0	0	0	0	0	0	900,000	0	0
Electronic Asset Management	190,000	0	(190,000)	0	0	0	(190,000)	240,000	0
Customer Contact	0	0	0	(200,000)	200,000	0	0	0	2,000,000
<u>Corporate</u>									
<u>Facilities Management</u>									
Invest to Save Schemes	0	0	0	0	0	0	0	0	300,000
Capital Works Facilities	0	0	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	650,000
Water Safety Works	0	0	0	0	0	0	0	0	0
Asbestos Safety Works	0	0	0	0	0	0	0	0	0
Schools PV&Energy conservation	0	0	0	0	0	0	0	0	0
Civic Centre Boilers	0	0	0	0	0	0	0	0	0
Civic Centre Staff Entrance Improvement	0	0	0	0	0	0	0	0	0
Civic Centre Lightning Upgrade	0	0	0	0	0	0	0	0	0
Civic Centre Block Paving	0	0	0	0	0	0	0	0	0
Multi-Function Device	0	0	0	0	0	0	0	0	0
<u>Information Tecnology</u>									
Planned Replacement Programme	0	0	0	0	0	0	0	(145,000)	860,000
IT Enhancements	0	0	0	0	0	0	0	0	200,000
Data Centre Support Equipment	0	0	0	0	0	0	0	0	0
<u>Resources</u>									
Improving Financial Systems	0	0	0	(700,000)	0	700,000	0	0	0
Full EDMS Invoice Solution SCIS/FIS	0	0	0	0	0	0	0	0	0
Replacement of Civica Icon	0	0	0	0	0	0	0	0	0
Total Corporate Services	(120,000)	860,000	(240,000)	(1,100,000)	(2,350,000)	575,000	2,835,000	45,000	4,560,000
Total Merton	(320,000)	(6,264,200)	(1,913,100)	(6,300,000)	(6,558,000)	375,000	2,635,000	(155,000)	13,915,000

Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet [LINK TO BE ADDED]
 Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	Review of management costs within CSF to deliver savings over 2016/18 – CSF 2015-07
Which Department/ Division has the responsibility for this?	CSF Cross cutting

Stage 1: Overview	
Name and job title of lead officer	Director of CSF
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	In the light of the level of savings needed across CSF and the impact on the size and scope of the department to review service structures and to design new structures to enable the department to reduce management costs and remain fit for purpose. At this stage we expect this will require a reduction of 13 posts from a total of 268FTE. There will be a focus on core functions in education and social care and we will redesign our workforce across a smaller overall department.
2. How does this contribute to the council's corporate priorities?	CSF delivers the council's statutory education, children's social care, early years and youth justice and broader statutory functions relating to children schools and families. The department is down-sizing but must remain fit for purpose with appropriate spans of management to operate a safe and effective set of services within the reduced resources available. A smaller workforce will reduce our ability to work on cross cutting issues and new developments.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The leadership and management team of the department with be most affected and there will need to be consultation with staff and partners as we deliver integrated children's services through our Children's trust and MSCB partnerships
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	This proposal cuts across CSF but will need to be considered by CMT and partners as it may impact on the department's ability to contribute to shared work and objectives internally and externally. We will use the Council's agreed HR policies and procedures for restructuring. An EA will be developed for the service change staffing proposals as and when we are able to be clearer about the exact number of staff reductions required, the affected divisions and services. We will require new systems to be embedded, primarily (MOSAIC) and to have embedded flexible working across the department. Work is already underway in terms of developing the CSF workforce to be more highly skilled and flexible, therefore, meeting the

increased demands with a reduced number of staff.

Stage 2: Collecting evidence/ data

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

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

CSF's workforce is diverse and the profile shows that BME staff and women are well represented at most layers in the organisation. We are below our target for employees with disabilities but have some evidence of colleagues with disabilities not identifying themselves formally out of choice. The development of proposals to reshape the department's management structures will be undertaken through the council's agreed processes and there will be particular consideration of the impact of any changes on protected groups. Detailed impact assessments will be undertaken as the project is initiated and throughout the process. HR will provide both advice and challenge to ensure impact is not disproportionately felt on protected groups. The council has statutory duties as an employer which it will also need to fulfil and will need to reconcile any competing requirements across these different legislative areas. During the review of our processes we will ensure they are LEAN.

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Stage 3: Assessing impact and analysis

6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age					At this stage of process it is not possible to evidence impact for the different characteristics, however, detailed assessments will be undertaken throughout the development and implementation stages to ensure impact does not fall disproportionately on particular protected groups (staff reductions are being realised via: deleting a vacant post in School Org and two members of the joint leadership team requesting VR).

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

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

N/A

Stage 4: Conclusion of the Equality Analysis

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

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

- Outcome 1** – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**
- Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**
- Outcome 3** – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have ‘due regard’ and you are advised to seek Legal Advice.**
- Outcome 4** – The EA shows actual or potential unlawful discrimination. **Stop and rethink your proposals.**

Stage 5: Improvement Action Pan

9. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources ?	Lead Officer	Action added to divisional/ team plan?
To review proposals and implementation at key points to ensure EA is not disproportionate.	Undertake EA's at key stages of the process: design; implementation	EA's undertaken	To be determined as part of programme	Existing	CSF Business partner	

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

Stage 6: Reporting outcomes

10. Summary of the equality analysis

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

Programme management to include an overview and actions to mitigate any potential negative equalities implications, to be developed with HR Business Partner and DMT (CSF).

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Carol Cammiss	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Yvette Stanley	Signature:	Date:

Safer Merton Savings 2017-18 - Alternative for E&R 43

What are the proposals being assessed?	Re-profiling of Safer Merton savings for 2017-18
Which Department/ Division has the responsibility for this?	Environment and regeneration

Stage 1: Overview	
Name and job title of lead officer	Chris Lee, Director of E&R
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>The revised proposal will see Safer Merton achieve savings of £70,000 through refining non-essential spend rather than through staff reductions as previously proposed. The Safer Merton Manager has undertaken review of every single budget line within the services full budget profile and has identified a range of efficiencies to be made. The service will operate only with essential spend requirements and we will remove large, non-statutory service costs alongside trimming back on budgets which have previously been underspent against. By making savings from each cost line we will achieve budget reduction without the need to further reduce staffing levels</p> <p>This would mean that we can maintain our current offers in key business areas such as ASB, Domestic Violence and Abuse, Neighbourhood Watch, Integrated Offender Management and the partnerships analytical support</p>
2. How does this contribute to the council's corporate priorities?	This is a financially driven target to ensure that Safer Merton contributes to E&Rs, and in turn, the councils, saving targets
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	There will be minimal effect on our customers as the savings targets do not affect staffing. There may be some impact on campaigns, due to cuts in communications budgets, but actual service delivery is maintained.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	<p>The delivery of Community Safety functions are the statutory responsibility of all. Under the Crime and Disorder Act 1998, every service and partner needs to consider the impact of crime and ASB under all that they do</p> <p>This work is overseen and driven by the Safer Merton team whom co-ordinate the work</p>

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Stage 2: Collecting evidence/ data

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

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

Through the annual strategic assessment and through changes in the London Mayor we have identified that our previous savings proposals would have negatively impacted upon our residents, businesses and visitors within the borough. Merton is a safe borough and has been consistently. Further staff cuts could put this status at risk.

The re-profiling should allow the Safer Merton Partnership to maintain recent success and build on this moving in to the new financial year and subsequent electoral periods.

Stage 3: Assessing impact and analysis

6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	X				If the proposals are agreed there are likely to be significant positive impacts on the community at large as we maintain our status as a safe borough
Disability	X				As above
Gender Reassignment	X				As above
Marriage and Civil Partnership	X				As above
Pregnancy and Maternity	X				As above
Race	X				As above
Religion/ belief	X				As above
Sex (Gender)	X				As above
Sexual orientation	X				As above
Socio-economic status	X				As above

APPENDIX 4

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?

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

Stage 4: Conclusion of the Equality Analysis

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

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


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OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Neil Thursday, Safer Merton Manager	Signature:	Date: 19/09/79
			
Improvement action plan signed off by Director/ Head of Service	John Hill, Head of Public Protection	Signature:	Date:

Equality Analysis

Please refer to the guidance for carrying out an Equality Analysis.
 Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	Introduction of self-service libraries at off peak times in branch libraries. Consolidation of managers at branch libraries and staff reductions at all library sites.
Which Department/ Division has the responsibility for this?	Community and Housing / Libraries

Stage 1: Overview	
Name and job title of lead officer	Annette Acquah – Libraries Transformation Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>As part of the Medium Term Financial Strategy, libraries along with all services are required to deliver savings. This proposal will deliver a significant part of the libraries savings target whilst ensuring that all libraries remain open and current opening hours are maintained. There will however be some impact on the quality of service delivered.</p> <p>This proposal includes the introduction self-service libraries at branch sites during quiet periods, shared management roles across branch sites, staff reductions across all libraries. In order to achieve this staff roles will need to be redefined with an increased reliance on volunteers and security guards for the continued delivery of services. The alternative delivery model for libraries will deliver a total saving of £190,000.</p>
2. How does this contribute to the council’s corporate priorities?	<p>In the set of guiding priorities and principles adopted in July 2011, the council set out its commitment to provide a certain level of essential services for residents with the continued provision of everything that is statutory being the top priority of “must” services. The Council also highlights its commitment to doing all that it can to help residents who aspire. In particular it sets out keeping the borough as a good place for the young to grow as one of its priorities.</p> <p>Merton Library Service falls under the Public Libraries and Museums Act 1964 which places a statutory duty on all local authorities to provide a “free and efficient” library service to residents. Whilst library services must be provided with free access to membership, books and information, authorities can decide on how these services are to be delivered.</p> <p>This proposal enables the continued provision of a statutory library service. It sees libraries acting as an</p>

	<p>enabler through the development of partnerships to deliver added value services such as initiatives to help young people to develop their literacy skills and employability sessions to support the unemployed and those looking to improve their career prospects.</p> <p>The savings proposed will deliver a significant portion of the libraries savings target set as part of the Council's MTFS.</p>
<p>3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.</p>	<p>The library service is open to anyone living, working, learning or visiting the borough and is intended to benefit all. Some library users reside in neighbouring boroughs that are in close proximity to a Merton library. There are over 65,000 customers that regularly use libraries with over 124,000 registered library members. In 2015/16 there were approximately 1,150,000 visits to a Merton library and 232,472 customers accessed library services online.</p> <p>The service currently has a staffing workforce of 43.56 FTE with approximately 340 active volunteers supporting service delivery. Security guards are timetabled in to provide support and enable the continued delivery of services. All library staff, volunteers and security guards will be affected by the proposals.</p>
<p>4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?</p>	<p>There are a number of partnerships in place to support and enable the delivery of library services. Key partners include:</p> <ul style="list-style-type: none"> - The London Libraries Consortium for the sharing of Library Management Systems and Stock procurement contracts across 18 local authorities - Merton Voluntary Services Council-for the delivery of the Home Visits Library Service and support with volunteering arrangements - Organisations such as the Alzheimer's Society, Next Steps Career Service, University of the Third Age and Explore Learning for the delivery of health, employability support, lifelong learning, children's activities and other added value services in libraries. - External contractors assigned to carry out cleaning, building maintenance, and other works in libraries.

Stage 2: Collecting evidence/ data

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

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

<p>Evidence reviewed:</p> <ul style="list-style-type: none"> - Outcome of previous consultation exercises including the Working Age and Older People Library Non-User Survey, Annual Residents Survey, Public Library User Surveys, Opening Hours Survey, Library Staff Surveys and staff consultation on the alternative delivery

model.

- Analysis of library customer profiles including breakdown by age, gender, ethnicity and disability.
- Service monitoring reports looking at volunteer and partner statistics as well as library usage data including visitor figures, self service usage, issue figures, active usage data etc.
- National and local statistics including Merton Observatory, census data and CIPFA benchmarking data
- Insight gathered from library managers, frontline staff, volunteers, partners, security guards, customers and other feedback.
- Quarterly complaints and comments reports.

Summary of key findings:

- High usage of libraries with 62% of Merton residents registered as library members and 32% of residents regularly using library services.
- Wimbledon, Morden and Mitcham Libraries accounted for 69% of all visits to a Merton library.
- There is a higher than average active use of libraries among people from a Black ethnic or mixed race background with 38% and 36% respectively of these populations actively using libraries.
- Usage is lowest among the white population with only 23% of this group actively using libraries. 45% of library users are from a white background.
- 32% of the Asian population actively use libraries, this is consistent with active usage across the entire Merton population.
- 2% of active users have registered a disability. 22% of active library users with a disability have a learning difficulty and 15% have a mental health condition. 0.3% of users have a mobility related disability.
- 42% of library users are male, 56% are female. The gender of 2% of active users is unknown.
- 98% of users rate opening hours as very good (54%), good (37%) or adequate (9%).
- Satisfaction is well above the London average with 82% of residents rating library services as good to excellent
- 96% of customer transactions are completed through self-service machines.
- 74% of all library transactions take place between 10am and 12pm and 1pm and 5pm on weekdays.
- Libraries were generally quiet over the lunch hour with transaction levels falling to three or less per hour on occasion in four of the seven libraries.
- Only 5% of transactions took place between 5 and 7pm across all libraries.
- Usage is highest among children aged 5-9. 84% of the Merton population aged 10-14 years and 37% of those aged 0-4 years actively use libraries.
- Usage of libraries progressively declines from the age of 15 years onwards with an average of 9% of those aged 75years + using libraries.

Stage 3: Assessing impact and analysis

6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age		x	x		<p>During self-service periods there will be a reduced staffing presence with lone working in place to safeguard the interests of young people and vulnerable adults.</p> <p>Termly library visits are arranged for all Merton school classes to encourage the habit of reading for pleasure from a very young age. A reduction in staffing capacity could restrict the ability to continue to deliver these.</p>
Disability			x		<p>During self -service periods there will be limited support for people with disabilities to access services.</p> <p>The majority of library customers with a disability have a mental health condition or a learning disability. Staff have been trained to support customers with a mental health problem and customer support will be reduced during self-service periods.</p>
Gender Reassignment		x		x	Limited data is held to ascertain whether there is any potential impact.
Marriage and Civil Partnership		x		x	Limited data is held to ascertain whether there is any potential impact.
Pregnancy and Maternity		x		x	
Race	x		x		<p>There are a wide range of social activities delivered in libraries to promote diversity and community cohesion. With a reduction in staffing levels it is expected that fewer activities and events will be offered.</p> <p>There will be an increased reliance on security guards and volunteers for service delivery. Having a volunteer force that reflect the diversity of the community served will help develop our understanding of the local residents served.</p>
Religion/ belief		x		x	
Sex (Gender)		x		x	
Sexual orientation		x		x	
Socio-economic status		x	x		Many services are currently offered to support those looking to enter into employment and/or progress their careers. A reduced staffing resource could impact on the capacity to continue to coordinate and deliver these.

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

- We will seek to maintain opening hours through the introduction of self service periods during quiet periods. A security guard and volunteer presence will be maintained at all times to provide support for all customers and in particular to safeguard the vulnerable and support people with disabilities.
- Ensure that all security guards have enhanced training in safeguarding and disability awareness.
- All staff and security guards will receive training in supporting people with a learning disability.
- All security guards will receive training in supporting customers with mental health problems
- Reduce school visit schedule whilst ensuring that all school children have a quality interaction with their library service over the course of an academic year. We will work with primary schools to develop new initiatives as well as browse and borrow sessions which will involve children accessing services with minimal staff input. Offering services that are less resource intensive will ensure that we continue to promote and encourage the active use of libraries with reduced capacity.
- We will proactively engage with community groups to develop services and activities that are well tailored to their needs.
- To seek to develop a volunteer force that further reflects the diversity of the community served.
- Further develop partner working relations with other organisations to offer a wide range of employability support services in libraries.

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Stage 4: Conclusion of the Equality Analysis

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

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

- Outcome 1** – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**
- Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**
- Outcome 3** – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have ‘due regard’ and you are advised to seek Legal Advice.**
- Outcome 4** – The EA shows actual or potential unlawful discrimination. **Stop and rethink your proposals.**

Stage 5: Improvement Action Plan

9. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact

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

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
Safeguarding young people and vulnerable adults	<p>To ensure that a security guard presence is maintained in libraries at all times</p> <p>To seek to recruit a team of volunteers to provide support in libraries during self-service periods.</p> <p>To ensure that all security guards receive safe guarding training</p>	<p>Security guards in libraries during all opening hours.</p> <p>Volunteer cover during self-service periods</p> <p>100% of security guards receive safeguarding training</p>	End of March 17	Existing	DC	Yes
Reduced capacity school activities	<p>Work with schools to develop a consolidated library offer</p> <p>Develop and coordinate browse and borrow sessions for children</p>	<p>40% reduction in the staff time spent coordinating school activities</p> <p>Maintenance of number of children actively using libraries</p>	June 2017	Existing	AA	Yes
Reduced support for people with mental health conditions	All security guards trained in supporting customers with mental health problems	All security guards trained to identify and support customers with mental health problems	End of March 2017	Existing	DC	Yes
Limited support for people with learning difficulties	All staff and security guards receive training in supporting customers with a learning difficulty	<p>100% of security guards complete training.</p> <p>Mystery shopper exercises</p>	End of March 2017	Existing	DC	Yes

		and customer feedback				
Restricted access to services for those with mobility issues	Awareness training for all security guards and select volunteers	Number of volunteers and security guards trained	End of March 2017		DC	Yes
Risk of reduced access to services for ethnic minority groups	Engagement workshops held with ethnic minority groups	2 workshops held to gather insight. Priority areas consolidated into service model	End of March 2018		AA/JI	Yes
Limited support for those seeking employment or to develop their career prospects	Identify and establish working relations with partners to provide employability support sessions in libraries.	Weekly employability support sessions available in libraries in the deprived wards of the borough and where there is a demand.	End of March 2017		AA	Yes

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

Stage 6: Reporting outcomes

40. Summary of the equality analysis

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

This Equality Analysis has resulted in an Outcome <u>2</u> Assessment
<p>The Equality Analysis in this assessment identifies any potential negative impact of these proposals. The Equality Analysis action plan will be managed by the Library, Heritage & Adult Education Service and reports will be provided to members and officers as and when required.</p> <p>This proposal will ensure that all libraries remain open and are accessible to all of the community but acknowledges that reduced capacity will mean that levels of support for customers and the breadth of community engagement will be reduced but focused on key groups.</p>

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Annette Acquah Service Transformation Manager	Signature:	Date: 21 September 2016
Improvement action plan signed off by Director/ Head of Service	Anthony Hopkins Head of Libraries, Heritage and Adult Education Services	Signature:	Date: 22 September 2016

Committee:	Overview and Scrutiny Commission
Date:	15 November 2016
Agenda item:	
Wards:	All
Subject:	The development of Voluntary Sector and Volunteering Strategy for the Merton Partnership
Lead officer:	Simon Williams, Director of Community and Housing
Lead member:	Councillor Edith Macauley, Cabinet Member for Community Safety, Engagement and Equalities
Contact officer:	Amjad Agil, amjad.agil@merton.gov.uk ; 020 8545 3379

Recommendations: That Member of the Overview and Scrutiny Commission:

- A. Discuss and comment on the draft recommendations for the new Voluntary Sector and Volunteering Strategy.
-

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 To provide the Commission with an overview of the key issues underpinning the development of a new Merton Partnership Voluntary Sector and Volunteering Strategy and the draft recommendations produced.

2. DETAILS

Background

- 2.1. Merton is host to a thriving and vibrant voluntary and community sector. The sector and the Merton Partnership have a strong and mutually supportive relationship. A number of members of the Merton Partnership support the sector through substantial grants, commissioned services, notional funding and business rate discounts. However, it should be recognised that the sector draws substantial resources from other sources, in particular unpaid volunteers.
- 2.2. Both the current voluntary sector and volunteering strategies were due to be updated. The Merton Partnership Compact Board agreed in March 2016 that a combined strategy would offer a coherent and effective approach given the interrelated nature of the subjects.
- 2.3. The voluntary and community sector (VCS) in Merton is an integral part of the tapestry of civil society and public services in the borough. Their contributions to community cohesion and their work with vulnerable residents are invaluable, relieving some of the demand on public services. The sector is uniquely placed to reach isolated, vulnerable and minority groups. The positive effects of their work are not only felt by the residents they assist, but by the volunteers they engage in a wide array of activities. The sector is also a major provider of services both to the Council and other public bodies, in particular in relation to social care, advice and support to vulnerable residents.
- 2.4. The shrinking state, cuts to public sector funding, challenges to the reputation and trust in which the voluntary sector is held and growing demand and the complexity of needs of the users have propelled the need to review and evolve the relationship between the funders, stakeholders and the voluntary sector.

- 2.5. In grappling with the financial and demographic challenges of the moment, commissioners are not only targeting resources more tightly but also focusing more on outcome based commissioning looking for clear evidence of tangible benefits and multidisciplinary approaches shaped around the needs of service users. A new strategy for the borough will provide guidance and clarity on the borough priorities and upcoming changes to funding for the sector.

3. DEVELOPING A NEW STRATEGY

- 3.1. To oversee the development of the new strategy a steering group was drawn from the Merton Partnership and representatives from the voluntary and community sector. The group is chaired by Simon Williams, Director of Community and Housing at Merton Council. Merton Voluntary Service Council (MVSC) and the Council's Policy Team provided secretariat and research support. The Terms of Reference and membership for the Steering Group are set out in Appendix 1.
- 3.2. The steering group met monthly since May 2016. The initial meeting highlighted a number of themes that were explored in turn at subsequent meetings. A series of research papers considering both the local context and needs and best practice learning from external sources. The steering group meetings discussed the findings and arrived at key recommendations for each subject.
- 3.3. The steering group has met monthly since May 2016. The initial meeting highlighted a number of themes that were then explored in turn at subsequent meetings. A series of research papers were produced to consider both the local context and needs and best practice learning from external sources. The steering group meetings discussed the findings and arrived at draft recommendations for each subject.
- 3.4. The Merton Partnership Conference on 14th November 2016 will have the strategy as its theme, providing both insight into best practice and an opportunity for the sector to discuss and inform the draft strategy recommendations.

4. STATE OF THE SECTOR SURVEY

- 4.1. To provide further evidence to underpin the strategy MVSC, supported by members of the Merton Partnership, commissioned an in-depth study of the voluntary sector and volunteering in the borough.
- 4.2. A combination of questionnaires, interviews and focus groups provided the material for analysis. In total over eighty organisations were engaged through questionnaires, interviews, focus groups, one to one meetings and desk research.
- 4.3. The survey provided valuable insight into the nature of the sector of the borough. It examined the size and type of organisations, as well as the types of services provided. Moreover it reported their funding sources, challenges they face and aspirations for the future. The key findings from the survey were:
- Despite cuts to funding, the number of VCS organisation has grown;
 - 16% of organisations were established in the last 3 years. However, 46% of organisations have been established over 21 years;
 - There are 394 registered charities in the borough with 2,183 trustees and a collective income of £113m;
 - 25% of organisations do not have any formal funding sources, relying instead on fees, donations and fundraising;

- There has been a 5% increase in the number of social enterprises;
 - Almost a quarter of organisations are unincorporated exposing their trustees to more risk;
 - A significant fall in funding from the public sector, in particular the Council and Merton Priory Homes, however it was acknowledged in the report that the Council had seen through the full commissioning cycle rather than making emergency cuts to grants in line with government funding reductions;
 - The vast majority of organisations (70%) reported an increase in demand compared to 62% in 2013. Mental health, dementia, older people with complex needs and young adults represented the biggest increase in demand.
- 4.4. The Executive Summary is attached at Appendix 2. A number of issues emerged from the survey and these were considered by the Steering Group and informed the draft recommendations – see section 5 below.

5. KEY ISSUES AND DRAFT RECOMMENDATIONS

- 5.1. The steering group examined a number of key themes related to the strategy in turn at their monthly meetings. Each theme was intensively researched and a report was produced for discussion. The following is a summary of each theme and the draft recommendations it produced. Please note that these are the steering group's initial recommendations and subject to final agreement at the next meeting of the steering group. Once agreed, further work would be undertaken to develop a set of practical actions that can be taken by members of the Merton Partnership to implement the recommendations.

6. SUPPORT FOR THE SECTOR TO CHANGE AND ADAPT

- 6.1. The voluntary and community sector is facing a challenging future contending with reducing resources and rising demand, with service users presenting with increasingly complex needs that require intensive interventions. For the sector to thrive in this difficult environment, it needs to adapt how it operates and consider new ways of working.
- 6.2. The State of the Sector survey highlighted the number of unincorporated organisations thereby exposing their trustees to greater risk. The increased size of the sector plus the nature of these challenging times highlights the pressures on current trustees and the need to find more high calibre trustees with the right skills in the future. Surprisingly, despite the funding reductions, there was less evidence than expected of consolidation within the sector or increasing levels of partnership working to share costs and collaboration to bid for work. The increase in the number of new organisations with no funding suggests that the nature of support provided to the VCS needs to change to take account of this.
- 6.3. The State of the Sector survey found that the clear areas for organisational development include fundraising, tendering, communication, monitoring, evaluation, and strategic leadership and planning. The steering group agreed that equipping the sector with the tools needed to thrive in the current climate is of paramount importance. Key amongst these are the issues highlighted from the survey: improving partnership working to cut costs and add value; and providing the expertise and training needed to raise income.
- 6.4. A number of different approaches to supporting the sector were considered. The following draft recommendations were agreed:
- A. Use the JSNA as a tool to assist decision makers better understand local needs;

- B. Review capacity to support Merton's VCS organisations to improve their business planning, fundraising strategies and expertise, underpinned by good governance and financial management;
- C. Support Merton's VCS organisations to improve collaboration and set up partnerships and consortia to extend their scope and reach, underpinned by due diligence, contract readiness, contract and performance management, evaluation and impact measurement;
- D. Review the support offer to smaller and more informal groups;
- E. Develop a joint approach to increasing awareness of the role of trustees and developing the skills required to manage VCS organisations;
- F. Support Merton's VCS to improve enterprise acumen to grow the social enterprise market, underpinned by structural/financial support to encourage business-like innovation and risk taking;
- G. Develop a more strategic approach across the Merton Partnership to increase the provision of affordable, flexible premises.

7. MAXIMISING FUNDING AND INCOME GENERATION

- 7.1. Resource maximisation in a period of scarcity was another key issue that the steering group grappled with. As resources diminish and competition increases, the VC sector is increasingly looking to new and innovative ways to generate income and operate more efficiently.
- 7.2. The State of the Sector report identified a number of concerns. Firstly, the increase in the number of organisations with no sustainable funding sources. Secondly, that 40% of organisations thought their income from grants and unrestricted funding sources was likely to grow despite on-going cuts in public sector funding and the increased competition for dwindling resources. There is a clear imperative for Merton VCS organisations to seek out alternative funding outside of the public sector and to increase its chances of successfully bidding for work in competition with VCS organisations outside of Merton and against the private sector.
- 7.3. The group studied alternative sources of income include Social Investment Bonds, Corporate Social Responsibility pledges and best practice examples from other organisations.
- 7.4. It should be noted, that there is a clear overlap between the recommendations for supporting the sector and for maximising funding. One example of this is increasing collaboration and partnership working. It is noticeable that where the voluntary and community organisations are provided with bid writing and income generation advice and support they are often able to increase their income. The steering group arrived at the following draft recommendations to increase and diversify funding to the sector:
 - A. Revive and market the Merton Community Fund to attract funding from local residents and businesses;
 - B. Encourage collaborative working and the sharing of resources in the sector
 - C. Support VCS organisations to look at alternative approaches to income generation
 - D. Ensure that there is clarity from partners on funding priorities and how funding is allocated
 - E. Strengthen our partnerships with business in order to increase their support via corporate social responsibility pledges;
 - F. Seek opportunities to develop and access social investment opportunities.

8. COMMISSIONING AND SOCIAL VALUE

- 8.1. The State of the Sector survey indicates the need for voluntary sector organisations to work more collaboratively together and to work in partnership with commissioners as part of the commissioning cycle including the identification of need and what interventions might work best to meet these needs. There is a clear need and opportunity for public sector commissioners to work more effectively with the sector and to look to exploit opportunities within the Social Value Act.
- 8.2. The Social Value Act 2012 requires public bodies to think about how they can improve the economic, social and environmental well being of an area through the services they commission above £164,176. The Act is a tool to help commissioners get more value for money out of procurement. It also encourages commissioners to talk to their local provider market or community to design better services, often finding new and innovative solutions to difficult problems.
- 8.3. With grant funding levels reducing, the sector is increasingly looking to win contracts to deliver services from public or private sector bodies as an alternative income generation stream. The group examined how Merton Council and other bodies in the Merton Partnership can ensure that before starting the procurement process, commissioners think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders.
- 8.4. The voluntary sector is perfectly placed to deliver services that provide additional social and environmental benefits to Merton such as providing training for the unemployed; creating supply chain opportunities for SMEs and social enterprises; creating opportunities to develop third sector organisations; and making facilities (such as school libraries, leisure facilities or computers) available to excluded VCS groups.
- 8.5. The steering group worked with the commissioning and procurement team in Merton Council to produce recommendations that would help the sector compete for contracts, and that added social value by potential providers is recognised and scored appropriately. The following draft recommendations were agreed:
 - A. Secure political backing for this approach;
 - B. Embed the Social Value Act in all procurement guidelines;
 - C. Organise training for commissioners on how to use the Social Value Act;
 - D. Where appropriate provide guidance to organisations through training, soft market testing and one to one meetings to encourage them to apply and to sign up to our procurement framework;
 - E. Engage and meet with organisations at the early stages of the commissioning process and ensure Social Value is considered at the design stage and built into the tender process;
 - F. Formalise this through making it an option to include Social Value as part of the bid evaluation process through its inclusion in the scoring criteria;
 - G. Ensure that Social Value is reviewed at Procurement Board for bids above the threshold and that below the threshold it is reviewed at departmental board level;
 - H. Collectively pledge to do this across the Merton Partnership.

9. INCREASING VOLUNTEERING

- 9.1. Volunteering is associated with increasing wellbeing and with a strong sense of civic pride. It simultaneously benefits the users and the volunteers through increasing their feelings of wellbeing. Volunteers report better career prospects, and improvements in mental and physical health also come out very high.
- 9.2. The number of volunteers in Merton has increased by 8% from 2,462 in 2014/15 to 2831 in 2015/16. Retaining and increasing the numbers of volunteers in the borough was agreed as a key priority. Whilst Merton has higher than average levels of volunteering the steering group felt there should be an ambition to increase volunteering to match or exceed the highest levels in London. The steering group felt that the approach set out in the current Volunteering Strategy was working well but identified some additional draft recommendations:
- A. Promote the [VolunteerMerton](#) online volunteer recruitment hub (one stop shop) to ensure individuals, groups and organisations have a single access point to volunteering and community action
 - B. Develop personalised volunteering activities that match the skills of the residents and the needs of the organisations.
 - C. Development of volunteering opportunities that correspond to partner service priorities and that respond to current context and needs of the borough (opportunities linked to welfare reform or to financial resilience opportunities)
 - D. Design and implement a method to evaluate the effectiveness and efficiency of the volunteer programmes on a regular basis
 - E. Work with the Merton Partners to revive and promote the employee volunteering programmes
 - F. Develop more 'micro-volunteering' and more flexible opportunities for individuals, groups and organisations to get involved in their community:
 - G. Develop a communications plan to raise the profile of volunteering & community action in Merton
 - H. Continue the recognition of volunteers and volunteering programmes and promote them throughout the borough
 - I. Ensure local public and private sector organisations are engaged and supported to creatively deliver their corporate social responsibility agenda
 - J. Identify new and continue to support existing volunteering opportunities to engage individuals, groups and organisations in shaping and adding value to the delivery of public services
 - K. Work with partners and volunteers to review, evaluate and develop each scheme.
 - L. Explore new sources of funding volunteer management
 - M. Ensuring that new initiatives such as Merton social prescribing pilot include the development of volunteers as an element for its sustainability
 - N. Reach out to other boroughs to learn from best practice in this area.

10. ALTERNATIVE OPTIONS –

To not renew the strategy:

To forgo renewing the strategy would mean that Merton Partnership is ill- equipped to support the borough's voluntary and community sector in the current challenging climate. The current strategies are several years out of date and are in need of renewal to reflect the current environment.

The sector is an integral part Merton's social fabric, adding value through their services and addressing complex social needs from vulnerable groups that would otherwise fall to public services to meet. Having a new strategy in place would enable the Merton Partnership to support the sector to adapt and to continue to thrive.

11. CONSULTATION UNDERTAKEN OR PROPOSED –

- 11.1. The strategy development was overseen by a steering group consisting of Merton Partnership members. The Terms of Reference were discussed at a number of forums including INVOLVE and The Faith and Belief Forum allowing the sector an opportunity to comment on the scope of the strategy at an early stage.
- 11.2. A State of the Sector Study was commissioned to provide further evidence to inform the strategy. A combination of questionnaires, interviews and focus groups provided the sector with an opportunity to share their views and discuss challenges. In total over eighty organisations were engaged through questionnaires, interviews, focus groups, one to one meetings and desk research.
- 11.3. The 2016 Merton Partnership Conference is focused on engaging with the sector. A series of workshops and panel discussions will provide an opportunity to comment on and discuss the draft recommendations.

12. FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS –

None

13. LEGAL AND STATUTORY IMPLICATIONS –

None

14. HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS –

All relevant equality legislation will be adhered to in the development of the strategy. A thriving and supported voluntary and community sector is an integral part of a cohesive community.

15. CRIME AND DISORDER IMPLICATIONS –

None

16. RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS –

None

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

- Appendix 1: ToR for the Steering Group
- Appendix 2: State of the Sector Exec Summary

18. BACKGROUND PAPERS

None

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APPENDIX 1

Terms of Reference for the development of the Merton Partnerships Voluntary Sector and Volunteering Strategy.

The Merton Partnership has agreed the need to refresh and merge the Voluntary Sector and Volunteering Strategy to ensure they are relevant and reflective of the current climate. A steering group drawn from members of the Merton Partnership has been set up to oversee the development of the new Strategy that:

- Sets out the partner priorities for the sector and the resources available
- Sustains a thriving and dynamic sector by equipping them with the skills and support needed to adapt to the new climate
- Acknowledges and builds on the sector's social value in Merton.

Background

Merton has a vibrant and active voluntary and community sector working across a multitude of areas. The VCS in Merton is a strong asset for the borough providing a range of services particularly to vulnerable citizens, enhances community cohesion, contributes to wellbeing and enhances the skills of volunteering.

The sector and the Merton Partnership have a strong and mutually supportive relationship. A number of members of the Merton Partnership support the sector through substantial grants, commissioned services, notional funding and business rate discounts. However, it should be recognised that the sector draws substantial resources from other sources, in particular unpaid volunteers.

The shrinking state, cuts to public sector funding, challenges to the reputation and trust in which the voluntary sector is held and growing demand and the complexity of needs of the users have propelled the need to review and evolve the relationship between the funders, stakeholders and the voluntary sector.

In grappling with the financial and demographic challenges of the moment, commissioners are not only rationing resources, but increasingly changing the way they work with many looking at shared services or commissioning cross-borough working.

Terms of Reference

The issues that the Steering Group will investigate in developing a new Voluntary Sector and Volunteering Strategy are set out below. However, these may be amended and added to as the work of the Group proceeds.

The Strategy and Policy

- An understanding of the voluntary sector profile, its diversity, scope and scale.
- What should be the objectives and priorities for the Voluntary Sector and Volunteering strategy 2016 -19?
- How might the relationship between the VCS and partners need to evolve?

- How can we increase the number, diversity and quality of volunteering opportunities and recognise the impact and value of volunteering in the local communities
- Can we use the Social Value Act 2011 more effectively to deliver value for money, recognise the expertise and skills of the sector and maximise social value in Merton? What steps are necessary to ensure the CVS is ready to access such opportunities?

Funding and Finance

- What level of resources might be available to achieve these objectives and how might this impact on grants, commissioned grants and contracts?
- How would the VCS need to adapt as resources reduce and priorities change?
- Are there other opportunities to access funding or generate income e.g. from other grant giving bodies, social investment, local businesses and citizens, charging for services and products?

Operations and Activities

- What support might the VCS need to adapt to new priorities and funding?
- Are there opportunities for the VCS to provide services that the council no longer provides?
- Can commissioners do more to involve the VCS in the commissioning process and increase the opportunities for VCS organizations to bid for contracts?

Methodology

Writing the strategy will require developing a clear understanding of the local and national context and the challenges and opportunities it presents. The strategy will be informed by a number of research methods including:

- Interviews and workshops with key stakeholders of the borough to gain an understanding of their needs, challenges and priorities
- A consultation and engagement exercise to inform the strategy priorities
- A review of national and international best practice approaches and think-tank studies related to the VCS workings and evolution
- An examination of national policy developments in this area
- A literature review of relevant strategic documents of each partner to ensure priority alignment and strategy coherence
- An analysis of key demographic changes and their impact on demand alongside the services provided by the sector.

- The type and amounts of funding currently provided to the sector e.g. notional funding, grants, business rate discounts
- Understanding and exploring the role and benefits of community assets and reviewing existing policy
- The current state of the VCS in Merton with details such numbers of employees, volunteers, outputs, turnover and sources of funding
- Mapping the types and scale of activities undertaken by the VCS against future priorities
- Understanding the scale and type of volunteering activities in the borough
- Best practice examples from other organisations, including successful corporate social responsibility relationships and innovative income-generation methods
- Establishing the resources available to the sector from the Council and the CCG
- An understanding of alternative funding sources available and their priorities

Timescales:

The group will meet on a monthly basis and will provide a draft strategy by November 2016 to allow recommendations to be considered as part of the budget-setting priorities for 2017/18 and beyond.

A draft strategy will be considered by the Merton Partnership Executive Board in November 2016.

Over the coming weeks, the board will proceed through the following stages to write the strategy:

1. Research
2. Engagement
3. Evaluation
4. Agreement and drafting of priorities
5. Consultation
6. Presentation to MPEB
7. Agreement of other governance bodies as appropriate
8. Amendments and final drafting of strategy

Steering Group Membership:

Simon Williams, LBM (Chair)

Dagmar Zeuner, LBM

Paul Ballatt, LBM

Cynthai Cardoza, CCG

Anne Hoblyn, Job Centre Plus

Khadiru Mahdi, MVSC

Sarah Hannigan, MVSC

Hayley James, Citizens Advice Bureau

Hannah Neal, BAME Voice

Diana Sterck, Merton Chamber of Commerce

Jane Bolton, Merton Priory Homes

Jacqueline Sims, Police

Julian Spooner, Fire Service

Sue Rimmer, South Thames College

Naomi Martin, Commonsense Trust

Secretariat – John Dimmer and Amjad Agil, LBM.

Informing the Development of a new
Voluntary Sector and Volunteering
Strategy for The Merton Partnership

State of the Sector 2016

Merton's Voluntary Sector



Ian Beever & Sandra Vogel

Executive Summary

The Merton Partnership commissioned the 2016 State of the Sector Research, led by Merton Voluntary Service Council (MVSC); to gain greater insight into how the voluntary, community and faith sector (VCFS) in the borough is coping in the current economic and social environment.

The Merton Partnership is reviewing the local voluntary, community and faith sector and volunteering strategies, and will merge them into one, coherent strategy. In total 80 organisations participated in the research with 120 interactions across the various methods used.

The Sector Locally

The voluntary, community and faith sector in Merton comprises of charitable and organisations that are not required to register as a result of their size and turnover. Most boroughs have double the amount of community groups that are not registered as charities, since the threshold requiring registration increase to £10,000.

- 394 registered charities in Merton with an income of £113.1m
- 2,183 trustees of registered charities
- 3% growth in clients supported between 2013 and 2016
- 813,680 people supported in 2015 across 80 organisations
- Large increase in Charitable Incorporated Organisations (CIOs) as a new legal entity
- Almost a quarter of organisations are unincorporated exposing trustees to more risk
- 16% of organisations engaged were established in the last 3 years
- Merton has a long established resilient sector with 46% having been established over 21 years
- Compared to the 2013 research, the percentage of social enterprises and Community Interest Companies has risen by almost 5 percent in this 2016 sample. This could be an indicator of people trying new models of sustainability and job creation, advocated by successive governments since 1998.

Funding

2016 has seen the greatest reduction in funding from Merton Council but was timed to take money out of the system at the end of a commissioning cycle, rather than making cuts. Despite having to make such drastic savings, Merton Council has maintained its funding for small grants managed by MVSC in 2016. Recognising the importance of community activity delivered by small groups and a need to invest in fabric of the sector.

The 25% of organisations that do not receive funding, support their activities through membership fees, subscriptions, sponsored events, donations and fundraising. The 'goodwill of volunteers' was also important for many organisations in order to keep going.

The research highlighted that as reductions in public sector funding continue, across all sectors; more vulnerable members of the community, will increasingly rely on smaller groups and less formal volunteering structures. New approaches to supporting smaller groups and less formal volunteering will need to be explored to help organisations successfully navigate the future.

40% of organisations expect income from unrestricted sources to grow despite it having been reasonably static for the last three years. There is a need to provide support for this desired change. In particular organisations need access to a number of areas of support including:

- Skill development in fundraising methods needs to be addressed
- Support in formulating fundraising strategies
- Support in identifying funding sources

More effort should be put into maximising the Merton Community Fund which could be a significant resource, particularly for smaller groups.

Clearer messaging from public sector agencies about the opportunities for funding the VCS over the next three years, so organisations can plan and respond in good time.

Premises

67% of organisations identified finding suitable and affordable premises as a challenge. As organisations experience reduced funding, they are charging for, or increasing prices for space hire. These charges often put room hire out of the reach of small groups. At a time when communities are being asked to do more following reductions in the state this is seen as a self-defeating policy.

These are also issues around inconsistent policy and practice in meeting the premises requirements of the VCFS. A more coherent, cross sector approach is required.

Meeting Community Needs

70% of organisations identified increasing demand compared to 62% in 2013 with Pollards Hill, Lavender Fields, Figge's Marsh, Cricket Green and Colliers Wood Wards presenting increased demand for support.

Mental health, dementia, older people with complex need and young adults (16-24) were identified as those presenting greater need for the VCFS.

Groups with income below £10,000 are reporting the greatest pressures, marginally greater for those with income below £1k. Groups with incomes between £10,000 and £100,000 are the next group reporting increasing demand.

The People

Expectations of trustees can be high, with more in depth knowledge and expertise required today than had been the case in the past, and organisations are demanding more of trustees than previously. Getting trustees with of the right calibre is a challenge for local organisations.

Half of respondents reported an increase in the number of volunteers they engage. At the same time many organisations stated they do not have the capacity to recruit, support and training more volunteers.

Collaboration

There are mixed views about the value of networks, small groups placing greater importance on them than their larger partners; although 71% attend networks and forums in Merton.

Small groups often feel undervalued, and evidence suggests larger groups need to be mindful of their interaction and engagement of smaller groups.

There has been a 14% increase in partnership work since 2013 but lack of trust, transparency and risk were identified as reasons for not working more together. Organisations feel less inclined to share information in a time of reduced funding and increased competition for resources.

Key Findings

1. Improved collaboration between all sectors

All public sector agencies need to take a more collaborative approach to service definition and delivery (co-production) with the VCFS to maximise the impact of resources for local people.

2. Review the terms of reference of the Interfaith Forum

The Interfaith Forum plays a crucial role in supporting sector activity, and all the evidence points to this role becoming more important in the immediate future. Reviewing the terms of reference of the Interfaith Forum can kick-start the process of greater involvement of faith organisations in strategic decision-making.

3. Understand, involve and resource small groups

Throughout the research, the role and importance of small groups was highlighted. The challenge of supporting joint work between large and small groups is not exclusive to Merton but needs to be addressed to increase trust and mutual understanding.

4. Recognise the value of unfunded groups and prioritise supporting them

A quarter of organisations who took part in our online survey are unfunded, while our faith groups' focus group and numerous of our one to one interviews highlighted that many groups sustain themselves without ever securing funding through grants and contracts. They are often small but their work and social value of equal value to the larger organisations.

5. Revitalise the approach to training

A better approach to maximizing investment in developing people (staff and volunteers) needs to be created through joint working in Merton.

6. Fundraising and Strategic Planning

The whole sector needs to be supported and developed in its approach to fundraising. The Merton Community Fund could play a vital role but there is no capacity at present to maximise its potential. Areas of intervention required around fundraising are: -

- Support to develop skills in fundraising (not just grants, trusts and foundations)

- Focused support in strategic planning (not just writing a business plan)
- Improved partnerships for tendering

7. A More Strategic Approach to Premises

67% of organisations engaged in the research are experiencing challenges associated with premises. For many small organisations, venue hire is their biggest expenditure. A more strategic and coordinated approach between agencies to maximising the use and reach of buildings and facilities in Merton is required.

Overview and Scrutiny Commission

Date: 15th November 2016

Wards: All

Subject: **CCTV: Update report on progress of implementation of CCTV Steering Group recommendations.**

Lead officers: **Chris Lee (Director of Environment and Regeneration)**

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

Contact officers: Paul Walshe (Head of Parking and CCTV)/John Hill (Public Protection)

Recommendation: That Members discuss and comment on the progress with implementation of the CCTV Steering Group recommendations.

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

1.1 To provide the Overview and Scrutiny Commission with a further update following the presentation of a report originally presented to the Commission on the 25 March 2015, which detailed the CCTV steering group's recommendations and the progress made by officers in delivering changes required as a result of the review of the Public Realm CCTV function which was carried out in 2014.

1.2 The Public Realm CCTV is based in the Council's CCTV suite on the 1st floor of Civic Centre. Officers currently provide a 24 hour/7 days per week service monitoring the Council's 270 CCTV cameras. This service is resourced by 8 staff plus a team leader working a 24/7 shift pattern. The staff are in direct contact with the police by monitoring the police airways. They provide live images to the police central control room as well as recordings and statements in the form of evidence packs. They are also responsible for monitoring the town link (retailers) 2 way radio system which is also used by the Circle Housing Merton Priory (CHMP) wardens to monitor locally based in the housing estates and by Council officers in the CCTV suite at Civic Centre. .

The original review of the Public Space CCTV function was carried out in 2014 and was the first comprehensive review of the service since its implementation in 1994. Since 1994 the service had expanded from an original coverage of 8 cameras to a total of 270 CCTV cameras in 2014.

2. DETAILS

2.1 The 2015 report to the Commission is attached as appendix 1. Key to that report was a table of 46 recommendations to be implemented in order to bring about improvement to the provision of CCTV services.

2.2 Of those 46 recommendations 27 have been completed as identified by the green traffic light with 14 on amber which will be completed by the end of the 2016 2017 financial year. The 5 recommendations with no traffic light was due to no action was taken and not needed. An update on progress against each of these recommendations is attached as appendix 2 of this report.

2.3 In addition set out below is a summary of some of the key service transformation milestones reached since the beginning of 2015:

- In January 2015 the transfer of the Public Realm CCTV service from Safer Merton to the Public Protection division took place with the team merging with Parking Services and responsibility for overall service delivery transferring to the Parking & CCTV Services Manager
- The original review identified a weakness in the overall management of the CCTV team in that there was no single point of contact responsible for managing day to day service issues and staff. A need to recruit a permanent manager of the CCTV service was recommended. Accordingly a decision was made to reorganise the management duties of the CCTV team in order to provide day to day management of CCTV staff and separate management of the technical specifications of the service involving the promotion of the service and the scoping of capacity to manage and deliver CCTV service for business within the borough. The creation of this new managerial focus was achieved by adjustment to the roles and responsibilities of existing service managers in parking as opposed to the creation of two entirely new managerial positions. The new management structure was implemented in July 2015 and delivered a saving of over 30K per annum to the existing salary budgets.
- The investment of £600k of capital funds to improve the CCTV suite and the Public Space infrastructure this is on going with the remaining capital fund spend programmed for use in the 2016 2017 financial year. The areas of spend are referred to in the updates of the recommendations v Version 3 in the attached appendices.

2.4 As well as the transformation milestones achieved, it is also worth noting some of the key successes achieved by the use of the CCTV system in the past year:

- Use of CCTV system to assist Police in tackling drug dealing, apprehending and arresting the offenders and recovering drugs;
- CCTV operatives have assisted the Police in tracking individual who had carried out bike thefts. This led to arrest, prosecution and recovery of stolen items;
- CCTV operatives tracking perpetrators of knife crime in two separate incidents leading Police to arrest and prosecution;
- CCTV footage and tacking used to assist Police in arresting perpetrator of domestic violence;
- Assisting in tracking and leading police to perpetrators of a number of different crimes such as “hit & run”, theft from persons, and violent assaults;
- In recognition of this work the team has been recognised by the Met Police award scheme for contributions by local authorities in assisting Police in tackling crime.
- The good work and achievements of the team has also been recognised and resulted in the security departments of a national government asking to visit and observe the control room in action.

- 3. ALTERNATIVE OPTIONS**
None for the purpose of this report
- 4. CONSULTATION UNDERTAKEN**
 - 4.1 None for the purpose of this report
- 5. TIMETABLE**
 - 5.1 NA
- 6. FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS**
 - 6.1 None for the purposes of this report
- 7. LEGAL AND STATUTORY IMPLICATIONS**
 - 7.1 None for the purpose of this report
- 8. CRIME AND DISORDER IMPLICATIONS**
 - 8.1 The upgrades to the existing equipment will provide a more reliable and efficient service which will help to reduce incidents of crime, which is being funded by a capital investment with the spend programmed to be completed in the 2016 2017 financial year
- 9. HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS**
 - 9.1 None for the purposes of this report.
- 10. RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS**
 - 10.1 The improvements identified will lead to a better management of the risks and safety across the borough.
- 11. APPENDICES**
 - 11.1 Appendix 1 : Copy of report to O&S Commission March 25th 2015.
Appendix 2 : Schedule of progress against each of the original recommendations.
- 12. BACKGROUND PAPERS**
 - 12.1 None for the purpose of this report

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Overview and Scrutiny Commission

Agenda item: 6
Wards: All
Subject: CCTV update report from CCTV steering group
Lead officers: Chris Lee (Director of Environment and Regeneration) John Hill (Head of Public Protection) Paul Walshe (Parking Services Manager)
Lead members: Councillor Edith Macauley Cabinet Member for Community Safety, Engagement and Equalities
Contact officers: Paul.Walshe@Merton.gov.uk 020 8545 4189

Attached is an additional appendix titled Action Plan CCTV Review Mar 2015 doc this was not sent with the original documents the reason being it was a mistake by me the contact officer.

Recommendation: That Members note the content of this report.

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 To provide the Overview and Scrutiny Panel with an update on the CCTV steering group's progress in delivering changes required as a result of the review of the Public Space CCTV function carried out in 2014.
- 1.2 The Public Space CCTV is based in the Council's CCTV suite on the 1st floor of Civic Centre. Officers currently provide a 24 hour 7 days per week service monitoring the Councils 270 CCTV cameras. They are in direct contact with the police by monitoring the police airways. They provide live images to the police central control room as well as recordings and statements in the form of evidence packs. They are also responsible for monitoring the town link (retailers) 2 way radio system which is also used by the Circle Housing wardens as well as the CCTV cameras in the housing estates.

The review was carried out as there had not been a full review of service since the since its implementation in 1994. This was particularly relevant as the service has grown from 8 to 270 CCTV cameras.

2. DETAILS

- 2.1 An external CCTV consultant was commissioned to review the operational and technical equipment for all of the Councils Public Space CCTV service. The report identified key areas of need and milestones for the service to progress, with the main areas being the lack of investment in the CCTV infrastructure and back office hardware as well as a clear strategy to resolve these issues.
- 2.2 Listed below is the progress in implementing the changes :
- 2.3 Transfer Public Space CCTV to the Public Protection Division with the day to day operational management to Parking Services – completed in January 2015.
- 2.4 Set up the LB of Merton CCTV Steering Group - this was set up in August 2014 and made up of internal officers and external partners such as the Police.

- 2.5 Agree a CCTV strategy - this was completed in February 2015 and is attached as appendix "CCTV Strategy 160115 V5" of this report
- 2.6 Review all existing public space cameras to identify their need and whether they are fit for purpose. This was carried out in November 2014 with recommendations that some of the cameras be decommissioned or relocated and identification of gaps in the level of service provided to our customers. This work is still on-going.
- 2.7 The review identified the need to recruit a full time CCTV manager. The previous incumbent had worked on a part time basis and, since their departure, the service has been managed on a secondment basis. Although significant progress has been made under the secondment manager, this is not sustainable in the long term. Accordingly a decision was made to reorganise the management duties of the CCTV team in order that there will be day to day management of CCTV staff and separate management of the technical specifications of the service, involving the promotion of the service and the scoping of capacity to manage and deliver CCTV service for business within the borough. This management restructure will be carried out at nil cost to the Council. The recruitment process is on-going with the end date for applications being 22nd March 2015.
- 2.8 The installation of new CCTV suite equipment (Graphic Unit Interface) - this occurred in March 2015 giving the CCTV officers a much improved method of logging incidents and analysing data to assist in the management of the service. As part of further investment it is intended to purchase an integrated graphic unit interface system which will provide more detailed analytical reports covering incident reports and the use of CCTV cameras thus assist in future planning of the service.
- The Tender for the installation of ANPR cameras for parking enforcement combined with the maintenance of the public space CCTV cameras and the CCTV enforcement cameras has been advertised with a live date for the maintenance part of the contract of July/August 2015 and ANPR cameras November 2015.

3. ALTERNATIVE OPTIONS

None for the purpose of this report

4. CONSULTATION UNDERTAKEN

4.1 None for the purpose of this report

5. TIMETABLE

5.1 NA

6. FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

6.1 NA

7. LEGAL AND STATUTORY IMPLICATIONS

7.1 None for the purpose of this report

8. CRIME AND DISORDER IMPLICATIONS

8.1 The upgrades to the existing equipment will provide a more reliable service which will help to reduce incidents of crime.

9. HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

9.1 None for the purposes of this report.

10. RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

10.1 The improvements identified will lead to a better management of the risks and safety across the borough.

11. APPENDICES

11.1 Appendix A: CCTVSU update

11.2 Appendix B: Purpose of Cameras Doc

11.3 Appendix C: Signage Doc

11.4 Appendix D: Retention Period






11.5 Appendix CCTV Strategy 160115 V5






11.6 Appendix Action Plan CCTV Review Mar 2015 (additional document)






12. BACKGROUND PAPERS




12.1 None for the purpose of this report






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	Recommendation	Status	Comments	Traffic Light
1.	In order to avoid high costs associated with the replacement of equipment as it gets to the end of its useful life, we recommend LBM ensures sufficient capital contribution is obtained annually from the council and the partners (the service is provided for) in the form of a Sinking Fund (Capital Investment Plan) towards capital costs associated with the future replacement of cameras, recording and control room equipment.	Accomplished	CCTV section was allocated a 600K capital funds to carry out improvements to CCTV infrastructure with £85,560 spent in the 2015 2016 financial year and the remaining £514,440 in the 2016 2017 financial year.	
2.	We recommend the provision of a suitable and useful GUI (Graphics User Interface))that should be explored, adopted and exploited by the LBM CCTV scheme to ensure the benefits of the CCTV systems are maximised, recorded and data produced for the benefit of LBM and its partners.	Accomplished	The new GUI was part of the new public space contact awarded to Tyco Fire and Integrated Solutions (Tyco) and which has now been installed	
3.	We recommend the new control system should be non-proprietary so that all CCTV maintenance companies can service and support it.	On-going	Tyco are currently creating an asset list	
4.	We recommend the new control system should be delivered with a working TVNP interface.	Accomplished	TVNP (Television Network Protocol) allows the Council to share images from its cameras with Transport for London, and vice versa. The TVNP interface was installed in September 2016.	
5.	We recommend when upgrading the GUI, (Graphics User Interface)it should be specified that one	By end of the financial year	The Dallmeier recorders at remote sites are being replaced with new units	





	enabling connection to the remote site Dallmeier DVR's (Digital Video recorder)?for live view, control and replay to provide seamless system for the operators should be procured.		that will be seamlessly integrated with the new Synergy CCTV platform/GUI that was installed by Tyco.	
6.	We recommend any future recordings on upgraded and/or new equipment should be at a minimum of 12.5 ips, D1 (unless HD is introduced), 1-2 Mbs bit rate, in T/L mode and retained for 31 days.	Accomplished	This formed part of the contract specification that was awarded to Tyco in October 2015.	
7.	We recommend all operator workstations be fitted with suitable equipment and software to enable all operators to have instant access to ALL recorded images, irrespective of which cameras/recorders are viewed.	Accomplished	This was a part of the contract specification awarded to Tyco in October 2015	
8.	We recommend a full audit trail is available to managers when assessing who has produced evidence in the event of challenges to evidence or any irregularities.	Accomplished	The new GUI (Graphics User interface)which has now been installed allows to access to this information	
9.	If a new Wireless CCTV system is installed, we recommend replacing the digital recording at that point to record direct from the digital camera stream, ensuring the best picture quality.	On-going	We are in the process of performing the borough wide wireless survey to determine the viability of moving to the wireless system	
10.	We recommend until a new transmission system is installed, adding additional Dallmeier recorders to take some of the load of the existing equipment. This will allow the existing equipment to record for a longer period, or at a higher frame rate or a higher resolution.	Accomplished	As part of the Public Space contract this was achieved by removing the Dallmeier recorders and replacing them with Synectics Primary Storage Node.	





11.	We recommend any new recorders should be of a hybrid type able to record from analogue cameras and also from digital (IP) cameras that use the ONVIF (Full Title) Industry Standard. ONVIF is a set of standards that make it easy for CCTV devices or components from different manufacturers to communicate with each other.	Accomplished	This has been achieved by the installation of the new Synergy system as this is capable of recording both analogue and digital recordings	
12.	We recommend (with agreement from the operators), the video wall permanently displayed cameras are reviewed and changes to the layout are made to increase the size of image and thus decrease the number of camera images displayed.	On-going	We replaced on the 4 th October 2016 the old monitors with the new 46" LCD monitors. We are in the process of configuring the camera locations and size of display.	
13.	We recommend the council provides funding to install a GUI (Graphics User Interface) for the operators that will enable the full control of the video wall whilst providing useful management information.	Accomplished	This was installed as part of the term contract with Tyco.	
14.	Arrangements need to be made with the Tree Officer for 'Crown Lifting' where the lowest branches and growth are cut back leaving the tree to continue growing upwards. It may also be necessary to lower the wireless transmitters and receivers slightly to improve the signal under the trees.	On-going	This have been agreed with highways with the works completed and will continue as growth of the trees continues. Open contact is available with our Tree Officer who will respond to individual requests for trees to be cut or pruned to allow the full use of CCTV cameras.	
15.	The CCTV equipment should auto-restart after power loss and the issue may be an electrical trip that is cutting out. An electrical	On going	The recommendation applies to three units in Wimbledon Village. At the moment the equipment has to be restarted manually.	




	contractor should be engaged to either change the sensitivity on the trip or arrange for a new un-metred supply to be installed.		<u>. We have now received a quote for new equipment at this site and the upgrade will take place before year end.</u>	
16.	A system report should be requested from the installers Link to explain the poor performance of this wireless system, as in theory there is ideal clear line of site from the cameras to the May Court (what Tower block are we referring to?)and from there clear line of site to the Civic Centre.	Not accomplished	This recommendation applies to six units within SWBA (South Wimbledon Business Association) The results of the borough wide wireless survey will be required before any decision is taken on next steps. The wireless survey has started in September 2016. It's performed by UK Broadband. We expect the results by the end of November. The survey will tell us whether there are sufficient lines of sight between tall buildings in Merton and which cameras could be connected to the wireless network.	
17.	We recommend the council consider its position with Virgin Media and whether it should budget for an annual spend with them of £27,000 should they decide to charge the full amount for the services being provided.	On-going	We have commissioned UK Broadband to carry out a feasibility study with regard to using wireless transmission around the borough instead of BT/Virgin lines. We expect to receive the results of the survey by the end of November and will then consider the potential savings involved and make a decision on whether to proceed with installing a wireless network. Virgin has not made any further efforts to recover charges that we may not currently be paying.	
18.	We recommend that the Control Room be upgraded to a new digital system allowing SD (Standard Definition)and HD (High Definition)cameras to be viewed, controlled and	Accomplished	It was accomplished as part of the term contract with Tyco	





	recorded			
19.	We recommend the procurement or other LBM department correctly allocates suitable disbursement codes for accounting purposes in order to track various CCTV costs across agreed headings for easier reconciliation and the management of expenditure.	Accomplished	Since Parking Services took over the CCTV budgets in April 2015 we have monitored the spend (expenditure). This data is then used as part of the budget managers monthly forecast.	
20.	We recommend the LBM reviews the need to retain spare CCTV equipment in its offices and with the adoption of a new maintenance contract, consider placing this onus to retain adequate spares upon the successful contractor.	Accomplished	The new maintenance term contract with Tyco is 'parts and labour' and not just 'labour' as the previous contract with Eurovia. That means we do not need to hold any spare equipment	
21.	We recommend that the LBM agree with Eurovia, the level, cost and extent of the maintenance programme required until a full tender procurement process is tendered and awarded and enter into an agreement with them.	Accomplished N/A any more	This was accomplished, but we have now moved to a new term contractor Tyco.	
22.	We recommend Eurovia are only awarded the work to maintain the DVR's (Digital Video Recorder) if they can provide evidence that the engineers who will be required to attend to the Dallmeier devices, 24/7 have received suitable and appropriate levels of training to work on these devices to the satisfaction of the LBM.	N/A	This is no longer applicable as the Dallmeier recording units are being replaced. Until they are replaced they are being maintained by Tyco engineers, who are suitably qualified.	
23.	The exchange of the ICON controllers currently in use in the control room, in favour of the Synectics joysticks (purchased or	Accomplished	Operators have been using Synectics joysticks since March 2015	

	loaned). ICON is a CCTV control platform, like Synergy, that was installed in the CCTV control room but which never worked to our satisfaction.			
24.	Uses the ICON management GUI Graphics User Interface for Incident Recording only and is disconnected from the mapping/joystick control	N/A	We are no longer using ICON. Incidents are recorded on the new Synergy system.	
25.	We recommend the Community Safety Department meet with all LBM departments and third parties it provides services for and agrees an SLA and contribution towards the transmission, monitoring and equipment maintenance costs.	On-going	Since the transfer of Public Space CCTV from Safer Merton to Parking Services in 2015 work has been undertaken to establish new and expand existing SLA's with our partners. There is a meeting with CMPH planned for November	
26.	It is a further recommendation that the LBC CCTV operation is staffed with a manager to manage and supervise the staff to bring the CCTV control room to the level of professional and lawful compliance expected.	Accomplished	John Lander was appointed as the Parking CCTV Operations Manager and Tom Davis as the Parking and CCTV Infrastructure Manager in July 2015. See the committee report for details of the financial savings	
27.	We recommend operator shift patterns and the need for two staff is assessed and validated.	Currently under review	The review of shift patterns and resource levels has only recently begun. Further more detailed updates will be provided to the Commission in due course. The operator shift patterns continue to be under review with final recommendations being made by the end of 2016.	
28.	We recommend the provision of professional training delivered by competent persons with knowledge and experience should be undertaken to refresh and re-motivate the LBM CCTV team.	This will be undertaken upon completion of the review and implementation of shift pattern	The timetable is subject to the outcome and implementation of the review into CCTV shift patterns. The timetable for this will depend on the outcome of item 27 however all staff	

			have received professional training in the new Synergy systems deployed in the control room.	
29.	We recommend in addition to the CoP being reinforced with the operators, the reasons for signing in to the control room with a bespoke log book should be reintroduced and all persons, who are not exempt from signing in, should be logged in and out.	Accomplished	New entry/exit secured arrangements were put in place in February 2015 and the reinforcement of the CCTV codes of practice (COP) were carried out	
30.	We recommend a fixed view camera be fitted outside the control room door enabling an immediate view by the operator of those in the corridor wishing to gain access.	Accomplished	The camera was installed in June 2014	
31.	We recommend consideration be given to installing a fixed view camera within the control room.	Not accomplished	We decided that there is no need for a camera within the control room.	
32.	We recommend LBM contemplate the risk to the existing income of circa £113,000 from MPH being ceased or seriously reduced should they decide they are not receiving value for money from the CCTV service in compliance with the SLA.	Accomplished	The new SLA agreement with CMPH has been created. There is a meeting with CMPH planned for the end of November to discuss this.	
33.	We recommend a process be established by the CCTV manager to ensure when parts or equipment are replaced or repaired on the MPH estate, these costs are captured and MPH is invoiced for the costs incurred.	N/A	No longer relevant as the new contract is fully inclusive i.e. there are no additional charges for replacements/repairs.	
34.	We recommend the LBM examine all contracts/services/SLA's it provides for internal	On-going	The review of SLA's is currently being undertaken. the progress in this area has been delayed due to	

	departments and external third parties to ensure these are cost effective and a relevant service provided for the income received.		the delay in the implementation of the ANPR and Public Space CCTV maintenance contract.	
35.	We recommend a comprehensive strategic approach with clear lines of responsibility needs to be adopted by the LBM council. One department alone should be in control of all matters relating to the use and procurement of CCTV with others requesting the use and installation of whichever department is managing the CCTV maintenance and Small Works Contracts.	Accomplished	This was achieved as a result of the transfer of the CCTV team in to Parking Services in 2015.	
36.	This public document is inaccurate and misleading and we recommend should be corrected and made relevant to the actual use and operation of the LBM CCTV system.	Accomplished	This recommendation was directed at the information on our website. It has since been changed.	
37.	A full CCTV strategy is being written as part of this CCTV audit report and we recommend this existing document be removed from public inspection.	Accomplished	The CCTV strategy was written and is available on Council's website	
38.	We recommend the CCTV Code of Practice should be re-written, made more relevant and up to date, issued to operators and made available on the Merton Council CCTV web page.	Part Completed	The control room follows the Surveillance Camera Code of Practice June 2013 published by the Information Commissioners Office. All operators have been issued with their own copy. Not yet on our Website but is available via the ICO. It is planned that the code of practice will be on our website by January 2017.	
39.	We recommend the 'Enforcement' CCTV CoP should be completed as	N/A	We are no longer using public space CCTV for enforcement purpose.	

	required and made appropriate to the LBM. It should also cross reference the PSS (Full title)CCTV system CoP.		Following the introduction of ANPR cameras in June 2016 we no longer use CCTV Control Room cameras for moving traffic contraventions, CEO's are no longer deployed to the control room. An Enforcement CCTV COP is no longer required.	
40.	We recommend a consolidated and updated OPM Operations Procedures Manual (Full Title) be compiled for LBM from the existing SOP's Standard Operation Procedures (Full Title) and other relevant sources relating to recent legislation, etc.	Partly Accomplished	A comprehensive review and production of a fully update and revised Operational Procedural Manual was completed. Updated Operations Procedures Manual and Standard Operation Procedures Manual have been produced and are available to operators. However they have not been consolidated into one document as yet but this work is continuing.	
41.	We recommend LBM addresses the shortfalls with each of the cameras identified to meet the OR, or if this is not possible to remove them from the system.	Accomplished	An evaluation of the operational requirements of all of CCTV cameras was undertaken – Several cameras were removed and others have been moved to new positions.	
42.	We recommend that the actions contained within the PIA (Privacy Impact Assessment) documents are acted upon by the LBM together with the pixilation of camera images or enhanced; documented training of staff is carried out to ensure there is no transgression of privacy. It needs to demonstrate that a pressing need for the camera to be retained/operated continues	Partly Accomplished	We have assessed the privacy impact and operational requirement for each camera and have begun the process of adding pixelated privacy 'screens' to certain cameras that have a particularly high risk of unnecessarily infringing on somebody's privacy. For example, we have added a privacy zone to a camera on Gladstone Road so that when it is pointed towards a particular window the image is pixelated so that	

			we cannot see into the property. This process will continue now that the commissioning/installation phase of the project has been completed.	
43.	We recommend LBM undertake to add sufficient CCTV signs to its camera estate.	Accomplished	Accomplished in July 2016	
44.	We recommend the CCTV signs displayed in and around camera enforcement areas also warn motorists that in addition to public safety, the cameras are used to enforce road traffic regulations.	Accomplished	Accomplished in June 2016	
45.	We recommend the LBM consider using an incident reporting system of some type to quantify and justify the benefit and uses its CCTV system brings to the residents/tax payers and police in Merton.	Accomplished	The new Synergy software includes an incident reporting system. Which is monitored on a three monthly cycle by management	
46.	We recommend the LBM adopts a methodical and if necessary software based reporting and recording system in order to analyse and document the work, which is carried out by LBM CCTV operators.	Accomplished	The new Synergy software logs every action undertaken by operators, including recording what they are seeing on their screens	

Committee: Overview and Scrutiny Commission

Date: 15 November 2016

Wards: All

Subject: Planning Enforcement update

Lead officer: Chris Lee , Director of Environment and Regeneration

Lead member: Councillor Martin Whelton, Cabinet Member for Regeneration, Environment and Housing

Contact officer: James McGinlay, Head of Sustainable Communities

Recommendations:

- A. To discuss the performance and nature of the Planning Enforcement Service and comment as appropriate
-

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. To report on the performance and nature of the Planning Enforcement Service in the context of TOM savings proposals and potential changes in the service provision.

2 DETAILS

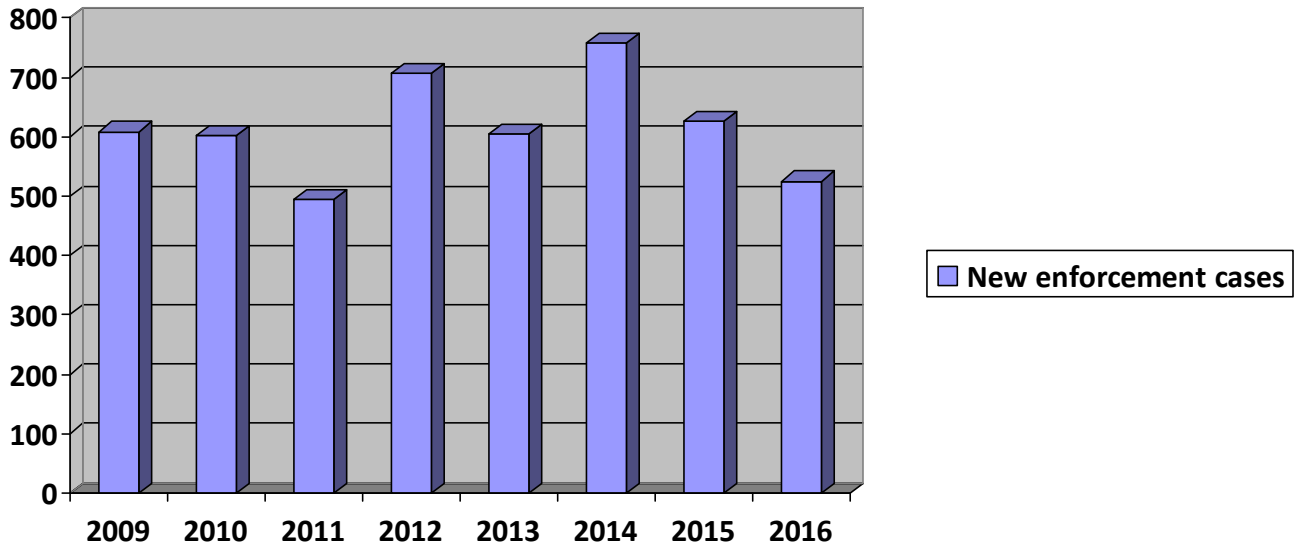
- 2.1. Planning laws are designed to control and manage the development and use of land, buildings and space in the public interest. Planning Enforcement is a vital part of the planning function and it is needed to ensure that the decisions and policies of the Council as the Local Planning Authority are complied with. Without this, unchecked unauthorised developments and change of use would result in a haphazard development that would damage the built environment.
- 2.2. Given this, the enforcement of planning control is a key area of priority for the Council and its stakeholders.
- 2.3. Parliament has given Councils, as Local Planning Authorities (LPAs) the primary responsibility for taking whatever enforcement action may be necessary, in the public interest, in their administrative area since a private citizen cannot initiate planning enforcement action. Council's have a general discretion to take enforcement action, when they regard it as expedient.
- 2.4. In considering any enforcement action, the decisive issue for the Council should be whether the breach of control would unacceptably affect public amenity or the existing use of land and buildings meriting protection in the public interest;
- 2.5. Enforcement action should always be commensurate with the breach of planning control to which it relates, as an example, it is usually inappropriate to take formal enforcement action against a trivial or technical breach of control which causes no harm to amenity in the locality of the site

- 2.6. Further investigating planning breaches is based on sound planning judgment and covers the entire investigation process, from correctly identifying whether there is a breach of control, to the decision as to what is the appropriate action to take in the context of “Good Practice” advice on enforcement matters.
- 2.7. The general current aim of the service is to ensure that:
1. All enforcement complaints will be treated in confidence and the source of the complaint will be kept confidential. Anonymous complaints cannot be accepted. Residents, who are reluctant or concerned about submitting their details, should contact their Local Councillor who can submit a complaint on their behalf. We will then be able to use the Councillor as the point of contact and they in turn can update the relevant complainant.
 2. All enquiries will be logged and acknowledged. The acknowledgement will include a reference number for that particular enquiry, the name and contact details of the investigating officer and time scale for carrying out an initial site visit.
 3. An initial investigation, including a site visit, will be undertaken within 3, 15 or 20 working days of logging a complaint, depending on the nature and priority of the alleged breach.
 4. The enquirer will be updated within 5 working days after the initial site visit and notified of the outcome of the investigation. If no further action is to be taken, this will be communicated to the customer and the reason for this will be explained.
 5. Some breaches of planning control will not be pursued beyond an initial investigation where subsequent action is found not to be expedient.
 6. Where enforcement action is necessary and expedient, the appropriate notice will be served.
- 2.8. A breach of planning control occurs when:
- a development or change of use that requires planning permission is undertaken without the required permission being granted - either because the planning application was refused or was never applied for,
- or
- a development that has been given permission subject to conditions breaks one or more of those conditions.
- Some examples include:
- building work, engineering operations, and material changes of use which are carried out without planning permission
 - non-compliance with conditions attached to planning consents
 - developments not carried out in accordance with approved plans
 - failure to comply with a legal agreement attached to a permission or consent.
 - unauthorised demolition within a conservation area

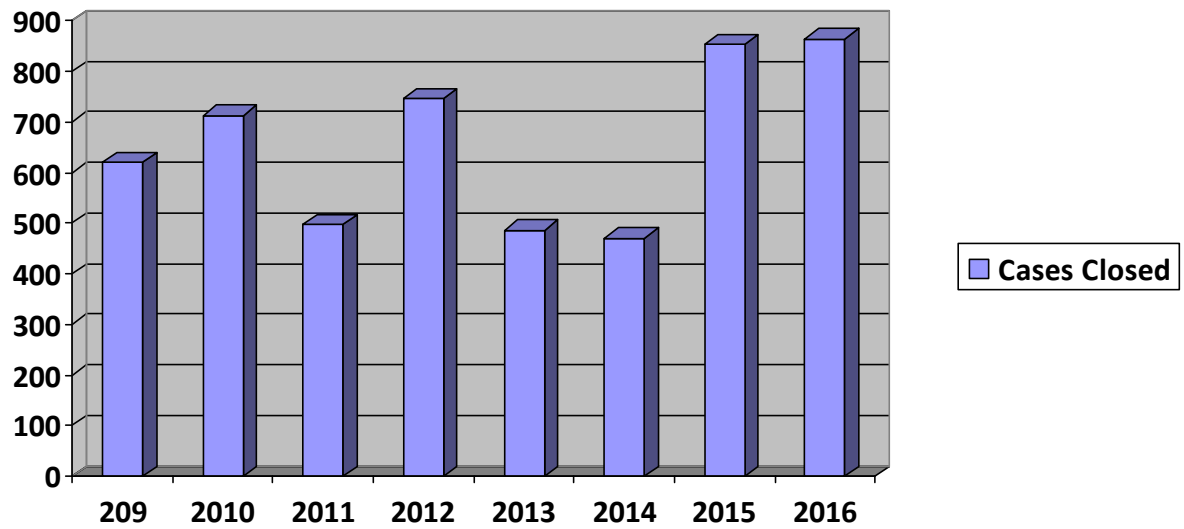
- 2.9. Breaches of planning control are generally not criminal offences, with the exception of:
- unauthorised works carried out to a listed building
 - displaying unauthorised advertisements
 - carrying out unauthorised works to protected trees or trees in conservation areas.
- 2.10. The following examples are not normally breaches of planning control and it is unlikely that enforcement action can be taken using planning powers:
- street parking of commercial vehicles in residential areas
 - sale of vehicles from the highway
 - operating a business from home in certain cases
 - clearing land of bushes and removing trees provided they are not subject to a Tree Preservation Order and are not within a Conservation Area.
- 2.11 Planning enforcement will not investigate the following:
- Neighbour disputes – private not council matter (PNCM)
 - Land boundary or ownership disputes - PNCM
 - Work to party walls – PNCM. The Party Wall Act (1996) produced by the Government, gives relevant advice.
 - Smell, noise and pollution (unless related to a breach of condition attached to a planning permission) as these issues are dealt with by Environmental Health
 - Abandoned cars on the highway. These are dealt with by Street Management.
 - Internal works to buildings. Internal works, which do not involve the conversion of premises into flats, would not normally require planning permission unless it affects a listed building. However, these works may need Building Regulations approval regarding matters of structural safety, drainage, and fire-safety.
 - Obstruction of a private right of way is a civil matter quite separate from enforcement of planning control. It is not a Council matter and it may be necessary to obtain independent legal advice. However, if a new building or a new fence causes the obstruction, Planning Enforcement will need to check whether these structures require planning permission.
 - Encroaching or trespassing – will not normally justify planning enforcement action, or any other action by the Council.
 - Private Trees. Complaints or disputes about trees causing a nuisance to neighbours in private gardens will not be dealt with by Council unless that

2.12 Current performance of the Planning Enforcement Team (2016 predicted)

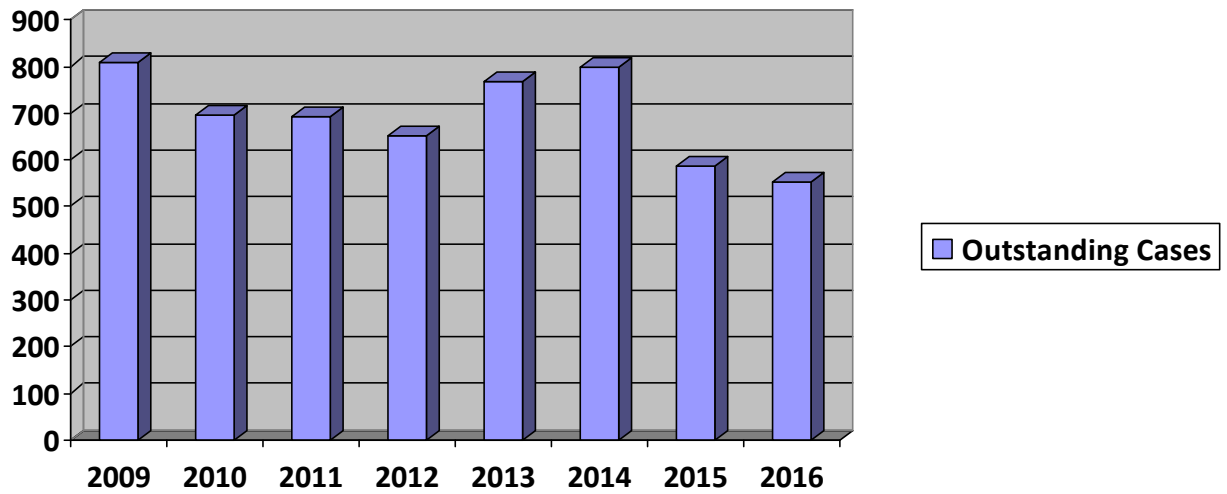
Number of new enforcement cases (2016 predicted)



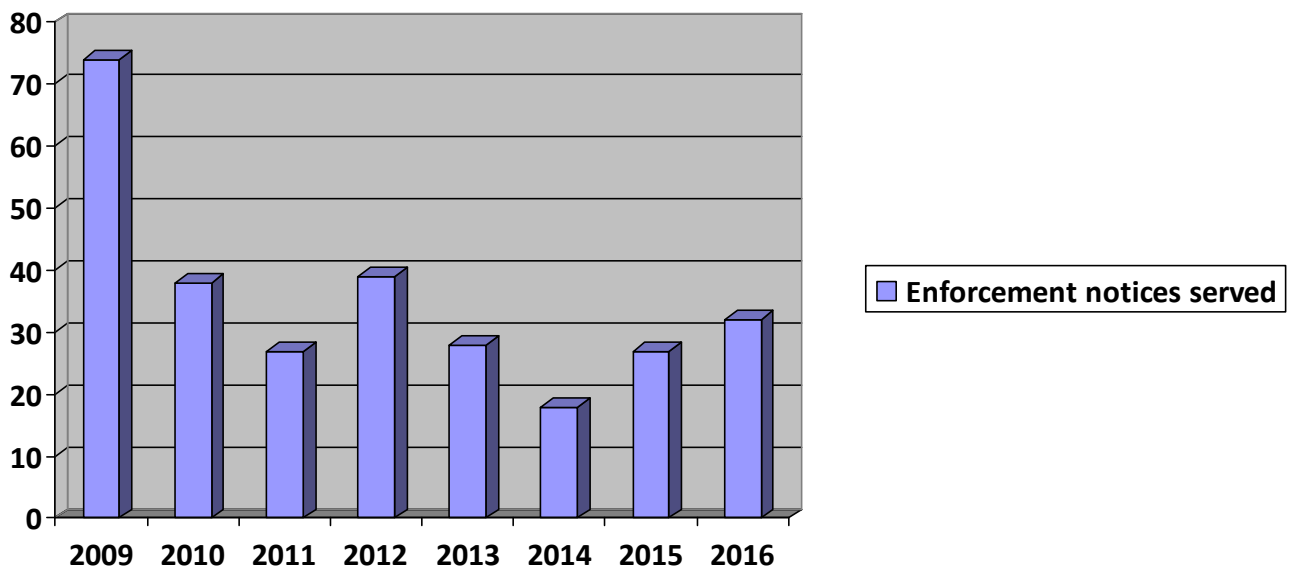
Enforcement cases closed (2016 predicted)



Outstanding cases (current caseload) (2016 predicted)



Total Number of enforcement notices served (2016 predicted)



2.13

The team has been working hard in recent years to reduce the backlog of outstanding cases. By closing more cases than new ones being opened the deficit is now 551 compared to 808 in 2009. This effectively results in officers carrying an average of 137 compared to 161 in 2009 (5 FTE). Cases closed per officer are now 216 per officer compared to 124 per officer in 2009. This represents an increase in efficiency per officer of 74%.

2.14 Officer performance in investigating sites in relation to the relevant response times set for visits, results in 86% being successfully completed within target. (set out in section 2.7 above). There is room for improvement with better monitoring and more mobile friendly systems.

2.15 **Staffing structure**

Enforcement Team leader (Sam Akoako-Adofo)

Deputy team leader (Ray Littlefield)

Isaac Liu Enforcement officer (Temp)

George Atta-Adutwum (Temp)

The Enforcement team leader also manages the tree officers who are generally not subject to this report but do occasionally become involved in unauthorised tree work issues:

Rose Stepanek

Nick Hammick (part time, shared with greenspaces)

2.16 The enforcement team (specifically planning enforcement officers) was reduced from 5 Officers to 4 FTE in 2009 and the tree officers reduced from 2 to 1.5 in 2011. Notwithstanding this reduction the team have successfully improved performance and efficiency over recent years due to improved use of technology, increased efficiency and hard work.

Comparison of Merton to other nearby boroughs

	Officers (FTE)	New cases (2015)	Cases per officer
Merton	4	625	156
Kingston	2.6	259	99
Sutton	3	440	146

2.17 **Analysis of current the caseload of complaints in Merton**

31% of all complaints result in the closure of the enforcement case in the 'no breach' classification. Unfortunately, it is not possible at this time to analyse and split other types of complaints numerically. However, in terms of potential reduced investigation requirements, the no breach set is clearly the most critical. Whilst it is acknowledged residents genuinely feel there has been a breach, it often transpires that there has not been. Clearly this is an aspect of the work load that requires targeted attention to reduce investigations. (See below)

2.18 **Future service enhancements planned**

- **Implement mobile working solutions:** The delay in a mobile IT solution has delayed this aspect. The re-procurement of M3 or its replacement should provide a cloud based solution that will allow appropriate equipment to embed full mobile working. With new CRM capability information and complaints will be easily accessed further improve efficiency.
- **Use of eforms;** these are in the process of being developed. They will be electronic form filled in by complainants which then pass directly onto the back office systems without the need to take telephone calls. They can also be used to 'filter' complaints to ensure efficient operation.
- **New Protocol/policy** to reduce enforcement investigations. With 31% of cases resulting in no beach, methods and procedures will be deployed to try and identify such cases earlier in the process by requiring complainants to properly justify why they consider why there is a breach. This will be through education in having more informative webpages and criteria checks on the complaints form before a complaint is accepted for processing. A new formal enforcement policy is being devised to securely establish the set criteria.
- **Shared Service** investigation with Kingston and Sutton. The final report recommended that best practice can be shared through collaboration. Themes identified relevant to enforcement is the functioning of the website and also common recruitment collaboration. There will be opportunities for further collaboration towards potential shared service models in future years.

3 ALTERNATIVE OPTIONS

3.1. Team Structure:

3.2. There are still extremely challenging savings attributed to the Building and Development Control team. Whilst it is anticipated that income generation will deliver some of those savings every opportunity should be investigated to make savings including staff reductions. Planning enforcement is not a statutory service although is well perceived and received by Councillors and the public alike. The team structure could be adjusted by removing either the Team leader or the deputy. A restructure could reduce the enforcement officers from 4 to 3 by fully utilising and implementing the TOM targets and efficiencies above.

3.3. This would result in extremely challenging issues with regard to enforcement investigations being undertaken in a timely manner. Significant efficiency improvements would therefore be required over and above those already implemented. Fully implemented Mobile and flexible working, including the necessary devices, is being fully investigated with a view to implementation. In addition, a new re-procured IT system (within the next 2 years) is highly likely to be cloud based thereby facilitating better flexible/mobile working opportunities and efficiencies. Demonstrations with IT suppliers are currently

on going. Response times to certain types of complaint may need to be reviewed and agreed and some more minor types of investigation , especially those where it can be demonstrate that there is likely to be no beech, may be dropped altogether. There is always a danger of ombudsman awards being made against the council due to cases not being investigated fully with due care and attention, however, with the efficiencies outlined above implemented, these should be kept to a minimum.

3.4. Collaboration with Sutton\Kingston

3.5. Initial investigations have identified synergies between authorities. Initial collaboration would assist with a move towards a more formal shared service potential in future years without the 'big bang' negative impacts. Merton, Sutton and Kingston each have separate websites, enforcement policies, IT systems and recruitment services. By identifying the best practice in each borough and by formally collaborating, efficiencies will be realised.

3.6. Cross Department working

3.7. Planning Enforcement is part of the council's Enforcement Review Task Group now renamed the Locations Board. They work closely with Environmental Health, social services, the police and other emergency services when required. Examples of work include coordinated actions to secure an environmental clear up of a local estate. Joint working is also undertaken on prosecution techniques, the Proceeds of Crime Act and training on enforcement relevant cross team issues.

4 CONSULTATION UNDERTAKEN OR PROPOSED

4.1. None

5 TIMETABLE

5.1. None

6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

6.1. None

7 LEGAL AND STATUTORY IMPLICATIONS

7.1. Any reduced enforcement investigation capability may result in more Ombudsman awards against the council.

8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

8.1. None

9 CRIME AND DISORDER IMPLICATIONS

9.1. Any reduction in service may reduce the ability to take legal action against breaches of planning control

10 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

10.1. None

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

None

12 BACKGROUND PAPERS

12.1. None

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Overview and Scrutiny Commission Work Programme 2016/17



This table sets out the Overview and Scrutiny Commission's Work Programme for 2016/17 that was agreed by the Commission at its meeting on 7 July 2016. This work programme will be considered at every meeting of the Commission to enable it to respond to issues of concern and incorporate reviews or to comment upon pre-decision items ahead of their consideration by Cabinet/Council.

The work programme table shows items on a meeting by meeting basis, identifying the issue under review, the nature of the scrutiny (pre decision, policy development, issue specific, performance monitoring, partnership related) and the intended outcomes. The last page provides information on items on the Council's Forward Plan that relate to the portfolio of the Overview and Scrutiny Commission so that these can be added to the work programme should the Commission wish to.

The Commission is asked to identify any work programme items that would be suitable for the use of an informal preparatory session (or other format) to develop lines of questioning (as recommended by the 2009 review of the scrutiny function).

The Overview and Scrutiny Commission has specific responsibilities regarding budget and financial performance scrutiny and performance monitoring which it has delegated to the financial monitoring task group – agendas and minutes are published on the Council's website.

Scrutiny Support

For further information on the work programme of the Overview and Scrutiny Commission please contact: -
Julia Regan, Head of Democracy Services, 0208 545 3864, Julia.regan@merton.gov.uk

Meeting date – 7 July 2016

Scrutiny category	Item/Issue	How	Lead Member/ Lead Officer	Intended Outcomes
Holding the executive to account	Leader and Chief Executive – vision, key priorities & challenges for 2016/17	Presentation	Leader of the Council Ged Curran, Chief Executive	Context for Commission’s work programme
	Merton Partnership annual report	Report	Chief Executive John Dimmer, Head of Policy, Strategy & Partnerships	Context for Commission’s work programme
Scrutiny of crime and disorder	Rehabilitation Strategies	Report	Neil Thurlow, Community Safety Manager	Progress report plus discussion with National Probation Service and MTC Novo
	Discussion of questions to ask Borough Commander at the next meeting			
Scrutiny reviews	Report of the Shared and Outsourced Services Scrutiny Task Group	Report	Cllr Peter Southgate Julia Regan	To agree final report and recommendations
	Analysis of Members’ annual scrutiny survey 2016	Report	Cllr Peter Southgate Julia Regan	Discuss findings and agree action plan for 2016/17
	Overview and Scrutiny Commission work programme 2016/17	Report	Cllr Peter Southgate Julia Regan	To agree work programme and task group reviews

Meeting date – 20 September 2016

Scrutiny category	Item/Issue	How	Lead Member/ Lead Officer	Intended Outcomes
Scrutiny of crime and disorder	Borough Commander	Report and in-depth discussion	Borough Commander	Update on policing issues
	Disability hate crime	Report from Merton CIL	Merton Centre for Independent Living	To identify how Commission can support work on hate crime
Holding the executive to account	Customer contact programme	Update Report	Sophie Ellis, Assistant Director of Business Improvement	Progress report for comment
	Council tax consultation	Report on background to the consultation	Paul Evans, Assistant Director of Corporate Governance	Item in response to discussion at Council on 14.09.16
Scrutiny reviews	Financial monitoring task group	Minutes of meetings on 5 and 26 July	Cllr Peter Southgate Julia Regan	Financial monitoring task group

Meeting date – 15 November 2016

Scrutiny category	Item/Issue	How	Lead Member/ Lead Officer	Intended Outcomes
Budget scrutiny	Business Plan 2017/21 - information pertaining to round one of budget scrutiny	Report	Cllr Mark Allison Caroline Holland, Director of Corporate Services	To send comments to Cabinet budget meeting 14 December
Pre decision scrutiny	Voluntary sector and volunteering strategy	Draft report	John Dimmer, Head of Policy, Strategy & Partnerships	To comment on draft strategy
Holding the executive to account	CCTV	Report	John Hill, Head of Public Protection	Progress report on new CCTV system
	Enforcement	Report to provide update on enforcement action taken, with focus on Planning	James McGinlay, Head of Sustainable Communities	To comment on enforcement issues & identify any further action for scrutiny

Meeting date – 26 January 2017 – scrutiny of the budget

Scrutiny category	Item/Issue	How	Lead Officer	Member/Lead	Intended Outcomes
Budget scrutiny	Business Plan 2017/21	Report – common pack for Panels and Commission	Cllr Mark Allison, Cabinet Member for Finance Caroline Holland, Director of Corporate Services		To report to Cabinet on budget scrutiny round 2
	Business Plan update - latest info from Cabinet 16 January (if any)	Report	Cllr Mark Allison, Cabinet Member for Finance Caroline Holland, Director of Corporate Services		To report to Cabinet on budget scrutiny round 2
Scrutiny reviews	Financial monitoring task group	Minutes of meeting	Cllr Peter Southgate Julia Regan		To note minutes of meeting held on 10.11.16

Meeting date – 7 March 2017

Scrutiny category	Item/Issue	How	Lead Member/Lead Officer	Intended Outcomes
Holding the executive to account	Customer contact programme	Update Report	Sophie Ellis, Assistant Director of Business Improvement	Progress report for comment
Pre decision scrutiny	Equality and Community Cohesion Strategy 2017-20	Draft report	Evereth Willis, Equality and Community Cohesion Officer	To comment on draft strategy
Scrutiny reviews	Financial monitoring task group	Minutes of meeting	Cllr Peter Southgate	To note minutes of meeting held on 23.02.16
	Immunisation scrutiny task group	Report – action plan	Dagmar Zeuner, Director of Public Health	To monitor implementation of recommendations
	Shared and outsourced services task group	Cabinet response and action plan	Sophie Ellis, Assistant Director of Business Improvement	To receive Cabinet response and action plan
	Review of arrangements for co-opted members	Report	Cllr Peter Southgate Julia Regan	To agree future arrangements for co-opted members
Scrutiny of crime and disorder	Discussion of questions for the Borough Commander	Discussion	Cllr Peter Southgate Julia Regan	Discussion to plan line of questioning for meeting on 28 March

Meeting date – 28 March 2017

Scrutiny category	Item/Issue	How	Lead Officer	Member/Lead	Intended Outcomes
Scrutiny of crime and disorder	Mayor of London's policing priorities	Report	London Assembly Member		To discuss and comment on policing priorities
	Borough Commander	Report and in-depth discussion	Borough Commander		Update on policing issues
Holding the executive to account	Violence against women and girls	Update report	John Hill, Head of Public Protection		To discuss and comment on progress
	Services for women and children in refuges	Report	John Hill, Head of Public Protection		To discuss and comment on policy and service delivery issues
	Anti-social behaviour	Report plus data	Neil Thurlow, Community Safety Manager		Update report
Performance management	Overview and Scrutiny Annual Report	Report	Cllr Peter Southgate Julia Regan		To approve and forward to Council

Forward plan items relating to remit of the Commission

Council tax support scheme

To agree the council tax support scheme for April 2017

Decision due: 23 Nov 2016 by Council

Voluntary sector and volunteering strategy

A refreshed and merged Voluntary Sector and Volunteering Strategy for the borough.

Decision due: 16 Jan 2017 by Cabinet (note – Commission considering draft on 15 Nov 2016)

Award of contract for Environmental Asset Management System

The current contract expires in September 2017. This decision is to award the new contract, following open competition.

Decision due: 30 Nov 2016 by Director of Corporate Services