

# Merton Council

## Cabinet Agenda

### Membership

#### Councillors:

Stephen Alambritis (Chair)  
Mark Allison  
Tobin Byers  
Caroline Cooper-Marbiah  
Nick Draper  
Ross Garrod  
Edith Macauley MBE  
Katy Neep  
Martin Whelton

**Date: Monday 3 July 2017**

**Time: 7.15 pm**

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

This is a public meeting and attendance by the public is encouraged and welcomed.  
For more information about the agenda please contact  
[democratic.services@merton.gov.uk](mailto:democratic.services@merton.gov.uk) or telephone [020 8545 3616](tel:02085453616).

All Press contacts: [press@merton.gov.uk](mailto:press@merton.gov.uk), 020 8545 3181

# Cabinet Agenda

## 3 July 2017

1	Apologies for absence	
2	Declarations of pecuniary interest	
3	Minutes of the previous meeting	1 - 2
4	Admission of LB Wandsworth into the shared Regulatory Services Partnership	3 - 16
5	Locally Listed Buildings - new items for the Local List	17 - 42
6	Future funding for Strategic Partner Grants	43 - 62
7	Sustainability and transformation plans (STPs)	63 - 72
8	Business Rates Local Discretionary Relief	To follow
9	Budget Outturn 2016/17	73 - 138
10	Residents Survey Results 2017	139 - 220

### 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.

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

## CABINET

17 MAY 2017

(8.15 pm - 8.18 pm)

PRESENT: Councillors Stephen Alambritis (in the Chair), Mark Allison, Tobin Byers, Caroline Cooper-Marbiah, Nick Draper, Ross Garrod, Edith Macauley MBE, Katy Neep and Martin Whelton

ALSO PRESENT: Councillor James Holmes  
Ged Curran (Chief Executive), Caroline Holland (Director of Corporate Services), Chris Lee (Director of Environment and Regeneration), Yvette Stanley (Director, Children, Schools & Families Department), Simon Williams (Director, Community & Housing Department), Paul Evans (Assistant Director of Corporate Governance), Deirdre Costigan (Policy Implementation Officer, Labour Group, CS) and Louise Fleming (Senior Democratic Services Officer)

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

No apologies were received.

### 2 DECLARATIONS OF PECUNIARY INTEREST (Agenda Item 2)

There were no declarations of interest.

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

RESOLVED: That the minutes of the meeting held on 20 March 2017 are agreed as an accurate record.

### 4 CONSTITUTION OF COMMITTEES (Agenda Item 4)

#### RESOLVED

That Cabinet:

1. agreed to appoint two Cabinet members and two substitute members to the South West London Joint Waste Management Committee as detailed in Appendix A to the report.
2. agreed to appoint two members, to the 'Along the Wandle Group' as detailed in Appendix A to the report.
3. agreed to appoint the Leader of the Council to the South London Partnership Joint Committee, as detailed in Appendix A to the report.

4. agreed the terms of reference for the South West London Joint Waste Management Committee as detailed in Appendix B. These terms of reference have also been included for information in the Constitution of Committees and Outside Bodies report to Annual Council.
  5. agreed the terms of reference for the London Borough of Merton Local Authority Property Company Sub-Committee, set out in Appendix C to this report. These terms of reference have also been included for information in the Constitution of Committees and Outside Bodies report to Annual Council.
  6. agreed to appoint the Leader of the Council; the Deputy Leader with responsibility for assets; and the Cabinet Member for Regeneration, Environment and Housing to the London Borough of Merton Local Authority Property Company Sub-Committee.
  7. agreed to delegate to the Chief Executive the authority to fill vacancies on the bodies detailed at recommendations 1 and 6 on the nomination of the Party Whip of the group with a vacant position.
- 5 PERSEID UPPER SCHOOL EXPANSION CONTRACT DECISION (Agenda Item 5)

#### RESOLVED

1. That the Council award the contract for the school expansion works for Perseid School as outlined in the confidential appendix to the report.
  2. To agree that the 2016/17 unspent schemes budget be slipped to 2017/18 and to vire £254,000 from the Children, Schools and Families capital programme as set out in the financial implications section in appendix 1 to the report.
- 6 EXCLUSION OF THE PUBLIC (Agenda Item 6)

The Leader asked members to note that although item 7 contained an exempt appendix, Cabinet would not discuss the content of this appendix and could therefore stay in public session.

- 7 PERSEID UPPER SCHOOL EXTENSION CONTRACT DECISION - EXEMPT APPENDIX (Agenda Item 7)

Cabinet noted that the content of the exempt appendix would not be discussed.

## **Committee: Cabinet**

**Date: 3<sup>rd</sup> July 2017**

Agenda item:

Wards:

### **Subject: Admission of the London Borough of Wandsworth into the shared Regulatory Services Partnership**

Lead officer: Chris Lee, Director of Environment and Regeneration

Lead member: Cllr Ross Garrod, Cabinet Member for Street Cleanliness and Parking; Cllr Nick Draper, Cabinet Member for Community and Culture

Forward Plan reference number:

Contact officer: Paul Foster, Head of the Regulatory Services Partnership

---

#### **Recommendations:**

- A. That Cabinet approves the decision to accept London Borough of Wandsworth as a new partner in the Regulatory Services Partnership;
  - B. That Cabinet agrees to the proposed change to the 'agreed services' as defined in the Collaboration Agreement to incorporate private sector housing and pest control treatment services, initially just for Wandsworth;
  - C. That Cabinet agrees to delegate authority to the Director of Environment and Regeneration, in consultation with the Cabinet Member for Street Cleanliness and Parking and Cabinet Member for Community and Culture:
    - i. to negotiate and agree the terms under which Wandsworth would join the existing shared regulatory service and the changes that would be required to the existing joint committee arrangement and collaboration agreement between Merton and Richmond;
    - ii. to progress implementation of the expanded shared Regulatory Service in line with the changes agreed.
- 

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

- 1.1. This report presents the Outline Business Case to expand the Regulatory Shared Services partnership to include the London Borough of Wandsworth as a new partner.
- 1.2. This report seeks Cabinet approval to accept London Borough of Wandsworth as a new partner in the Regulatory Services Partnership.
- 1.3. This report also seeks Cabinet approval for officers, in conjunction with the Portfolio Holder, to be given delegated authority to progress the finalisation and implementation of the expanded shared regulatory service.

#### **2 DETAILS**

- 2.1. Since 2014, the shared regulatory service (Regulatory Services Partnership – RSP) has delivered shared regulatory services<sup>1</sup> on behalf of Merton and Richmond councils. It has been successful to-date, particularly in terms of meeting its agreed objectives, delivering efficiencies (about 24% savings achieved since 2014), increasing the skill base of and enhancing career opportunities for its staff and achieving greater service resilience particularly at times of major events/incidents such as Wimbledon Tennis Championships and the Rugby World Cup.
- 2.2. Wandsworth Regulatory Services are located within the Public Health Division of the Chief Executive's Group. It is currently provided as an in-house service, combining residential and commercial regulatory services, as well as private sector housing and pest control services. The service employs 46.7 FTEs (excluding Private Sector Housing & Pest Control but including the Head of Environmental Services and Strategic Business Management). The current service structure was established during 2015/16 following a re-organisation that delivered substantial savings (total savings 2013 to date equate to over £1.2m).
- 2.3. On 1<sup>st</sup> October 2016, Wandsworth and Richmond councils established a shared staffing arrangement and at the same time, approached Merton with a view to joining the shared regulatory service.
- 2.4. Since that time, Wandsworth officers have been attending, solely in an observatory capacity, regular meetings of the RSP Programme / Management Board. In addition, the Wandsworth Cabinet Member for Community Services, Councillor Jonathan Cook, has also attended, again in an observatory capacity, meetings of the Joint Regulatory Committee.
- 2.5. An interim project manager has been appointed and jointly funded by the three boroughs to develop a business case for Wandsworth joining the RSP. An Outline Business Case has already been produced and submitted to Members in Merton, Richmond and Wandsworth for their consideration. Should Members agree to Wandsworth joining the partnership it is likely that the tri-borough service would go live in April 2018.
- 2.6. The business case recommends that it would be advantageous to all three boroughs if Wandsworth joined the Partnership. The principal benefits are seen as:
  - a. Greater ability to deliver efficiency cost savings through removing duplications and economies of scale (through the rationalisation of administrative and support functions, streamlining of management and sharing of specialist resources);
  - b. increased capacity for income growth by developing specialist and added value services (such as financial investigations and a license processing centre), as well as delivering the essential statutory functions of regulatory services;

---

<sup>1</sup> Environmental Health (Food Safety; Pollution Control including air quality and Noise, Health & Safety at Work), Trading Standards & Licensing

- c. the enhancement of the existing structure with a specialist commercial services arm;
  - d. redesigned services with increased capacity to better meet changing customer needs, ensuring a more secure, resilient and sustainable service (this in practice means services evolving and adapting to changes in demographics, estate regeneration challenges, increasing use of the internet for business transactions and international supply chains);
  - e. increased ability for staff to work across different organisations that span from inner to outer London, and to learn from others, enhancing career opportunities with access to a wider range of specialist professional expertise; and,
  - f. the opportunity to create a shared regulatory service that is able to grow and deliver services on behalf of other organisations. The existing 'two-council' RSP has already been contacted by several other councils to explore this option, or to consider replicating the model themselves.
- 2.7. The business case has evaluated numerous service delivery models and, as a result, the RSP Programme Board recommends –
- a. That Wandsworth and the RSP join together;
  - b. that the expanded shared service should be 'Commercially-led with a functional regulatory services option'. This incorporates a core regulatory service, organised by professional disciplines, enhanced by a separate small commercial income generation service that is scalable dependent on success in growing income. This model would maximise the potential for income generation and therefore net savings and return on investment, whilst offering a resilient structure with the flexibility to respond to emergencies; and
  - c. that the service should be hosted by Merton Council (who originally conceived the existing RSP) and consequently that all relevant service staff should be transferred so as to be under one management structure.
- 2.8. The services currently in scope for this project are as follows:
- Trading standards;
  - Licensing;
  - Environmental Health (Food Standards & Safety; Pollution Control (which includes air quality, noise & nuisance, contaminated land); and Health & Safety).
- 2.9. Private Sector Housing and Pest Control were originally excluded from the scope, as these services are not currently provided by the RSP. However, Wandsworth have expressed a strong desire to include these within the RSP. It is therefore recommended that these services be transferred into the RSP and initially just provide services to and be fully funded by Wandsworth.
- 2.10. From the initial scoping work, it is apparent that:

- In general, the different services delivering regulatory services across the three Councils have more in common in terms of working practices, focus, and aspirations than they have differences; this includes scope of services covered, numbers of staff employed and size of annual budgets;
- although the Councils have organised their staff in different ways, it appears that, with some local variations, the priorities of the Councils' services are very similar; they are, of course, all enforcing the same Regulations and attempting to achieve the same outcome, e.g. protecting residents, businesses and visitors through ensuring a safer environment; and,
- it is known that service levels and demographics are different in each borough although these differences are accommodated currently in the RSP within a service level agreement (SLA). Any additional services that are required in the future, in addition to the baseline position, could be accommodated through a 'top-up' to the Council SLAs through an Inter Authority Agreement (IAA).

2.11. In order to deliver the most efficient method of working, there is a need to adopt flexible and mobile working patterns. This way of working has to be supported by investment in the implementation of appropriate shared information and communications technology (ICT) platforms and hand held technology. Without this in place, the potential financial and non-financial benefits will not be fully realised. Fundamental to the delivery of the shared service would be:

- a. A common ICT platform across the expanded shared service; and
- b. ICT systems accessible from different locations to enable the establishment of touchdown and contact points.

2.12. The accommodation model that follows from the recommended service delivery model and flexible way of working is that of a 'hub and spoke' arrangement. The majority of back-office and support staff would be located within centralised offices, probably at Merton Civic Centre in Morden, with local presence of some front-line staff operating in touchdown spaces in each of the Boroughs. This is how it currently works for the existing RSP. In regulatory services, frontline staff are predominately field based and need to be close to their customer base and minimise travel time.

### **3 IMPLEMENTATION**

3.1. If the proposal is approved the Programme Board, already established, will take responsibility for the delivery of the transition and the implementation of the shared service. This work will commence at the point that agreement is given by all three Councils and will provide support to carry out the following tasks:

- a. Develop a detailed implementation plan and provide programme management support;
- b. Establish all of the governance arrangements;



- c. Develop / update the existing Inter Authority Collaboration Agreement;
  - d. Handle TUPE issues and the transfer of staff to the 'host authority';
  - e. Set up all financial arrangements including base cost, recharges and arrangements for the sharing of cost savings.
- 3.2. The high-level implementation plan in the Outline Business Case articulates the roadmap for developing and delivering the Target Operating Model for the shared regulatory service and realising the benefits of change. It is structured around nine distinct work streams:
- 1. Human Resources (HR) and Training;
  - 2. Finance;
  - 3. ICT;
  - 4. Data Gathering, Management and Sharing;
  - 5. Assets and Property;
  - 6. Organisational Design / Service Delivery;
  - 7. Policies, Processes and Procedures;
  - 8. Legal and Governance; and
  - 9. Communication, Marketing and Stakeholder Engagement.
- 3.3. Establishing a collaborative service model across three organisations will be challenging, from technical, cultural and change management perspectives. The proposed plan therefore incorporates a phased approach to implementation that is assumed to be delivered over 6 - 8 months.
- 3.4. The first significant milestone will be the development of detailed and costed new organisation structure chart and roles and responsibilities. Once this is drafted, this will enable formal staff consultations to commence.
- 3.5. A phased approach to the implementation will be undertaken commencing with the transition of officers in management positions to their new roles. This initial phase of restructuring will enable a more effective transition process leading up to the transfer date of all other staff. The appointed Head of the Shared Service and the management team will be in a position to drive the implementation process through whilst nine work streams that will run simultaneously throughout the implementation process will deliver key business changes that are fundamental to the successful delivery of the expanded shared regulatory service.

#### **4 GOVERNANCE**

- 4.1. The existing shared arrangements between Merton and Richmond Councils include an officer-level Management Board and a Member-level Joint Regulatory Committee with two Members from each Council.
- 4.2. The business case provides an evaluation of a number of service governance options. It recommends that an officer-level Management Board and a Member-level Joint Committee, (largely replicating what

currently exists), be adopted for an expanded shared regulatory service should Wandsworth Council decide to join partnership, subject to any changes that Wandsworth Council may propose and if agreed by the existing partner Councils.

4.3. To ensure that the risk is shared proportionally between the three Councils and that the host Authority, Merton is not unduly advantaged or disadvantaged in the delivery model:

- The expanded shared service will be accountable to the joint committee on which each of the three participating councils is represented;
- A management board, comprising of senior officers from each of the participating councils would oversee operational management of the shared service and support the joint committee in strategic decision making;
- Clear communications channels be established between the joint committee and each of the participating councils;
- Decisions of the joint committee will be subject to scrutiny by each of the three participating councils; these could include any decision that the JRC is able to make (except for the agreed 'reserved matters' as stated in the Collaboration Agreement);
- It is recommended that joint and forward planning (including financial planning) be introduced to inform and manage the work plans and budgets of the shared service. This will allow better resource management and members will know when key priorities will be discussed and delivered. It will also enable the joint committee to agree a joint efficiency target with the participating councils rather than trying to react to individual council targets;
- Regulatory services would be delivered by the host employing authority on behalf of the three participating authorities under the terms of an Inter Authority (Collaboration) Agreement between them;
- Licensing decisions and decisions to proceed with legal action will remain the responsibility of the relevant sovereign participating Council as required by statute.

4.4. A Scheme of Delegation should be drawn up and the appropriate changes made to the Councils' Constitutions.

## **5 INTER AUTHORITY COLLABORATION AGREEMENT**

5.1. The existing inter authority collaboration agreement will be updated stating how the three boroughs will work together and will define the appropriate service levels for their respective boroughs.

5.2. The key terms of such an agreement are likely to include:

- the extent of the matters to be delegated to the Joint Committee, and any delegations to officers in the shared service;
- the constitutional set up of the Joint Committee and its terms of reference;

- which Council is to be the Host Authority, detail the services to be provided by the Host Authority and what indemnities the Host would seek from the other authorities in respect of carrying out its role;
- The governance and performance management arrangements including how the councils' scrutiny and audit functions interact with these arrangements;
- the terms of reference and membership of the Officer Management Board;
- The duration of the agreement and the termination and exit provisions;
- the structure of the shared service, staffing proposals and pensions
- the financial management arrangements including joint and forward financial planning and how these integrate with the councils' budget planning processes;
- how costs are to be shared amongst the authorities (the cost allocation methodology);
- The scope and specification of the services delivered and flexibility to absorb any variations between the three councils in meeting local priorities and requirements;
- provision to address matters such as disputes, variations, data protection and freedom of information;
- Arrangements for how other boroughs are able to join the shared service

## **6 ALTERNATIVE OPTIONS**

- 6.1. Wandsworth decides not to join the RSP and continue to deliver Regulatory Services to its residents and businesses. This is the 'no change' option in the business case and does not provide the level of financial (and non-financial) benefits as the other options.
- 6.2. Wandsworth decides to commission the service from a different organisation. This was outside the scope of the programme and has not been explored any further.
- 6.3. Wandsworth decides not to join the RSP and collaborates with Richmond to create an alternative shared service. This option was also considered in the business case and it does not provide the level of financial (and non-financial) benefits as the other options.

## **7 CONSULTATION UNDERTAKEN OR PROPOSED**

- 7.1. A range of senior stakeholders were engaged with and provided valuable input during the investigative and design phases of the programme.
- 7.2. Existing Managers from the RSP and Wandsworth have been engaged in developing the management organisation structure for the expanded shared service.
- 7.3. Staff and Unions will be fully consulted on any proposed changes to roles, responsibilities, reporting lines or any aspect of their terms and conditions.

7.4. Officers and Members will be consulted on any proposed changes to the Collaboration Agreement.

7.5. An initial Equality Impact Assessment has been undertaken to ascertain the impact of proposed changes to current service delivery.

## **8 TIMETABLE**

8.1. The development, agreement and formal approval of the Business Case is targeted for completion during second quarter of 2017/18.

8.2. Should Wandsworth decide to join the RSP, the implementation of the agreed arrangements (including formal consultation with staff and Unions) will be carried out during the third and fourth quarters of 2017/18 with the expanded shared service to be operational by 1 April 2018.

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

9.1. All three councils are facing significant reductions in central Government funding over the next few years. It is therefore essential that the Councils review all possible areas to see where expenditure reductions can be met.

9.2. An initial high level financial modelling indicates that the creation of an expanded shared service can be expected to deliver opportunities for the generation of management efficiencies and additional income streams. Depending on the cost allocation model agreed, this should enable Merton to meet its existing RSP income growth target of £240 thousand per year. Further detailed work is required to develop, agree and cost the new organisational structure as well as validating the assumptions made.

9.3. There will need to be clear approved service level agreements for each borough, outlining the service requirements. If a borough wanted to increase a level of service over and above the agreed base level or reduce the level of service provision, this will be reflected in the relevant service level agreements and appropriate funding mechanism laid out.

## **10 LEGAL AND STATUTORY IMPLICATIONS**

10.1. If Wandsworth do decide the join the RSP:

- a. the proposed governance arrangements will need to be approved by the full Councils of all three boroughs;
- b. Wandsworth will need to delegate its regulatory services powers to Merton and the joint committee.
- c. Wandsworth will need to nominate members to join the joint committee;
- d. A new Collaboration Agreement will need to be agreed and signed by all three Boroughs.
- e. Affected staff will be subject of TUPE to Merton as the Host Authority

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

11.1. TUPE is likely to be considered to be applicable to this shared services proposal; Wandsworth staff will be subject of TUPE to the host borough. Staff have been extensively engaged and will be consulted on the changes proposed and opportunities provided to apply for positions within the new

structure, as part of the restructuring process and to retain necessary skills and experience.

## **12 CRIME AND DISORDER IMPLICATIONS**

12.1. None for the purposes of this report

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

13.1. The RSP will be doubling in size and enhancing its commercial capabilities. Therefore, governance, organisational structures, ICT and business processes are being reviewed. It is inevitable that there will be a certain level of disruption to services whilst revised arrangements are being put in place. An impact assessment has been carried out to identify the associated risks, with headlines being:

13.1.1 Many of the identified savings are dependent on efficiency improvements from investment in new technology, changes in working practices and the streamlining of business processes. This will require some up-front investment of resource and staff time, and work to ensure compatibility of systems.

13.1.2 The proposed growth in income is dependent on a number of factors including customer demand and willingness to pay, staff capacity to deliver a growth in service supply, and the availability of and investment into the required commercial skills and competencies. Further market analysis will be required, together with a review of governance models and cost allocation methodologies to ensure any growth in proceeds is appropriately allocated between the partners.

13.1.3 There is the potential for a short-term increase in staff turnover as new staffing structures are implemented in the merged Partnership. This could result in the temporary loss of key skills and experience and staffing capacity.

13.2. None of the identified risks are believed to be insurmountable and with careful planning and robust risk management, it should be possible to minimise their potential impact.

## **14 APPENDICES**

14.1. Appendix 1: Equality Analysis

## **15 BACKGROUND PAPERS**

Outline Business Case v1.1

# Appendix 1: Equality Analysis



**E&R 14 – Further expansion of the service**

What are the proposals being assessed?	E&R 14 – Further expansion of the service
Which Department/ Division has the responsibility for this?	Environment & Regeneration – Public Protection Division

<b>Stage 1: Overview</b>	
Name and job title of lead officer	Paul Foster, Head of the Regulatory Services Partnership
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.)	To expand the current shared regulatory service to reduce costs, increase resilience and share expertise.
2. How does this contribute to the council's corporate priorities?	Improved efficiency and income maximisation, the promotion of partnership working.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Staff, service users, stakeholders and existing and future partners.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The Regulatory Services Partnership currently shares its service with the London Borough of Richmond and we are currently in negotiations with the LB Wandsworth who are interested in joining the partnership.

## 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).

We have co-funded an interim project manager to assess the business case of LB Wandsworth joining the partnership.

## 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 Positive impact		Tick which applies Potential negative impact		Reason Briefly explain what positive or negative impact has been identified
	Yes	No	Yes	No	
	<b>Age</b>		✓		
<b>Disability</b>		✓		✓	
<b>Gender Reassignment</b>		✓		✓	
<b>Marriage and Civil Partnership</b>		✓		✓	
<b>Pregnancy and Maternity</b>		✓		✓	
<b>Race</b>		✓		✓	
<b>Religion/ belief</b>		✓		✓	
<b>Sex (Gender)</b>		✓		✓	
<b>Sexual orientation</b>		✓		✓	
<b>Socio-economic status</b>		✓		✓	

## 7. 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?
Not applicable						
Not applicable						
Not applicable						

**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

**OUTCOME 1**

**OUTCOME 2**

**OUTCOME 3**

**OUTCOME 4**

### Stage 5: Sign off by Director/ Head of Service



**Stage 5: Sign off by Director/ Head of Service**

<b>Assessment completed by</b>	Paul Foster, Head of the Regulatory Services Partnership	<b>Signature:</b> <i>Paul Foster</i>	<b>Date:</b> 21/11/2016
<b>Improvement action plan signed off by Director/ Head of Service</b>	John Hill, Assistant Director, Public Protection Division	<b>Signature:</b>	<b>Date:</b>

This page is intentionally left blank

## **Committee: Cabinet Meeting**

**Date: 03 July 2017**

Agenda item:

Wards: all

## **Subject: Locally listed buildings**

Lead officer: Chris Lee, Director of Environment & Regeneration; James McGinley, Head of Sustainable Communities;

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

Contact officer: Jill Tyndale, conservation officer

---

### **Recommendations:**

That the Cabinet:

- A Considers the buildings and structures proposed to be added to Merton Local List and resolves to recommend these amendments to the Local List to Full Council.

---

## **1 PURPOSE OF REPORT**

- 1.1 Periodically Merton's Local List is reviewed and additions are agreed. In April 2016 the Borough Plan Advisory Committee advised on a new approach to reviewing Locally Listed buildings and structures which was incorporated into the BPAC Terms of Reference at full council in May 2016
- 1.2 Additions to Merton's Local List are put forward by members of the public, community groups and council officers. The additions are assessed by the council's conservation officer against seven criteria identified in Merton's guidance for selection of buildings and structures to be considered for Local Listing. The criteria are; architectural style, age and history, detailing, group value, building materials and subsequent alterations.

## **2 Proposals**

- 2.1 Proposals for buildings and structures to be added to the Local List are set out below. All are recommended for addition to the Local List by officers apart from 34-40 Morden Road, South Wimbledon;

- Bramcote Court & Parade, Bramcote Avenue, Mitcham
- Lampstands, gates and railings. The Lodge, Madeira Road, Mitcham
- Cast Iron Gas Lamp Post, Jubilee Corner, Mitcham Cricket Green
- Mitcham Running Track, Grounds of Park Place and Canons
- Rodney Place, South Wimbledon.
- London 2012 Gold Post Boxes
- The Hill House and Tudor Cottage, 118 & 118a Wimbledon Hill Road
- The Gate House, 4 Ellerton Road, West Wimbledon
- Menelaus, 16a Arterberry Road, Raynes Park
- Far House, 20 Hillside, Wimbledon
- 34 – 40 Morden Road, South Wimbledon

## 2.2 **Bramcote Court and Parade, Bramcote Avenue, Mitcham, CR4 4LR.**

Proposed by the Mitcham Cricket Green Community & Heritage .

1930s residential development of 43 flats with some retail in the moderne style located in Mitcham Cricket Green Conservation Area.

2.2.1 **Architectural style:** “An impressive four storey red brick block of flats of 1930’s flats with shops in the ground floor of the curved corner block. The flat roofed ends and hipped roof centre block feature curved corner glazing and horizontal banded panels in the ‘Moderne’ style. Somewhat out of scale with its neighbours it is nevertheless a good example of its type and time” Mitcham Cricket Green Conservation Area Appraisal.

2.2.2 **Age and history:** Permission granted in 1936. Architect was T Spencer Rutter of Avondale, NW10

2.2.3 **Detailing:** As stated above. Additionally, decorative panels in brick relief between the evenly placed windows on the wide corner curve at first and second levels. Distinctive curved balconies on the residential wing.

2.2.4 **Group value:** This is a development of flats and shopping parade which forms its own group value and needs to be considered as one.

2.2.5 **Building materials:** Constructed using red brick, concrete lintels and render. Originally the whole building would have had Crittall windows.

2.2.6 **Subsequent alterations:** Possibly small changes at high level, yellow render. Unfortunately the windows have been changed with the exception of the stair well windows which remain the single glazed Crittall windows. Windows on the curved sections would probably have followed the curves but the replacement windows do not.

2.2.7 No comments received in response to Consultation.



Fig 1



Fig 2

2.2.8 **Recommendation:** Borough Plan Advisory Committee agreed to recommend the addition of Bramcote Court and Parade to the Local List. Concern expressed regarding the shop fronts.

**2.3 Pair of cast iron lampstands, gates and railings. The Lodge, Madeira Road, Mitcham CR4 3ND**

Proposed by the Mitcham Cricket Green Community & Heritage .

2.3.1 **Architectural style:** These gates, section of railings and two lampstands are considered to be a possible surviving entrance and boundary to Canons House. The heavy cast iron relatively simple form is possibly Georgian.

2.3.2 **Age and history:** Possibly Georgian or earlier. The Lodge was built about 1870 but it thought that the boundary wall and the gates may be of this time but they could be earlier and relate to the Canons.

2.3.3 **Detailing:** Relatively simple design featuring circles and four sided supports for lamps.

2.3.4 **Group value:** No group value

2.3.5 **Building materials:** Cast Iron

2.3.6 **Subsequent alterations:** The railings and gates could benefit from some maintenance. There are no lamps in place.

2.3.7 One response was received from Scott T. of Merton Historical Society. He quoted that Eric Montague in his 'Mitcham Histories 11' that the Iron gates may be current with the Lodge.



Fig 3



Fig 4

2.3.8 **Recommendation:** Borough Plan Advisory Committee agreed to recommend the addition of Pair of cast iron lampstands, gates and railings to the Local List. The Lodge already forms part of the Local List.

## 2.4 **Cast Iron Gas Lamp Post, Jubilee Corner, Mitcham Cricket Green**

Proposed by the Mitcham Cricket Green Community & Heritage .

This gas lamp post is one of a very few examples of historic street furniture in Merton. Positioned at Jubilee Corner it is included in Merton Council's Historic Furniture List, incorrectly identified as a vent pipe.

2.4.1 **Architectural style:** Unusual example of Victorian street furniture

2.4.2 **Age and history:** Probably erected in the early 1850s as part of a contract for fitting of 50 'iron lamp posts with lamps and fittings complete for lighting the same with Gas' South Eastern Gazette, 8<sup>th</sup> November 1853.

2.4.3 **Detailing:** Relatively ornate lamp post on a square base upon which is a rectangular section with corner detail and relief beading on each face.

2.4.4 **Group value:** No group value as this would appear to be only one to survive.

2.4.5 **Building materials:** Cast Iron

2.4.5 **Subsequent alterations:** The gas lamp part has not been in place for a very long time.

2.4.6 One response was received from Cooper L. Street Works, Future Merton supporting Local Listing of Victorian Lamp Post on Mitcham Cricket Green.



Fig 5



Fig 6

2.4.6 **Recommendation:** Borough Plan Advisory Committee agreed to recommend the addition of the Cast Iron Gas Lamp Post to the Local List



## 2.5 Mitcham Running Track, Grounds of Park Place and Canons

Proposed by the Mitcham Cricket Green Community & Heritage .

This is a historic running track associated with the former News of the World Sports Ground. It has been identified as being of 'considerable significance' in the Landscape Appraisal undertaken by Southern Green.

2.5.1 **Architectural style:** Cinder running track, originally 407yards and 5 lanes.

2.5.2 **Age and history:** Constructed in1922 this historic running track is the last evocation of the historic News of the World Sports Ground, home to Mitcham Athletic Club which was based at the track until the early 1960s. International athletes who trained here include high-jumper Dorothy Tyler (nee Odam)1936 Olympic Silver Medallist, long-jumper, Jennifer Pawsey (nee Taylor), Jennette Towel (nee Neil), sprinter, Jill Bamborough (nee Hall) and middle-distance runner Ann Smith.

2.5.3 **Detailing:** Cinder track in an oval form. But probably had a 100yds straight parallel to Cold Blows.

2.5.4 **Group value:** No group value

2.5.5 **Building materials:** Rare example of an original cinder running track which is still visible.

2.5.6 **Subsequent alterations:** The grass is gradually taking over and the track has possibly been altered slightly over the years.

2.5.7 Two responses were received. Scott T. of Merton Historical Society pointed out that there a straight section of track which may have formed a 100yd sprint. The content has been amended. Turner J. of Greenspaces, E&R is concerned that Local Listing should not hinder future development.



Fig 7

**2.5.8 Recommendation:** Borough Plan Advisory Committee agreed to recommend the addition of Mitcham Running Track to the Local List

## **2.6 Rodney Place, South Wimbledon.**

Proposed by the Jill Tyndale, Conservation Officer.

- 2.6.1 Rodney Place was developed by the City and South London Railway who owned the land, possibly for railway workers. The City and London Railway was the first deep-level underground 'tube' in the World. It first opened in 1890 between King William Street and Stockwell. It was first extended to Clapham Common in 1900 and on to Morden in 1926s. Rodney Place was developed on Nelson's Fields which was just south of the site of Lord Nelson's house. Sixteen Houses were built in a horseshoe arrangement in a number of small terraces. The first occupants moved in 1924.. They are lovingly maintained by the current owners.
- 2.6.2 **Architectural style:** Small two storey terraces, 2 of 4 houses and one of 8, probably built to Tudor Walters standards. Each house had an upstairs bathroom, some had an upstairs toilet while the smaller houses had a toilet at the rear just outside via a covered porch. The kitchens had a larder, coal store, hot water tank. They were fitted with a kitchen dresser.
- 2.6.3 **Age and history:** Built in 1924. It would appear that commencement of building of the houses was early 1924 as the plans were lodge in January. The first tenants moved in mid October 1924. The pressure for housing was even greater at that time than it is now.
- 2.6.4 **Detailing:** Built in yellow stock with red stock corbels and red vertical detailing on either side of the windows and dogtooth detail at the eaves level in some places. The front doors have arched entrances with a decorative feature fanlight above. The window cills are formed with horizontal tiles. The roofs are tiles.

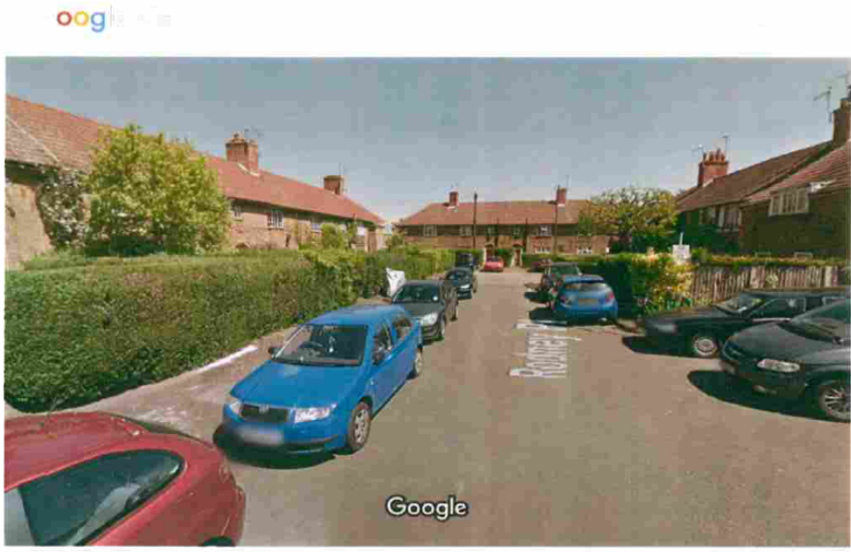
Unfortunately there are few original metal windows left as most have been replaced with upvc. The front boundaries are formed by mature hedges which is an important feature of Rodney Place.

2.6.5 **Group value:** Strong group value

2.6.6 **Building materials:** Built in Yellow Stock Brick with Red Brick detailing and Clay roof tiles.

2.6.7 **Subsequent alterations:** A number of replacement windows and front doors.

2.6.8 O'Grady H. Supported the Local Listing of Rodney Place. Stated that there are coal shoots at the rear. However she is concerned about the loss of the Old Lamp Works and the impact of the new development on Rodney Place.



Figs 8 & 9

2.6.8 **Recommendation:** Borough Plan Advisory Committee agreed to recommend the addition of Rodney Place to the Local List.

**2.7 London 2012 Olympic Gold Post Boxes**

Proposed by the Jill Tyndale, Conservation Officer.

- 2.7.1 To commemorate British gold medal winners at the 2012 Summer Olympics and 2012 Summer Paralympics, 53 post boxes in home towns of the medal winners and other significant places were painted gold. It marked the first occasion in modern times that the colour of post boxes in the United Kingdom had been changed from their traditional red. Originally it was to be a temporary colour change but in response to positive public feedback it was later decided that gold post boxes would be a permanent tribute to the medallists. The gold post boxes also now have commemorative plaque identifying the individual medallists written in lettering and braille.
- 2.7.2 Gold Post Box situated at the junction of Somerset Road and Church Road. Fig 10
- 2.7.3 This Gold Post Box commemorating Andy Murray Gold Medal Win at the 2012 Olympics. Andy Murray is one of the few medallists who has two Gold Post Boxes. One is in this position close to the All England Tennis Association Ground where he won his medal and the other one is in his home town.



Fig 10

- 2.7.4 Gold Post Box situated in Worple Road close to the junction with Wimbledon Hill Road commemorating Sophie Hosking Gold Medal win for rowing. Figs 11 & 12



Fig 11

2.7.5 **Architectural style:** Typical Elizabeth II post boxes

2.7.6 **Age and history:** The 2 Boxes are both Elizabeth Regina post boxes.

2.7.7 **Detailing:** Painted gold. Andy Murray's Box is a single Box while Sophie Hoskins' is a double Box

2.7.8 **Group value:** Two in Wimbledon. There are 53 post boxes painted Gold for Olympic winners

2.7.9 **Building materials:** Cast Iron, painted

2.7.10 **Subsequent alterations:** Was red now painted gold and will remain gold.



Fig 12

2.7.11 One response was received from Cooper L. of Street Works, Future Merton supporting Local Listing of the Gold Letter Boxes.

2.7.12 **Recommendation:** Borough Plan Advisory Committee agreed to recommend the addition of the London 2012 Olympic Gold Post Boxes to the Local List

## 2.8 **The Hill House and Tudor Cottage, 118 & 118a Wimbledon Hill Road, SW19 7QU**

Proposed by the Jill Tyndale, Conservation Officer.

2.8.1 This is one of the few farm houses remaining in Wimbledon. The house has gone through a couple of transformations. About 1920/30s the dairy was turned into living accommodation, the part of the building that faced the main road was made into a separate dwelling now know as Tudor Cottage. The whole building was given a facelift influenced by the Arts and Crafts Movement but behind this

façade is a considerably older building. Much of the original layout was retained. In the late 1960s the main house was made into two flats. Again, apart from losing the internal staircase, much of the original layout has been retained.

- 2.8.2 **Architectural style:** In keeping with Arts and Craft movement it is brick at ground floor level with white painted brick and beams at first floor level with tiled roof. It has a beamed jettied projection over the oak front door and decorative brickwork on the chimneys.
- 2.8.3 **Age and history:** It appears on 1865 map at which time the fields to west had begun to be developed. The rear part of the ground floor was the dairy.
- 2.8.4 **Detailing:** Tudor Cottage; red brick at ground floor level with white painted brick and beams at first floor. Stone surround to the oak front door. Leaded light windows. The Hill House; Decorative brick work feature on the beamed projection over the front door. Cantered bays at ground floor level. White painted brick. Tall decorative chimneys.
- 2.8.5 **Group value:** No group value
- 2.8.6 **Building materials:** Red Brick, white painted brick, beams, clay tiled roof.
- 2.8.7 **Subsequent alterations:** Bay windows have been changed to plain sashes which is possibly reverting to prior the Arts and Crafts transformation. Extensions within the garden.
- 2.8.8 No comments received in response to Consultation.
- 2.8.9 **Recommendation:** Borough Plan Advisory Committee agreed to recommend the addition of The Hill House and Tudor Cottage to the Local List. A negative comment was made regarding the decorative beams added in 1920s.



Fig13

## 2.9 The Gate House, 4 Ellerton Road, West Wimbledon, SW20 0EP

Proposed by the Jill Tyndale, Conservation Officer.

- 2.9.1 Built for Ralph Peacock, portrait painter, 1868-1946. The house originally had a double height studio on the first floor facing north with a picture store off it. It had dark room on the ground floor in the centre of the house.
- 2.9.2 **Architectural style:** Influenced by the Arts and Craft Movement this house has a prominent central section with wings set back on either side. It was built as a two storey house with room in the loft for storage. Later, converted to accommodation. It has square leaded panes set in metal windows in wooden frames.
- 2.9.3 **Age and history:** Built in 1929 at the time the Drax Estate was first being developed. The architect was Sir Edward Guy Dawber, President of RIBA and friend of Ralph Peacock It is a large house designed specifically as an artist house for himself and his housekeeper.
- 2.9.4 **Detailing:** Red brick in a Flemish Garden Wall Bond. Mainly hipped clay tile roofs but incorporating some flat roofs. Tall leaded windows in the hall staircase areas. It has cantered bays to either side of the entrance. The added brick porch gives extra dimension to the front elevation. Internally it has an Art Deco staircase built by Italian masons.
- 2.9.5 **Group value:** No group value
- 2.9.6 **Building materials:** Built in red brick with clay tiled roof.



2.9.7 **Subsequent alterations:** The double height studio was altered in 1950s. The white rendered tower and two small front dormers were added in the 1990s to make use of the attic. The projecting porch was added in 1969 for Oliver Reed, actor.

2.9.8 One response was received from McLaren Tipping H. who have more information about the property. She stated that there were 2 cantered bays, Sir Edward Guy Dawber, president of RIBA was the architect and friend of Peacock. Originally the house had a tall chimney. The double height studio has been changed in 1950s. The House has an Art Deco staircase. Content has been amended.

2.9.9 **Recommendation:** Borough Plan Advisory Committee agreed to recommend the addition of The Gate House to the Local List



Fig14

## **2.10 Menelaus, 16a Arterberry Road, Raynes Park, SW20 8AJ**

Proposed by the Jill Tyndale, Conservation Officer.

**2.10.1 Architectural style:** This is a two storey contemporary double pitched roofed property.

**2.10.2 Age and history:** Designed by Norman Plastow built in 1960s. Reviewed in 'Decorative Art in modern interiors' Studio Books 52 and other publications.

**2.10.3 Detailing:** Open plan at ground floor level with a glazed double height living area which fills the interior with light and connects the interior with the garden. The single storey living area has a timber panelled ceiling. The interior features an open stairway supported on a central load-bearing central pillar.

**2.10.4 Group value:** No group value except it has a relationship in style with the Far House by the same architect a few road away.

**2.10.5 Building materials:** Block construction at ground floor level. Timber framed at upper floor,, faced with brick at ground floor level and tile hung at first floor level. Large expanses of glass.

**2.10.6 Subsequent alterations:** The only known alteration is to convert an upstairs storage area into an en suite bathroom

**2.10.7** No comments received in response to Consultation.

**2.10.8 Recommendation:** Borough Plan Advisory Committee agreed to recommend the addition of Menelaus to the Local List



Fig 15

## 2.11 Far House, 20 Hillside, Wimbledon, SW19 4NL

Proposed by the Jill Tyndale, Conservation Officer.

2.11.1 **Architectural style:** Contemporary Modern two storey house of 1960s based on the long house concept with a double height living area.

2.11.2 **Age and history:** Designed and built by Norman Plastow for himself in 1963/4

2.11.3 **Detailing:** The external detailing is created by the materials used, the red cedar cladding, yellow cedar framing around the windows, the render at ground floor

level. The white barge boards and horizontal white detailing contrast and emphasize the timber and render. The front landscaping and acer tree complement the frontage. On the rear is a balcony. Internally it features the double height living area with staircase leading to the gallery from which the bedrooms are accessed. Large double glazed windows overlook the garden and views. Baltic pine finishes the ceilings and some walls, and built in teak shelving units are part of the designed interior.

2.11.4 **Group value:** No group value except it has a relationship in style with Menelaus.

2.11.5 **Building materials:** Ground floor constructed of lightweight insulating block-work, externally rendered. Upper floor is timber framed and is faced cedar boarding. Double glazed panels within yellow cedar frames. Internally some the walls are plastered while others and ceilings are finished in Baltic pine boarding. Roof is interlocking tiles. Natural stone is used in front landscaping with York stone steps.

2.11.6 **Subsequent alterations:** There have been some additions to increase the accommodation in the 1970s, 1980s and 1990s. These additions show how a property can evolve with prejudicing the integrity of the original building.

2.11.7 No comments received in response to Consultation.

2.11.8 **Recommendation:** Borough Plan Advisory Committee agreed to recommend the addition of Far House to the Local List



Fig 16



Figs 17 & 18

## 2.12 Local list assessment for 34 – 40 Morden Road

- 2.12.1 The terrace of cottages, 34-40 Morden Road, was assessed in reference to being added to the Local List in 2014 the council's conservation officer. The result of the assessment at that time was that they did not merit being added to the Local List.
- 2.12.2 The main reason for this conclusion was that the amount of unsympathetic additions which undermined the integrity of the terrace. The report is laid out below.
- 2.12.3 New evidence has been presented in the form of early maps which supports an earlier build date than previously proposed. Also there is evidence that connects the cottages more strongly to the estate of Admiral Nelson. Although this evidence supports the case for Locally Listing it does not overcome the fact that detrimental additions that have been made to this terrace. Therefore the conservation officer stands by the decision not to Locally List this terrace of cottages.
- 2.12.4 However, it must be noted that in reference to the planning application 14/p3856 which was refused and dismissed under appeal that the inspector stated in his report that the demolition of the terrace of cottages would result in "significant level of harm". The inspector acknowledges that the cottages have heritage value due to the cottages being the earliest remaining development in the area. He identified them as being a "non-designated heritage asset which positively contributes to the character of the area"



Figs 19 & 20



Figs 21&22

#### 2.12.5 **Architectural Style:**

Simple terrace of residential cottages dating from the early 1800's. Originally brick faced with render detail over arched window at ground floor. Shallow pitched, slate roof. Good example of simple domestic architecture of the period.

#### 2.12.6 **Age and History:**

Buildings older than 1850 may be acceptable for inclusion on the Local List with less justification in terms of the other criteria. However, the cottages have no significant historical associations and each building in the terrace has been substantially altered.

#### 2.12.7 **Detailing:**

The existing authentic detailing is limited, windows are either upvc or inappropriate timber replacements. Original brickwork has been rendered and inappropriate porches added. The original roof form and chimneys remain to the main terrace.

#### 2.12.8 **Group Value:**

The terrace is unified as a group by the shallow pitched slate roof. Other than that, variety in detailing and subsequent alterations has resulted in a discordant group.

#### 2.12.9 **Building Materials:**

Standard building materials were used in the construction of the original terrace, including, slate, brick and timber. Subsequent alterations have involved the addition of more contemporary materials including Upvc, modern brickwork and inappropriately designed timber window and doors

#### 2.12.10 **Subsequent alterations:**

The terrace has been the subject of a number of insensitive alterations which have had a serious impact on the character and appearance of the terrace. The side extension to number 40, with its discordant roof form, has destroyed the simple line of the terrace. Rear extensions have also impacted on the integrity of the terrace. Number 34 also has an inappropriate side extension which introduces a parapet to the side of the hipped roofed terrace.

#### 2.12.11 **Conclusion:**

Although buildings earlier than 1850 should be considered more favourably against the criteria for local listing, the extent of the subsequent alterations to this terrace have destroyed the simple character of the group. The main roof form, although intact, has been compromised by the later side additions. The simple detailing has been destroyed by a range of insensitive alterations.

**2.12.12 Decision:**

Not suitable for local listing

**2.12.13 Comparison with other locally listed cottages in the borough**

As a comparison, the following groups represent similar style and date cottages in the borough that are currently included on the Local List. They are relatively unaltered and are excellent examples of simple early Victorian cottages. Their quality is in strong contrast to the group at 34-40 Morden Road.



Fig 23

84-94 Phipps Bridge Road





Fig 24

2-20 Church Path, Mitcham

#### 2.12.14 Recommendation:

BPAC were asked to consider, that whilst the cottages do not meet the council's criteria for Local Listing and could potentially undermine the value of the Local List; they do have a degree of local historical importance and should be recognised in some manner.

BPAC recognises that the cottages have some heritage value but do not currently meet the criteria for addition to the Local List due to the numerous unsympathetic alterations that have been carried out to them. The addition of these cottages is not merited at this time, particularly when compared to similar cottages that are already on Merton's Local List, as it would devalue the purpose of maintaining a Local List of significant local heritage assets.

BPAC would encourage the sympathetic refurbishment of these cottages is so that they might be able to be positively considered for addition to the Local List in the future.

Not recommended for addition to the Local List at this time.

**3. CONSULTATION UNDERTAKEN OR PROPOSED**

4.1 The proposals for Local Listing have been subject to public consultation. Consultation letters were sent to the individual residential properties informing the owners that their property was proposed for addition to the Local List during October 16 2016. Their comments were invited and any additional information was welcome. The draft report was presented at the Heritage Forum on 18<sup>th</sup> October. Early November similar consultation letters regarding structures within the public realm were sent to relevant council officers and community groups. Generally responders were in support of the Local Listings. Some added useful and further information. The proposals have been amended where appropriate in response to comments received. Comments from consultees have been added after each description. The report was submitted to BPAC for their approval on 8th March 2017. BPAC agrees the additions (A) but did not agree to adding 34-40 Morden Road to the Local List (B ii)

4.2 The proposals for Local Listing have been subject to public consultation. The proposals have been presented at the Heritage Forum. Individuals and organisations responsible for the buildings or structures being proposed for inclusion have also been consulted directly. Generally responders were in support of the Local Listings. Some added useful and further information. The proposals have been amended where appropriate in response to comments received. Comments from consultees have been added after each description. The report has been submitted to BPAC for their approval. BPAC agrees the additions (A) but did not agree to adding 34-40 Morden Road to the Local List (B ii)

4.3 During April and May 2016 it was resolved by BPAC and council to change the process for assessing locally listed buildings. This report is the first report to be received under the new process. The new process is set out as follows:

Recommendations received annually from anyone (residents, officers, businesses etc) for buildings or structures to be listed	<i>No change to process</i>
Merton’s conservation officer assesses the buildings and structures against Merton’s Locally Listed Buildings criteria and writes a report for each building / structure, recommending	<i>No change to process</i>

inclusion or rejection on the Local List.	
The buildings / structures and the officer's report is published on the council's website for consultation for 4-6 weeks	<i>New element</i>
Officers finalise the report and recommendations, considering the consultation feedback. If consultation reveals something that has been missed in the assessment, officers will re-assess.	<i>New element</i>
The officer's final report and the consultation response summary are considered by the Borough Plan Advisory Committee who then make a recommendation to full council via Cabinet	<i>New element</i>
Recommendations to include or reject the buildings / structures for the Local List are resolved by full council	<i>New element</i>

## **5 TIMETABLE**

- 5.1 The next steps will be to take the Borough Plan Advisory Committee's recommendations to full council at the next available opportunity.

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

- 6.1 The property implications are set out in the body of this report. This work has been prepared within the council's existing resources.

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

7.1 There is no statutory requirement for councils to hold or maintain a Local List.

7.2 However their status is relevant when considered through Merton's Local Plan (Core Planning Strategy policy CS14 and Merton's Sites and Policies Plan 2014 policy DM D3) and therefore in the discharge of Merton's statutory functions as a Local Planning Authority.

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

- 8.1 None for the purposes of this report.

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

9.1 None for the purposes of this report.

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

10.1 None for the purposes of this report.

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

1. None

## **Committee: Cabinet**

**Date: 3 July 2017**

Wards: All

## **Subject: Future funding for Strategic Partner Grants**

Lead officer: Simon Williams, Director of Community and Housing

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

Contact officer: John Dimmer, Head of Policy, Strategy and Partnerships x3477, john.dimmer@merton.gov.uk

---

### **Recommendations:**

1. That Cabinet agrees that a future Strategic Grants programme is based on a commissioning approach with specifications drawn up in consultation with the voluntary sector and partners (section 3.7).
  2. That Cabinet ask officers to look at other departmental grants relating to information, advice and voluntary sector support services and to speak to partners with a view to bringing together resources into a single commissioning grant pot (section 3.4).
  3. That Cabinet note that this approach could not be effectively put in place by the end of the current Strategic Partner Grants programme and therefore to agree to roll forward the current programme with existing providers at the current funding level into 2018/19 (section 3.8).
  4. Funding remains at current levels for the next 3 financial years 2018/19 - 21 but with the intention to support Strategic Partners to have a long term sustainable funding plan in place (section 3.9).
- 

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

- 1.1 The corporate Strategic Partner Grants programme currently commissions advice and voluntary sector support services from the voluntary sector. The current providers are:
  - Citizens Advice Merton and Lambeth
  - South West London Law Centres
  - Springfield Advice and Law Centre
  - Merton Voluntary Service Council
  - Merton Centre for Independent Living
  - Merton Community Transport
- 1.2 The annual cost of the programme is £682k (excluding notional funding) and funding was agreed for a three year period from 2015-18. Funding was awarded on a grants basis with organisations bidding for funding against a

broad set of criteria but with service provision largely determined by the grant funded organisation.

- 1.3 The bulk of funding pays for generalist and specialist advice services, including legal and debt advice. These organisations are providing services to some of the poorest and most disadvantaged households in Merton who have been hardest hit by austerity cuts and economic changes.
- 1.4 It should be noted that the majority of advice services are provided by unpaid volunteers. The funding that Merton provides covers the cost of paid staff that oversee the work of teams of volunteer advisors.
- 1.5 Funding for the Strategic Partner Grants programme has remained unchanged since 2012. Over this period the Council's overall level of funding has reduced by around 40% and is anticipated to continue to reduce over the remainder of the MTFS period.
- 1.6 It is proposed to move toward a commissioned grants approach going forward with a clearer set of outcomes and outputs agreed by the Council in advance. Also, that current departmental grants for advice services and voluntary sector support is reviewed and where possible consolidated into a single pot. It is proposed to speak to other public sector partners who commission similar services, such as the CCG, about the potential to enter joint commissioning agreements. The advantages of this approach are:
- greater economies of scale by including all Council spend (and potentially partners) on these types of services;
  - a range of stakeholders including the VCS, partners, service users and Council would be involved in drawing up the specifications to ensure different viewpoints and ideas on how best to commission these services were considered; and
  - specifications that reflect the priorities agreed by Cabinet to ensure that resources are targeted to those priorities and that future monitoring ensures that outputs are delivered in line with the specification.

It should be noted that all the Council's we contacted to review current practice elsewhere have switched to either commissioned grants or contracts. The reason cited was to ensure value for money and to focus on commissioning priorities.

- 1.7 Should Cabinet agree the move to a commissioned grants approach, it would take some time to implement this, including consultation, identifying current grant spend on these types of services, drawing up specifications, awarding grants and mobilisation. This could not be done effectively within the time frame of the current programme which ends in March 2018. The current programme would therefore need to be rolled forward a further year into 2018/19.
- 1.8 It is proposed that funding remains at current levels for the next 3 year period 2018/19–21 but with the intention to support Strategic Partners to have a long term sustainable funding plan in place.

## 2 DETAILS

### Background

- 2.1. The aim of Strategic Partner Funding is to provide core funding to voluntary and community sector (VCS) organisations that undertake a strategic role in the borough. This includes umbrella bodies representing other VCS groups, support services for the VCS, or cross-cutting services that do not fall into service department funding categories.
- 2.2. In order to obtain funding, organisations are required to provide evidence of how they support the work of other voluntary organisations in the borough and/or deliver services for local people that do not fall into service department funding categories. Applicants have also been expected to demonstrate how their services contribute to the strategic ambitions for the borough and the delivery of Merton's Community Plan. The current full criteria for funding are included at Appendix 1.
- 2.3. The current round of three year funding agreements began in April 2015 to run until March 2018. The agreed total per year currently allocated to Strategic Partner Funding is £780,000, broken down as £682,181 in cash payments and £97,819 in notional rents. For the three year agreements in place the total amount set to go to Strategic Partners will be £2,340,000 (£2,046,543 in cash and £293,457 In-kind). The complete breakdown of funding to each of the organisations can be found at Appendix 2. The table below sets out the breakdown by organisation per year.

Organisation	Purpose	Cash	Notional
Citizens Advice Merton and Lambeth	Information, advice and advocacy	£341,898	£59,870
South West London Law Centres	Legal Advice and casework	£56,034	£0
Springfield Advice and Law Centre	Legal advice and casework	£53,765	£0
Merton Voluntary Service Council	Voluntary sector support and volunteering service	£125,484	£37,949
Merton Centre for Independent Living	Accredited advice and advocacy Service; disability policy and strategy service	£80,000	£0
Merton Community Transport	Community transport service	£25,000	£0
<b>Total</b>		<b>£682,181</b>	<b>£97,819</b>

- 2.4. Each funding agreement includes a series of outcomes which helped to decide which organisations would be funded. These outcomes also enable the impact of the funding to be assessed. The latest monitoring information for each organisation is included in Appendix 2.

## **Key challenges identified by funded organisations**

- 2.5. From the latest monitoring carried out, there were a number of consistent challenges that the strategic partners identified:
- demand for services continues to rise, notably since the most recent welfare reforms;
  - other sources of funding have become increasingly competitive plus drafting funding applications requires expertise and skills that are not always available from MVSC or within the Strategic Partner organisations themselves;
  - looking for multiple sources of funding so as not to be reliant on just strategic partner grants, but looking to secure funding that is flexible and that fits within an organisations core values. Examples of organisations that Strategic Partners have been able to attract funding from include Healthwatch, Children in Need, City Bridge Trust, Thames Water and the Tudor Trust;
  - finding suitable premises is an issue, both in terms of office and administrative space and for service delivery.

## **The approach in other London Boroughs**

- 2.6 We have looked at the approach that other boroughs have taken in relation to strategic partner funding including neighbouring boroughs and boroughs who have undertaken recent work in this area. The majority continue to fund infrastructure and advice services corporately. However, there has been a substantial shift towards commissioning rather than grants. Commissioning is seen to offer better value for money in a time of reducing resources and to ensure that priorities align with the local authority's priorities. Many boroughs have reduced the overall level of funding for advice and infrastructure support, however, this has been widely signposted in advance with a significant lead in period e.g. Camden. Further information on the approach taken in other boroughs is set out in Appendix 3.

## **3 OPTIONS FOR THE STRATEGIC PARTNER PROGRAMME GOING FORWARD**

- 3.1. The Strategic Partner model has been successful in Merton and has been developed in partnership with the VCS. The stability provided by the three year agreements has enabled organisations to pilot, and deliver additional services on top of delivering the outputs and outcomes agreed as part of the strategic partner funding itself. The stability has also enabled organisations to secure other sources of funding; being seen to be a Council partner acting as a form of validation and endorsement makes them more attractive to other grant funding organisations.
- 3.2. Providing support for infrastructure and volunteering helps to enable a flourishing voluntary sector and in turn helps to reduce the demand for council services. The continued reduction in funding for local authorities means that there is the need to stimulate and nurture social action in order to build more sustainable communities. One of the key aims of Strategic Partner funding is to empower the voluntary sector so that it can help shape



the borough and support the services, and the gaps in the services, that the Council delivers.

- 3.3. Advice and advocacy services play an important role in helping to prevent problems that emerge for people from spiralling to a point where there is the need to access higher cost and more intensive council services. Evidence from those receiving strategic partner funding to provide advice services is that government reforms to the welfare system continue to cause an increase in demand for advice, in particular around benefits and housing. Advice services can play a crucial role in assisting their users to deal with the effects of these changes, ensuring people receive the allowances or support they are entitled to and are supported to manage their money and avoid debt. Funding for advice can be an important first step in helping people to be supported to live their lives independently.
- 3.4. A decision needs to be taken on agreeing the level of funding that would be available to be allocated. The current figure of £682k per year allocated to Strategic Partners has remained at this same level for the previous two cycles of three year funding agreements. Overall funding for local government continues to be reduced so it is recognised that the amount of funding provided to Strategic Partners needs to be assessed in this context. It should be noted that as well as the Strategic Partner Grants programme there is grant expenditure within departments on advice and support services. It is therefore proposed to look at the feasibility of consolidating other departmental grants for these services into a single commissioning grant pot.
- 3.5. Currently, the Strategic Partner Grants provide: advice services, community transport, voluntary sector development, volunteering and pan disability policy and strategic advice. We are recommending that these should all continue to be funded, but that the proportion between commissioning outcomes should be reviewed. For example, in light of the Voluntary Sector and Volunteering Strategy it could be argued that support to the voluntary sector and volunteering should be increased to reflect the need to support the sector to adapt to rising demand and falling income e.g. developing expertise around income generation and fundraising. It is an area of strategic importance to the Council but the level of funding provided by the Council is low in comparison to other boroughs.
- 3.6. A decision needs to be taken on the approach to the commissioning of the funding to Strategic Partners; either grants, commissioned grants or contracts. London Funders, a membership network for funders and investors in London's civil society, see grants as being the preferred model but that a more commissioned approach offers greater flexibility in how outcomes are delivered by providers. Adopting a commissioned grants model enables the council to ensure that the work of funded organisations is aligned to its corporate priorities and that there is greater transparency in what is being funded. This model also allows the commissioner to develop a strong set of performance measures to ensure delivery meets the objectives set out in the commissioning brief.
- 3.7. It is therefore recommended to move to a commissioned grants model and to work with stakeholders to develop the specifications setting out the

outcomes required and what will and will not be funded. CMT were in agreement with this proposal and that the Policy, Strategy and Partnerships team would be responsible for drawing up the commissioning specifications and to commission and client the service.

- 3.8. To put this process in place effectively and to analyse the Council's current grant spend on these areas, as outlined in 3.4, will take some time and we would therefore recommend rolling forward the current Strategic Partner Grant programme for a further year, 2018/19, at the current levels. A new programme would therefore come into place for three years from 2019/20.
- 3.9. It is proposed that funding remains at current levels for the next three year 2018/19-21 period with a view to supporting Strategic Partners to put in place a long term sustainable funding base. It is proposed to work with Strategic Partners to support them develop a sustainable business model including examining options such as charging, other funding, shared service models with other providers etc.

#### **4 ALTERNATIVE OPTIONS**

- 4.1. The decision could be taken to stop providing Strategic Partner funding after the current agreements end in 2018. However the current funding climate for local authorities, with reducing budgets and activity also reinforces the need to stimulate and nurture social action; filling gaps and enable self help within communities. It is inevitable that if we ceased to fund these services at the current level or withdrew a significant proportion of funding without time for the current providers to seek alternative funding, the current services would cease, potentially with the current providers being financially unviable going forward. This would inevitably have a knock-on effect in terms of increasing demand for Council services. **Not recommended.**
- 4.2. Funding reductions could be introduced incrementally from 2019/20 with a funding reduction in each year of the funding period. This would assist the Council in meeting its saving target. However, it will be harder for providers to develop a sustainable long term funding model as they will inevitably focus on implementing cuts year on year. **Not recommended.**
- 4.3. The decision could be taken to adopt a model of non-commissioned grants. A commissioned approach to grants is seen as ensuring that there is greater transparency and that grant allocations are based on well-defined criteria that support clear outcomes. It ensures that grant applications and monitoring processes are more robust at defining outputs and outcomes and that their impact can be measured and evaluated more effectively. **Not recommended.**

The decision could be taken to move to a contract approach. There is though a concern that smaller organisations can suffer if a council moves to a purely commissioned approach. Grants remain seen as an important funding stream for specific types of projects and offer greater flexibility. **Not recommended.**

## **5 CONSULTATION UNDERTAKEN OR PROPOSED**

5.1 We gave all the current Strategic Partners the chance to comment on this report. Overall, there was support for the recommended approach with some consistent points emerging from the feedback:

- Welcoming the Council's proposed ongoing commitment to the Strategic Partner Programme;
- All organisations facing financial pressures as other sources of funding become increasingly difficult to access;
- Noting that demand has increased for information, advice and support services across the board;
- Support for the proposal to remain as a grant based programme and for to move toward a commissioned grants approach subject to further discussions on how this would work in practice;
- Support for the proposal to look more widely at similar types of expenditure allocated by the Council and its partners;
- Longer funding periods help organisations plan for the future;
- The importance of the Strategic Partner programme complementing statutory services and how effective and timely advice can prevent problems from escalating;
- To note, when developing specifications, the need to reflect the significant difference between information/ advice/ guidance services and support to the voluntary sector.

Detailed responses are set out in Appendix 3.

## **6 TIMETABLE**

- Summer 2017 – review existing departmental grants spend on advice, information and voluntary sector support
- Autumn 2017 – Start process for new commissioning specifications
- Feb/March 2018 – Finalise one year grant agreements for 2018/19
- Summer 2018 – Consult on proposed specifications
- Autumn 2018 – Seek grant applications
- Winter 2018 – Appoint new Strategic Partners 2018/21
- Early 2019 – Finalise Grant Agreements
- April 2019 – New Strategic Partner Programme commences

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

7.1. The current total per year currently allocated to Strategic Partner Funding is £780,000, broken down as £682,181 in cash payments and £97,819 In-kind grant contributions (notional rent). For the three year agreements in place

the total amount set to go to strategic partners will be £2,340,000 (£2,046,543 in cash and £293,457 In-kind). Currently this level funding is built into the base budget in the MTFs.

- 7.2. A saving of £80k is in the MTFs for 2017/18 based on an assumption that the subscription to the London Council's Grant Scheme would reduce by this amount from 2017/18. However, the subscription for 2017/18 has reduced by just £34k. It is proposed that the remaining £46k is taken from the budget for Strategic Partner Grants. The 2016/17 corporate grants budget is £789,190, once the 46k saving is taken the 2017/18 budget will be £743,190. This means there is sufficient budget to commit to Strategic Partner Funding as outlined in 7.1 of £682,181 for 2018-21.
- 7.3. There is a further agreed saving in 2018/19 of 19k to come from corporate grants. This 19k saving can be also met from the grants budget as, once enacted, the 2018/19 budget would be £724,190. This is sufficient budget to meet the proposed Strategic Partner Funding of £682,181 as outlined in 7.1 for 2018-21.

## **8 LEGAL AND STATUTORY IMPLICATIONS**

- 8.1. There is no legal requirement to fund these services. However, a reduction in funding would impact on current and future service users who fall within the protected characteristics groups set out within the Equality Act 2010 and the impact of any funding reduction on these groups would need to be carefully considered when a decision to reduce funding was being considered. There is a high likelihood of legal challenge were the potential impacts not considered in accordance with the Public Sector Equality Duty during the decision making process.

## **9 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS**

- 9.1. The support provided through the Strategic Partner Grants programme supports the Council's priorities around human rights, equalities and community cohesion. The funding goes to organisations who provide services to vulnerable and disadvantaged residents and a significant proportion will come from people who fall within the protected characteristics. The support provided to voluntary sector organisations will contribute to strengthening community cohesion in Merton.

## **10 CRIME AND DISORDER IMPLICATIONS**

- 10.1. N/A

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

- 11.1. N/A

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

Appendix 1 – Criteria for funding  
Appendix 2 – Organisations receiving Strategic Partner Grants 2015-18  
Appendix 3 – Comparison with other London Boroughs  
Appendix 4 – Feedback from Strategic Partners on the proposed approach

**13 BACKGROUND PAPERS**

13.1. Voluntary Sector and Volunteering Strategy – Cabinet Report January 2017

## **Appendix 1 - Criteria for funding**

Strategic Partners must show that they are able to:

- demonstrate a strong local connection to Merton, including an established local presence in the borough for at least 12 months;
- deliver services that generate a quantifiable benefit to Merton;
- support the delivery of Merton's Community Plan, actively contributing to 'bridging the gap' between the east and the west of the borough';
- contribute to meeting the council's strategic objectives, including its commitment to equality and diversity;
- promote community cohesion, integration and access;
- deliver accessible services that meet the needs of Merton's diverse communities;
- operate in accordance with the principles of the Merton Compact;
- work strategically with the council and contribute to policy development relating to the service they provide/ organisations they represent;
- give service users a voice and articulate these at a borough level;
- work collaboratively with other VCS organisations;
- are not for profit organisations (including social enterprises) and do not include any public body or local authority; and
- have a corporate body or have a formal constitution if not incorporated.

## Appendix 2 – Organisations receiving Strategic Partner Grants 2015-18

<b>Name of service provider organisation</b>	Merton Centre for Independent Living
<b>Total amount of funding agreed for 2015-18</b>	£240,000
<b>Purpose of funding</b>	Accredited Advice & Advocacy Service including home-visiting and representation to enhance individual financial security and improved choice and control for Disabled people; Pan-disability Policy & Strategy Service that will positively influence local organisations and the external environment.
<b>Key progress and delivery against agreed outcomes between April and September 2016</b>	
<ul style="list-style-type: none"> <li>• Hate Crime pilot work and research report has resulted in the appointment of a MOPAC funded hate crime worker and partnership work with LBM and MPS</li> <li>• Engagement with Waste Services on wheelie bin plans and ensuring that changes to collections are responsive to the needs of disabled people</li> <li>• Engaged with ASC on what independence means for disabled people and in discussions to deliver short training on this</li> <li>• Across Advice and Advocacy, 471 sessions of 1:1 support have been provided, covering 237 cases in the first 6 months of the year. Work carried out relates to mainly to benefits (applications, assessments, appeals), housing and community care</li> <li>• In our annual survey currently being conducted, 100% of respondents agreed that Merton CIL addresses the issues which matter to Disabled people.</li> <li>• In the last financial year, over half of service users agreed their voice was heard, 60% felt more financially secure, and our work contributed £846,000 to the local economy</li> <li>• Original targets have been re-modelled as the administrative burden of an accredited service has been nearly three times what was expected</li> <li>• Project on budget. Agreed that underspend in year one would be used to part-fund a service manager post for the remaining two years</li> </ul>	

<b>Name of service provider organisation</b>	Merton Community Transport
<b>Total amount of funding agreed for 2015-18</b>	£75,000
<b>Purpose of funding</b>	To part fund (50%) the salary of the Chief Executive Officer, thereby enabling the

	CEO to meet local needs and strategic leadership of MCT
<b>Key progress and delivery against agreed outcomes between April and September 2016</b>	
<ul style="list-style-type: none"> <li>• From April to September 2016, the number of individual passengers has risen to 121 active users, a 49% increase compared to the same period last year</li> <li>• 98 member organisations are registered with MCT who act as a conduit in providing transport for various events and community engagements. Some of the groups within Merton include; Carers support, Merton Mencap, Dementia Hub, Merton vision and various local schools</li> <li>• MCT works with Circle Housing to improve residents working condition and aid improvement of users quality of life and mental wellbeing</li> <li>• Working to diversify income and reducing dependence on contracted work from Dial a Ride</li> <li>• MCT conducts a service feedback survey each quarter, to assess strengths and areas requiring further improvement. Latest results include customer service satisfaction of 86% and 95% would recommend MCT to others</li> <li>• Received Fleet Operator Recognition Scheme accreditation, a scheme that aims to improve fleet activity throughout the UK</li> <li>• The support of part funding the CEO's salary is seen as helpful as the services being provided do not generate an income to fully fund this post</li> </ul>	

<b>Name of service provider organisation</b>	Citizens Advice Merton & Lambeth
<b>Total amount of funding agreed for 2015-18</b>	£1,025,694
<b>Purpose of funding</b>	To provide information, advice and advocacy services relating to social welfare law, including money advice casework, to Merton residents
<b>Key progress and delivery against agreed outcomes between April and September 2016</b>	
<ul style="list-style-type: none"> <li>• Assessed against national Citizens Advice performance framework for both quality of advice and governance and passed with some minor corrective action recommended. CAML has since joined a national pilot scheme which will provide more rigorous scrutiny of its quality of advice. This started in 2016-17</li> <li>• Confirmed benefits gained are £545,809 and debt managed stands at £1,603,117 (overall target £2,000,000). Although not a measured outcome, a</li> </ul>	



further £76,920 has been regained through employment advice

- Overall, against a year one target of 28,000 Merton residents, a total of 29,026 people received information and advice
- Mitcham office being renovated to become the main site and a pilot of a satellite service of outreach across the borough

<b>Name of service provider organisation</b>	Merton Voluntary Service Council
<b>Total amount of funding agreed for 2015-18</b>	£376,452
<b>Purpose of funding</b>	To provide a one stop shop infrastructure and strategic representation service for the voluntary, community and faith sector in Merton
<b>Key progress and delivery against agreed outcomes between April and September 2016</b>	
<ul style="list-style-type: none"> <li>• Electronic communication tool MINE set up which connects 45 Voluntary Sector Chief Officers in Merton</li> <li>• 955 volunteering roles registered on V-Base (volunteering database) and 108 new volunteering opportunities developed by working with organisations in the borough</li> <li>• At least £42,000 in kind support levered into Merton's VCFOs from local business through Business Development Officer, in partnership with Merton Chamber of Commerce</li> <li>• Contributed to the development of the revised Terms of Reference and led on the 'community participation' theme of the Health &amp; Wellbeing Strategy Refresh and the Economic Wellbeing Action Plan</li> <li>• NAVCA Quality Mark, Volunteering England Quality Mark, London Youth Quality Mark Bronze, Positive About Disability all renewed in last 6 months</li> <li>• Deployment of volunteers to add value to Merton Library Service and to deliver the Home Visits Library Service; recruitment of volunteers for the Merton Befriending Service; development of MVSC's Avanti peer mentoring project for adults with mental health issues; providing employability and retail placements for young people with support needs in our Fayre and Square shop</li> <li>• 16 organisations have received either 1:1 or group guidance and support on volunteering practice. In addition, all Merton's volunteering involving organisations (VIOs) have access to Good Practice advice via MVSC's Virtual</li> </ul>	

Development Worker and Information Bank on Merton Connected

- New representative framework agreed and elections held for INVOLVE community engagement network

<b>Name of service provider organisation</b>	Springfield Advice & Law Centre
<b>Total amount of funding agreed for 2015-18</b>	£161,295
<b>Purpose of funding</b>	To improve and continue to build better access to legal advice services for service users of SW London & St George's Mental Health Trust via outreach at centres within Merton
<b>Key progress and delivery against agreed outcomes between April and September 2016</b>	
<ul style="list-style-type: none"> <li>• 84 outreach sessions have been provided across four different locations in the borough, exceeding the target set for this point in the year</li> <li>• Currently under target in terms of debt legal advice, casework and representation however many of the debt cases have been complex and have exceeded targets in welfare benefits outputs. Demand has been greater for welfare benefits and generalist advice than anticipated, and debt client cases taken on are still on-going, with average case-turnover taking between 4 to 6 months</li> <li>• Of debt cases concluded, 65% resulted indebts being written off and 18% saw debts reduced. Of the remaining 17%, 12% of clients were better enabled to plan their financial affairs</li> <li>• Of the benefit cases so far concluded, 95% resulted in continued, increased or new periodic payments being awarded to clients.</li> <li>• The organisations aim is to gain quantifiable monetary benefits for clients in the region of £125,000 per annum (or £62,500 over 6 months): this figure has been exceeded in the previous two 6 month periods and only slightly behind in the most recent 6-month period</li> <li>• In the last 6 months, debt relief for clients amounting to some £94,700 has been secured, while the total figure for debt-relief and benefits awarded/obtained for clients in the last 6 months amounts to more than £152,200</li> <li>• Feedback from professionals making referrals into the service is positive</li> <li>• Over-target in terms of the number of clients seen and receiving a full casework service in debt and welfare benefit matters. However, the division of</li> </ul>	

casework has leaned more towards welfare benefits than debt, so the organisation has responded accordingly. SALC would like to continue to deliver the existing service, with this flexible approach to client-need, so to deliver more benefit casework and advice, as needed

<b>Name of service provider organisation</b>	South West London Law Centres
<b>Total amount of funding agreed for 2015-18</b>	£168,102
<b>Purpose of funding</b>	To provide legal casework and advice in social welfare law (community care, debt, employment, housing and immigration and asylum)
<b>Key progress and delivery against agreed outcomes between April and September 2016</b>	
<ul style="list-style-type: none"> <li>• SWLLC continues to run one of the largest pro bono clinic services in the country. By addressing legal problems in their early stages it is hoped to prevent these from escalating into bigger, more complex issues</li> <li>• The advice provided also helps to improve the efficacy of other public services, such as education, health or social security by helping eligible people exercise the right to access these services</li> <li>• So far this year, 232 files have been worked on, with 171 people represented. In 77% of cases a positive outcome has been achieved</li> <li>• Clinics in Merton saw a slight reduction in numbers due to an issue with one of the venues being unable to cope with demand. With a new venue now secured, numbers should increase and projected to exceed target for the year.</li> <li>• Using a volunteer exit survey, 90% of volunteers had a positive experience and ten volunteers each year go on to gain paid employment</li> <li>• Have been successful in a number of funding bids, including securing funding from the City Bridge Trust, Trust for London, Lottery Fund and Thames Water to fund different projects and posts</li> </ul>	

## **Appendix 3: Comparison with other London Boroughs**

### **Lambeth**

The LB Lambeth fund £470k p.a. for advice services to be provided through a commissioned grants programme. They commission three generalist advice providers (including CAML) on a geographic basis and the law centre. CAB run a general advice service across the borough with referrals through to specialist advice requiring casework. Lambeth only fund specialist advice relating to debt, housing and benefits. They are about to cut the level of funding in 2017/18 by 15%.

Lambeth commission a volunteering service from their CVS which costs £100k p.a. They do not currently fund voluntary sector support and development, however they are about to re-commission this service and will use a steering group drawn from the VCS to develop the specification.

### **Camden**

The LB Camden has made a commitment of up to seven years of funding for Strategic Partners in order to provide what it describes as 'unprecedented security'. In Camden approximately £1.5m will be available every year until 2021, following which there will be a reduction in the funding for the remaining three years of the programme as a reaction to the Council's funding from central government continuing to be reduced. It is noted that funding awards may have to change if local needs and demographics significantly change, but this would be done in dialogue with Strategic Partners, who would not have to undergo a full formal re-application process.

The neighbourhood commissioned grant approach will aim to support strategic partners in balancing the use of community assets (for example community centres) to generate income and supporting local social action.

### **Tower Hamlets**

In 2014/15, nearly £5.7m was provided to VCS organisations through various funding streams including mainstream grants and small grants. Of this total £310,058 went to third sector infrastructure support and £252,055 went to other strategic partners through Community chest and One Tower Hamlets funding.

As part of the LB Tower Hamlets Voluntary and Community Sector Strategy for 2016-2019 all council funding to the VCS is being reviewed to ensure it is contributing to priority outcomes, with a general preference for commissioning rather than grants. Grant funding though will remain for specific purposes, where there is a clear case that it is more appropriate than commissioning and where it is a clear benefit to the service being funded. The strategy sets out these circumstances as being;

- One-off funding to encourage innovation or pilot something new, especially where there is a current gap;
- Capacity building to enable smaller organisations to participate in commissioning;
- Small, flexible, one-off grants to encourage community cohesion, resilience and local action including by groups that are not formally constituted;
- Reducing social isolation and providing events and cultural opportunities; and
- Activity that can only be undertaken by the VCS

An evaluation of the 2015/18 Tower Hamlets Mainstream Grants Programme involved consultation with members of the VCS and revealed strong support for some strategic grants to be maintained to meet specific community needs. A strategic and well-managed approach to resourcing is seen as important in helping to ensure that the voluntary and community sector can operate effectively and sustainably.

In the Tower Hamlets consultation there was also concern that smaller organisations may suffer when the council moves to an outcome based and commissioned approach, due to a lack of resources and potential skills to enable them to compete with larger organisations. It was decided that support should be offered to mitigate this and that grants remain an important funding stream for certain projects such as pilots and innovation.

## **Redbridge**

A review of LB Redbridge Voluntary Sector Grants was carried out in 2016. Currently, the Strategic Partners Fund is more than half of their current grants budget, which in 2015-16 totalled £782,000. Grants are awarded on three year cycles, but Strategic Partners have to re-submit their application annually, which in the review was deemed to be an unnecessary burden on already stretched groups. Consultation as part of the review revealed support for the current model and its flexibility, with an endorsement from the council being seen as helpful in being able to lever in additional funding.

The current Strategic Partner Grants in Redbridge are in most cases semi-commissioned. A specification of outcomes and key activities is developed by officers and then voluntary and community sector organisations bid to deliver these through a competitive grant application process. For this reason, there is some support for commissioning but mainly from the larger organisations.

The current Strategic Partner funding supports a mix of activities relating to engagement, representation and partnership; however in some cases direct service delivery is also included in the grant for historic reasons. In the review this was argued creates 'a muddled picture that is not transparent or equitable.'

The results of the review is that Strategic Partner funding should be maintained but refocused to support corporate priorities across the equalities strands and empower communities to help shape the borough and the services the Council deliver. Funding for direct service delivery currently included in the Strategic Partner arrangements should in future be commissioned separately. 3 year funding agreements should be maintained to help ensure a consistent approach for funded organisations.

## **Sutton**

In Sutton all strategic partner and service funding for the voluntary sector is through tendered contracts. The Council has delivered a small grants programme in recent years, administered through The Sutton Community Fund at Sutton CVS. In 2015-16, as part of the councils corporate grants programme, £110,000 was allocated in grants compared to £822,000 which was commissioned to VCS organisations. The current funding cycle in Sutton is for 3 years + 1 + 1. Going forward the goal is to look less about providing funding to the voluntary sector but to provide support through officer time, information and data.

## **Kingston**

In 2016, Kingston changed their approach to funding to the voluntary and community sector, closing their previous Corporate Grants Programme of grant aid to local voluntary and community sector groups. They have moved from a Community Investment Fund and Strategic Partner Grants to a commissioning approach, with the expectation that this will lead to an increase the overall amount of spend that goes to the voluntary sector.

Funds are still available for annual one off New Initiatives and Your Kingston grants. New Initiatives grants are annual grants for one-off projects or pump-priming/development activity which can include a contribution to project overheads but not towards the day-to-day running costs of the organisation.

## **Appendix 4: Feedback from individual organisations.**

### **1. Merton Centre for Independent Living**

- In principle, we support the suggestion to have commissioned grants, and to spend a period of time planning that before going ahead
- We are seeing a significant increase in need and demand, and work is becoming more complex and time-consuming. Therefore we would urge Officers and Cabinet to consider increasing the funding available from the current level
- Within the overall Strategic Partner Grants programme we want to highlight that there is a big difference between service delivery (IAG work) and voluntary sector support services. It may be helpful to clarify within the new programme how much is designated to each area
- We support the suggestion to include department expenditure on advice and support services within the new programme, as long as this does not represent a reduction in the overall funding available for such services
- We would recommend that spending on relevant statutory services, particularly statutory advocacy, is covered within the review

### **2. Citizens Advice Merton and Lambeth**

- Very grateful for the Council's continuing support of the vital work we do for vulnerable local residents.
- In summary, we agree with your proposed direction of travel towards commissioned grants.
- The approach gives the Council the opportunity to appoint a designated lead for advice and information provision within the local voluntary sector and to devise a structure whereby this lead acts as a 'front door' to all local VSO service provision. Such an approach would enhance collaboration and joint working within the sector as well as reducing the potential for duplication.
- It also gives the Council the opportunity to consider and develop, with Strategic Partners, the ideal balance of service delivery in Merton. Arguably the best known – and most accessible - advice and information model is where you have at the front end of the service a triage system which operates through face to face, telephone and online channels. Depending on the needs of the client and their level of vulnerability, triage is then followed either by assisted information (including signposting); generalist advice (delivered face to face or over the phone); or specialist advice (usually delivered face to face).
- Getting the balance right between these different elements, and between the different channels, is crucial when it comes to ensuring best value and meeting as much need as possible within available resources.

### **3. Springfield Advice and Law Centre**

- I wholeheartedly endorse the view that demand for services has continued and, indeed, continues to rise – especially in relation to welfare benefits and budgeting advice, mainly due to sweeping changes and the near-constant re-assessment process for many benefit applicants, but also as households "at the bottom end" are more financially squeezed (e.g. by the Bedroom Tax, benefit-capping, uncertainties of income caused by zero-or-minimum-hour contracts).
- I also agree that Council funding is of some assistance in attracting other funders, who may be more likely to see the partnership-organisation as "safe", "reliable", "reputable" and "worth funding". Admittedly, funding can still be difficult to secure, whilst ensuring the

funder's aims and objectives, match as closely as possible to that of the partnership agency, and its ability to deliver.

- As other sources of funding have diminished or disappeared altogether, we have had to seek alternative grant funding, to supplement our work and services, and in order that these services continue at a level which, although perhaps not exactly matching demand, reaches as many people in need as possible.
- We have achieved this, not only through other grant funding, but significantly by virtue of our premises and utilities/linked services being NHS-supported, subsidised or free of charge to us. Further, in view of the financial climate in which we operate, we have also sought to pare down costs and overheads and to share the costs of our service amongst several funding bodies – in our case the local NHS Trust, the Tudor Trust and by becoming more structurally streamlined. We have developed a very small charging service in some areas, but this does not largely fit our client-group, nor does it fit with the main services for which funding is received – namely, Welfare Benefits & Debt – and for which service-users could not realistically be charged due to the issues involved (often, entire lack of income/income shortfall).
- I think it is important to recognise the definite benefit of the services provided, to the local authority, in terms of savings on other direct and support services that would need to be relied on, or more intensive (costly) action or support that would otherwise be required, without the support of the partnership agencies. We are looking at an almost inevitable increase in the costs of social care services, amongst an aging population, where poverty and disparities of wealth are a factor, both nationwide and within the borough. Partnership agencies provide value for money and still represent a lesser commitment to the authority than an in-house service, particularly terms as level of commitment can be more readily negotiated, and where the partnership agency promotes greater independence and confidence amongst service-users, improved well-being from lessened stress and pressure on finances, and ensures service-users are better informed/equipped going forward.
- I do not think the services of the partnership agencies can be equated with any internal council/departmental services, as there is a potential for conflict of interest – for example, where the benefit-in-issue may be administered by the local authority and/or where the authority may have a stake in the outcome. There is a need to ensure users of the service feel that the service is approachable, impartial and that their problem will be dealt with confidentially. It is also important that the partnership agency is willing to take on issues that might potentially challenge the local authority, whether in its decision-making, processes, or the way in which a Rule or Regulation may have been interpreted or applied. The fact the process permits the same, means it is more likely to stand up to scrutiny from any source.
- Finally, I am concerned for the impact any change in funding might have on us and other smaller agencies, especially if funding is precarious, very short-term, or the terms of funding are particularly onerous and/or generic across the sector, rather than agency-specific. I feel it is important to tailor funding to the organisations concerned and the need it is intended they meet. This will both ensure the partnership agency's stability and ability to plan ahead for the organisation, as well as its staffing and delivery of services, and enable them to build on funding and/or secure other funding streams.
- I note that the level of core funding would be intended to remain at its current level and largely as is for the next financial year, whilst any new approach is subsequently put into effect. Although it would be ideal if account of the organisation's other overheads and inflation etc. could be had regard to, I do appreciate the difficult financial climate in which the Council are operating, and remain happy to work alongside to make the programme work.



## **Committee: Cabinet**

**Date:** 3 July 2017

Wards: All

**Subject: Sustainability and transformation plans (STPs)**

Lead officer: Simon Williams     Director of Community and Housing

Lead member: Councillor Tobin Byers

Contact officer: Simon Williams

---

### **Recommendations:**

- A. Cabinet is asked to note the contents of this report
  - B. Cabinet is asked to endorse the summary of Merton's position as set out in the bullet points on p8 of this report, including the Council's commitment made on several occasions to vigorously oppose any proposals to close or downgrade St Helier Hospital
- 

---

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

- 1.1.        This paper summarises the thinking behind STPs at a national level before going on to set out local progress and how local authorities including Merton are engaged.

## **2            DETAILS**

### **What are STPs?**

STPs were announced in NHS planning guidance in December 2015. They are five year plans for health and social care, 2016-2021. NHS organisations have been asked to collaborate to respond to the challenges facing local services. They are based on 44 geographical "footprints" across England, the average size of which is around 1.2m population.

The original core purpose of STPs was threefold:

- To improve quality and develop new models of care
- To improve health and wellbeing and give more emphasis on prevention
- To improve the efficiency of services

STPs represent a shift in NHS policy on improvement and reform. The Health and Social Care Act 2012 sought to strengthen the role of competition with the healthcare system. NHS organisations are now being told to collaborate rather than compete to plan and provide local services, on a "place based" basis. In support of this, encouragement is being given to move away from the transactional and competitive financial systems under "payment by results" and towards a sharing of financial risks under one shared system control total.

Draft plans were submitted in July 2016, and “final” plans in October 2016. There was some confusion over whether these were intended to be public documents: initially the view was that they were not (and they were not published in the July drafts), but by October in many places non NHS organisations unilaterally published them, and the NHS subsequently agreed that this should happen. This was mirrored in south west London, where Merton and other local authorities published the draft October plans before the NHS did.

The plans submitted in October 2016 have been subject to further appraisal and development. The focus has now shifted to delivery over the two years 2017-2019, with the priorities for 2017/18 set out in the “Next Steps on the NHS Five Year Forward View”:

- Improving A&E performance
- Strengthening access to high quality GP services
- Improvements in cancer services (including performance against waiting time standards) and mental health

all within the constraints of delivering financial balance

### **How has implementation gone nationally?**

The Kings Fund published its own appraisal of progress in its report published in November 2016: “Sustainability and Transformation Plans in the NHS. How are they being developed in practice?”

(<https://www.kingsfund.org.uk/publications/stps-in-the-nhs>)

Overall, despite considerable energy being put into this, the picture is generally one of progress being difficult for some key reasons:

- Capacity among NHS staff to do the work alongside the more day to day pressures
- Immediate service and financial pressures crowding out the more strategic planning required for the STP
- Forming complex alliances of NHS and other organisations
- The new emphasis on collaboration being against the provisions of the 2012 Health and Social Care where competition was given a more central role

### **The process in South West London**

The “footprint” for the local STP is southwest London, including the 6 boroughs/CCGs of Croydon, Kingston, Merton, Richmond, Sutton and Wandsworth. Because Epsom hospital is in the same NHS Trust as St Helier, there also has to be a relationship with the NHS (Surrey Downs CCG) and local authority (Surrey County Council) for the relevant population.

Alongside the local authorities and CCGs, this footprint includes 4 acute hospital Trusts (St Georges, Kingston, Croydon and Epsom/St Helier) and 2 mental health Trusts (South London and the Maudsley for Croydon and Southwest London and St

Georges for the rest). There are also 5 providers of NHS community services and six GP Federations co-terminous with CCGs.

Whilst there is significant local authority engagement at officer level and considerably more than in previous programmes of this nature, this is an NHS programme and decisions are ultimately made by the NHS through their statutory decision making bodies, acting together where they agree to do so. There has been and is no suggestion that the councils will have to formally ratify the plans at Cabinet or Council.

Key elements of the arrangements for drawing up and delivering the plan are:

- A Programme Board which exercises overall oversight of the STP, with a chair from outside southwest London. Given the number of organisations involved, this is a large body. Local authorities have been represented through designated representatives on behalf of all of them, namely one local authority chief executive (Ged Curran since summer 2016) and one DASS (usually Simon Williams since December 2015).
- There is one designated Senior Responsible Officer (SRO) for the programme. This is the Accountable Officer for the 4 CCGs (Kingston, Merton, Richmond and Wandsworth) under the new shared management arrangements.
- CCGs hold ultimate commissioning responsibility and authority for the plan. They may choose to exercise this in a shared way through the Commissioning Collaborative, or more formally through a “Committee in Common”.
- NHS acute providers have their own Boards, but have sometimes agreed to do shared pieces of work through their own collaborative arrangement. Local authority input to this work is currently through Simon White the interim People Director for Kingston.
- There is a Clinical Board to coordinate and oversee any work involving clinicians and specifically where a clinical view is needed.
- There is a weekly/fortnightly Executive Group to ensure that the programme is progressing. There is a place for one local authority representative.
- There is a finance group charged with all financial modelling, forecasting and collective monitoring. There has been a designated local authority finance lead to input into this work, although in reality engagement has been limited.
- There is a Right Care Best Setting board giving oversight to the model of care outside hospitals, co-chaired by the Director of Adult Social Care for Richmond and Wandsworth.
- At a more local level, the past six months has seen the emergence of Local Transformation Boards, charged with the more detailed design of new models of care both outside hospitals and within hospitals. There are four of them broadly based on acute hospital catchment areas, so Merton inputs into two: one for Merton and Wandsworth with St Georges hospital, and one for Sutton with Merton and St Helier Hospital. In the latter case due to the complexities of the Trust’s catchment area, it is intended that the Local Transformation board focusses more on the out of hospital model of care and is more focussed on

Sutton, and the work on hospitals including Epsom and St Helier will be through a wider Sustainability Board which will also include Surrey representatives.

- Plans are made at a Merton level for the model of care for the whole Merton population, involving the council, CCG, NHS community services, the GP Federation, the mental health Trust, and the voluntary sector. A further workshop was held on 13 June on this subject. This means that there are emerging shared plans for care in Merton, and that these plans can in turn be fed into the other mechanisms described above.
- For local authority members, there is a Collaborative Leadership Group, co-chaired by the Leader of Sutton Council, and with the Health and Wellbeing Board chairs from all six local authorities. This meets about every two months. For the Overview and Scrutiny function there is a Joint Health Overview and Scrutiny Panel, hosted by Richmond and Wandsworth.

All these arrangements are currently subject to a review of governance led by the SRO, with some draft recommendations now made but not at this stage publicly available.

### **What does the published October 2016 plan say?**

The draft South West London Five Year Forward Plan was published on line in October 2016. It can be found at <http://www.swlccgs.nhs.uk/wp-content/uploads/2016/11/SWL-Five-Year-Forward-Plan-21-October-2016.pdf>.

The plan sets out a case for change. This is in two parts:

- A care and quality case for change: hospitals are not offering 7 day a week services and not meeting waiting times targets, too many patients are unnecessarily in hospital, the quality and accessibility of primary care needs to improve, needs of people with mental illness and dementia are not being consistently met, diagnosis of cancer needs to occur earlier, care at the end of life needs to improve, and services need to work more seamlessly around the needs of patients. Three underlying factors are set out: lack of workforce, inadequate provision of preventative and proactive care outside hospitals, and the design of services doesn't achieve the best clinical outcomes.
- A financial case for change. At present the south west London health economy is overspending by £140m a year, this will rise to £828m a year by 2021 if nothing is done to tackle this.

A summary of the plan is on page 5 of the document and is set out in full in italics below.

*'Our plan suggests we should:*

- *Set up locality teams across south west London to provide care to and improve health for defined populations of approximately 50,000 people. The teams will*

*align with GP practice localities and have the skills, resources and capacity to deliver preventative health and support self-care*

- *Use our workforce differently to give us enough capacity in community, social care and mental health services to bring care closer to home and reduce hospital admissions*
- *Review our acute hospitals to ensure that we meet the changing demands of our populations, and to ensure that acute providers deliver high quality, efficient care. Our working hypothesis is that we will need four acute hospital sites in south west London, but we need to do further work on this*
- *Address both mental and physical needs in an integrated way, because we know this improves the wellbeing and life expectancy of people with severe mental illness and reduces the need for acute and primary care services for people with long term conditions*
- *Introduce new technologies to deliver better patient care (e.g. virtual clinics and apps)*
- *Make best use of acute staff through clinical networking and redesigning clinical pathways*
- *Review specialised services in south London. With NHS England, we have initiated a programme of work to identify the best configuration of the eight acute specialised providers in South London to be clinically and financially sustainable and deliver the best patient care'*

Regarding acute hospitals, in view of resident interest in this point it is worth setting out a little more of the underpinning thinking. The plan on p28 sets out hypotheses:

*'The evidence suggests that we could reduce the number of acute sites run by the four acute trusts from the current five and this could improve the quality of care. Through the development of this five year forward plan the system has tested two hypotheses:*

- *That **four** acute sites is an appropriate configuration to deliver clinically and financially sustainable care in south west London; and*
- *That **three** acute sites is an appropriate configuration to deliver clinically and financially sustainable care in south west London*

*The system has tested these against some initial considerations. These have been used only for the purpose of testing the hypotheses at this stage; a full list of formal criteria will be discussed in public engagement before being used to make decisions about which options would be formally shortlisted for consultation.'*

This chapter goes on to list the considerations being used at this stage: clinical quality, workforce availability, travel times, support from commissioners, broad clinical support, robustness against a range of future scenarios, risk during transition, and capital costs. It concludes with an overall assessment of three and four sites at this stage:

*'System leaders in south west London have reviewed the evidence available at this stage and our view at this point is that:*

- *Five sites does not allow us to meet the clinical standards*

- *Three sites is unlikely to be deliverable, and is likely to have higher capital costs than four sites*
- *Four sites perform better against most of the considerations listed above. In order to optimise our clinical outcomes (including 7 day standards) it is likely that the four sites will need to work very differently from the current approach, for example by networking clinically and working collaboratively to provide the best solution for patients.'*

Having settled on four sites as a preferred hypothesis for further testing, the chapter summarises some issues for each of the five sites, before concluding that *the only site which we believe is a fixed point is St Georges Hospital in Tooting, since it provides hyper-acute stroke, major trauma and other services which are serviced by highly specialised equipment and estates, which would be very expensive to re-provide elsewhere in south west London....Going forward, through public engagement on decision making criteria, we will consider whether any other sites should be designated as fixed points, as well as looking at the options more widely.*

### **What has happened since October 2016?**

The local NHS has continued a process of engagement with local people to discuss the plan, which was published in summary form. In order to do this it has set up Health and Care Forums in each borough, with an intention that these meet every six months. Unfortunately due to difficulties in finding dates and the general election being called, the forum for Merton has yet to meet, but is now confirmed for the evening of June 29.

The further work on acute hospitals referred to above remains work in progress, with some time initially taken to scope and cost the best way of doing this. It is likely that the Local Transformation Boards referred to above will take a greater role in looking at any necessary changes.

Local Transformation Boards have been asked to report to the programme board in September 2017 about their planned models of care, including how this effects finances

As set out above, there is now a greater focus on financial and operational sustainability over the next 2 years 2017-19, with the local NHS being required to set out its analysis and plans.

### **How has Merton along with other councils inputted to this process?**

At an officer level:

- The STP has throughout had a designated local authority chief executive to provide a local authority view to the programme. This was the chief executive of Richmond until August 2016 and since then has been the chief executive of Merton.
- At director level, the NHS has tended to look towards directors of adult social care (DASSs) for much of the input, in view of the high level of inter-dependency between adult social care and health services. There is a group of

DASSs across south west London, which has among other things coordinated input to the STP, including setting out what social care can both offer to the STP and what it requires the STP to address, looking at options to commission residential care collaboratively across south west London, providing a financial appraisal of potential costs to social care from the STP plans, and agreeing who should input into key workstreams of the STP. Merton's Director of Community and Housing chairs this group and has also represented local authorities at chief officer level more broadly where necessary

- Directors of Public Health have worked together to provide input to the prevention aspect of the plan. Merton's Director of Public Health has co-ordinated the work
- Directors of children's services have worked to ensure that the needs of children and young people are not overlooked in this process, which can be challenging when there is so much emphasis on older people. Merton's Director of Children Schools and Families has offered some coordination of this and has also chaired a clinical reference group for children.
- All six local authorities have contributed to a programme manager post which has coordinated input, taken forward specific pieces of work, and assisted with ensuring that everyone including members are kept informed

At member level:

- Chairs of Health and Wellbeing Boards have been members of the Collaborative Leadership Group referred to above, along with CCG lead clinicians . In Merton this is the Cabinet member for Adult Social Care and Health. The group has a declared intention to move from being recipients of information to doing more shaping of the plan.
- In Merton the Health and Wellbeing Board has received updates on progress for the STP, but given the confusion over publication it did not formally receive the draft at the time when it was published.
- Local Overview and Scrutiny panels including Merton's have at times asked for updates, and also collaborate at a south west London level for the Joint Panel.
- Reports were not brought to Merton's Cabinet prior to or at the times of submission of draft plans to NHSE (July and October 2016) because the NHS had not published the plans at this point and it was not envisaged that they would be in the public domain., As stated above, there is no requirement for Cabinet approval given that this is an NHS plan.
- However on both occasions the draft plans were shared, on the basis of not being in the public domain, with the relevant Cabinet members, on the understanding that they would remain confidential. In Merton a response was made through the Cabinet member writing back to the SRO, making comments on the plan in line with the Council's position (see below).

Merton's position has been to:

- Recognise the pressures on the NHS along with social care
- Welcome attempts from the NHS to (compared with previous programmes) work in a more collaborative way with local authorities, to give greater recognition of the contribution from and pressures on social care and other council services, and to give greater emphasis to care outside hospitals including prevention and self care
- Collaborate with the NHS in finding common solutions and remodel care out of hospital, subject to the point about St Helier Hospital below. Such remodelling has included the work on east Merton and the Wilson hospital, integration of service delivery across a range of children's and adult services, and some shared commissioning.
- Be clear that it will oppose any closure or downgrading of St Helier Hospital. Recent Council Motions to this effect state:
  - "this council reiterates its strong opposition to any plan that could result in the downgrading or closure of St Helier Hospital" and later in the motion repeats its "absolute opposition to any closure or downgrading of St Helier Hospital" (February 2017)
  - "this council re-iterates its policy to vigorously oppose proposals to close accident and emergency and maternity services at St Helier Hospital and its resolve to continue to do everything in its power to keep St Helier's accident and emergency, maternity services and other related services open" and later in the motion "we will not allow (...) the STP to be used as a cover for the resurrection of proposals to close or downgrade St Helier Hospital". (July 2016)
  - "reiterates our clear commitment to keeping our local hospital open" and "makes clear that Merton Council will continue its fight to protect our local hospital". (April 2015)

### **What will happen next?**

There has been speculation about the future of STPs given political positions taken during the general election campaign. They now look likely to continue. Whatever the naming and structures given to planning in the NHS, it is likely that they will include an emphasis on working collaboratively in geographical areas, remodelling care to improve outcomes for patients, meeting certain core standards on a more consistent basis, recognising the inter-dependency with social care, and finding efficiencies in order to achieve greater financial resilience.

Merton Council's aim will be to be on the side of its residents at all times. It will therefore support collaborative work which genuinely improves care for residents and which makes better use of the overall resources across the system. It will oppose work which fails to do this, specifically any plans to close or downgrade St Helier Hospital.



### **3 ALTERNATIVE OPTIONS**

- 3.1. The STP process is set out nationally and allows little room for manoeuvre within the NHS, although within the process a range of alternative scenarios may be identified.

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

- 4.1. The Council has not undertaken specific consultation for the purpose of this report, but has over the years remained in continuous dialogue with local residents about the shape of local health care, and has engaged in consultation exercises run by the NHS in order to ensure that the local resident voice is understood

### **5 TIMETABLE**

- 5.1. For the STP, a local delivery plan focussing on short-medium term financial and quality improvement is expected by the end of June 2017, and a plan setting out next steps for the STP by the end of September 2017.

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

- 6.1. The STP is essentially about NHS services, with financial sustainability for the NHS at its heart, with a wider aspiration for whole system sustainability. However there is potentially a knock on financial impact to the council from any plans, especially those involving shifting more care into community settings. Councils collectively in south west London are keeping this in focus.

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

The Council is not a decision maker in terms of the STP. The NHS is governed by various pieces of legislation in doing its planning

### **8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS**

None for the purpose of this report

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

None for the purpose of this report

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

There are no relevant health and safety implications for the purpose of this report.

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

#### **BACKGROUND PAPERS**

Draft South West London Five Year Forward Plan October 2017

NHS Five Year Forward View October 2014

Next Steps on the NHS Five Year Forward View May 2017

The Kings Fund: Delivering sustainability and transformation plans  
February 2017

## Cabinet

Date: 3<sup>rd</sup> July 2017

Subject: Budget outturn 2016/17

Lead officer: Roger Kershaw

Lead member: Mark Allison

### Recommendations:

---

- A. That Cabinet note the revenue outturn for 2016/17
- B. That Cabinet consider the outturn position on Capital and approve the slippage into 2017/18 detailed in Appendix 3b and the adjustments to current and future years budgets detailed in the table below:

Scheme	2017/18 Budget	2018/19 Budget	2019/20 Budget	Funding/Re-profiling
<b><u>Community &amp; Housing</u></b>				
Libraries Opportunity Fund	75,950	0	0	Arts Council Funding
West Barnes Library Re-Fit	(200,000)	0	200,000	Re-Rofiled to 2019-20
<b><u>Children, Schools and Families</u></b>				
Harris Academy Morden	(150,000)	150,000	0	Re-profiling
Harris Academy Merton	(100,000)	100,000	0	Re-profiling
St Mark'S Academy	(200,000)	200,000	0	Re-profiling
Harris Academy Wimbledon	(3,540,600)	2,240,600	1,300,000	Re-profiling
Harris Morden Sec Autism Unit	(170,000)	170,000	0	Re-profiling
Further SEN Provision	(1,824,090)	1,824,090		Re-profiling
Loans to Schools Capital	(104,000)	104,000	0	Re-profiling
Devolved Formula Capital	363,880	0	0	DfE Grant
<b><u>Environment &amp; Regeneration</u></b>				
Morden Leisure Centre	(1,386,320)	1,386,320	0	Re-profiling
Bus Stop Accessibility Program TfL	146,340	0	0	Revision of TfL Budget
Casualty Reduction & School Safety Program TfL	304,840	0	0	Revision of TfL Budget
A298/A238 Strategic Corridor (Colliers Wood) TfL	118,050	0	0	Revision of TfL Budget
TfL Principal Road Maint	(1,467,470)	0	0	Revision of TfL Budget
TfL Cycle Quietways	(70,960)	0	0	Revision of TfL Budget
Facilitating Cycle Access & Parking TfL	275,800	0	0	Revision of TfL Budget
Local Transport Scheme - Cycle Improvements TfL	120,870	0	0	Revision of TfL Budget
Beddington Lane Cycle Route TfL	339,750	0	0	Revision of TfL Budget
Strategic Corridor Mitcham TfL	155,990	0	0	Revision of TfL Budget
Figges Marsh/Locks Lane Roundabout TfL	74,000	0	0	Revision of TfL Budget
Mitcham Major schemes - TfL	399,990	0	0	Revision of TfL Budget

---

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

This report outlines the out-turn position for the last financial year (2016/17) and the issues that arise from it.

Section 2 – Summarises the draft outturn position of the Authority.

Section 3 – Reviews the outturn position for corporate items

Section 4 – Reviews the outturn position for service items

Section 5 – Reviews the detailed outturn position for service departments

Section 6 – Reviews the quality of budget monitoring

Section 7 - Provides information on the capital outturn

Section 8 – Summarises the movement in reserves

## Section 2 – REVENUE OUTTURN 2016/17

The following table summarises the outturn position for 2016/17.

OUTTURN	2016/17 Current Budget (Net) £000s	2016/17 Outturn (Net) £000s	2016/17 Variance (Net) £000s	2016/17 Current Budget (excl. overheads) £000s	2016/17 Outturn (excl. overheads) £000s	2016/17 Variance excl. overheads £000s	2015/16 variance excl overheads £000s
<b>Department</b>							
Corporate Services	10,231	9,011	(1,220)	26,968	25,681	(1,287)	(373)
Children, Schools and Families	51,643	52,806	1,163	46,807	47,961	1,154	(7)
Community and Housing	56,743	67,115	10,372	52,044	62,168	10,124	940
Public Health	(347)	(331)	16	(514)	(498)	16	0
Environment & Regeneration	21,999	22,698	699	15,349	16,360	1,011	3,632
Net recharges					13	12	265
<b>NET SERVICE EXPENDITURE</b>	<b>140,269</b>	<b>151,299</b>	<b>11,030</b>	<b>140,654</b>	<b>151,685</b>	<b>11,030</b>	<b>4,457</b>
Corporate Provisions	5,107	60	(5,047)	4,722	(325)	(5,047)	(2,797)
<b>TOTAL GENERAL FUND</b>	<b>145,376</b>	<b>151,359</b>	<b>5,983</b>	<b>145,376</b>	<b>151,360</b>	<b>5,983</b>	<b>1,659</b>

Business Rates	(34,230)	(34,230)	0	(34,230)	(34,230)	0	0
Grants	(32,967)	(33,504)	(536)	(32,967)	(33,504)	(536)	(960)
Council Tax and Collection Fund	(80,399)	(80,399)	(0)	(80,399)	(80,399)	(0)	(0)
<b>FUNDING</b>	<b>(147,596)</b>	<b>(148,132)</b>	<b>(536)</b>	<b>(147,596)</b>	<b>(148,132)</b>	<b>(536)</b>	<b>699</b>

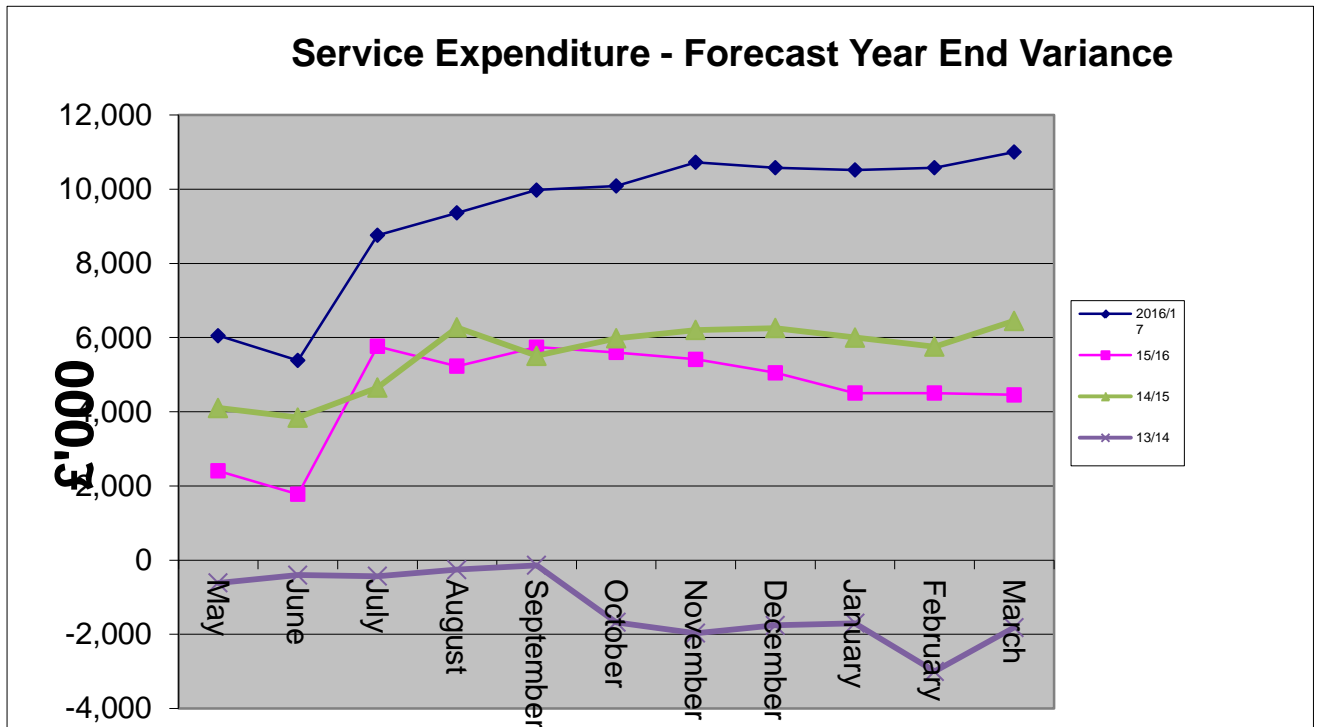
<b>NET OVERSPEND</b>	<b>(2,220)</b>	<b>3,227</b>	<b>5,447</b>	<b>(2,220)</b>	<b>3,227</b>	<b>5,447</b>	<b>699</b>
----------------------	----------------	--------------	--------------	----------------	--------------	--------------	------------

Transfers from General and Earmarked Reserves	2,220	(3,227)	(5,447)	2,220	(3,227)	(5,447)	(699)
---	-------	---------	---------	-------	---------	---------	-------

In 2016/17 the overall overspend was £5.5m or 1% of the gross budget (£0.7m or 0.1% of the gross budget in 2015/16)

The overall overspend on the General Fund will result on a call on balances which has been the case for the last two financial years, however this action is not sustainable longer term.

Growth has been provided in the 2017/18 budget. Chief officers and finance officers will be required to monitor budgets closely to prevent future year overspending and further calls on reserves.

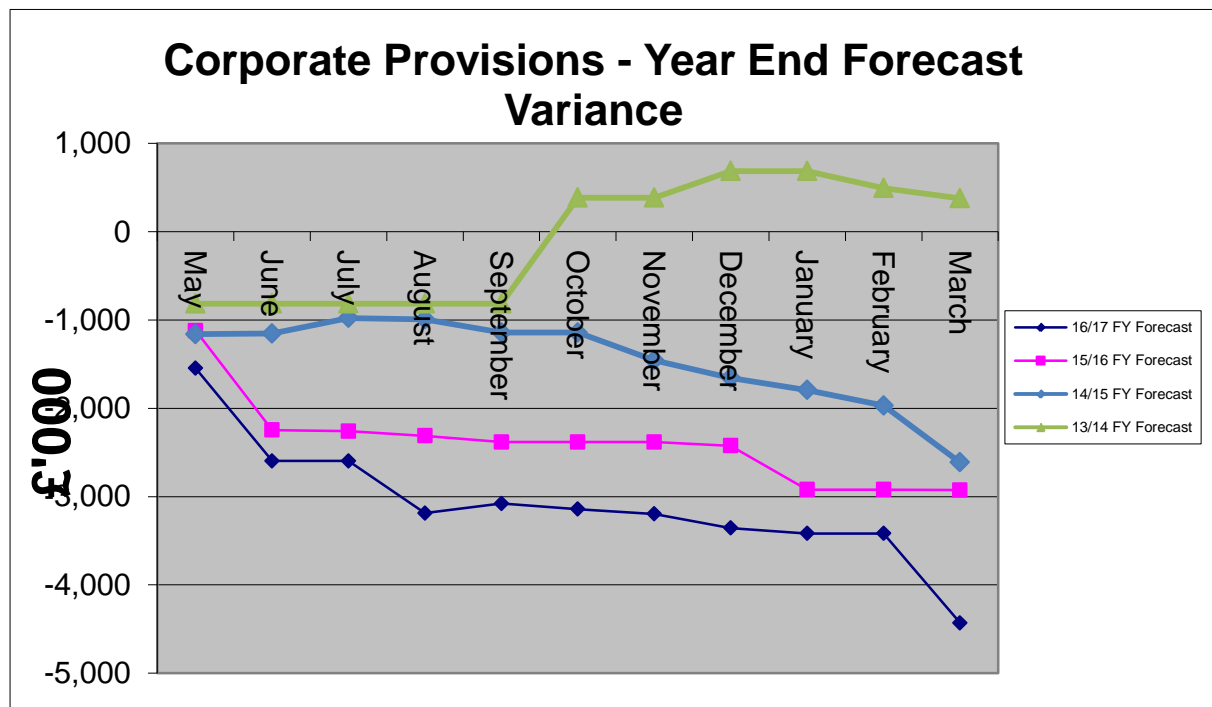


## Section 3 Corporate Items

- These budgets cover a wide range of significant areas including treasury management, contingency, contributions to past service deficiency on the pensions fund and contributions from government grants and use of reserves. The details comparing actual expenditure with budget are contained in Appendices 1 and 2. The summary position is as follows:-

Corporate Items	Current Budget 2016/17 £000s	Full Year Forecast (Mar.) £000s	Forecast Variance at year end (Mar.) £000s	Forecast Variance at year end (Jan.) £000s	2015/16 Year end Variance £000s
<b>Impact of Capital on revenue budget</b>	<b>13,643</b>	<b>13,836</b>	<b>193</b>	<b>6</b>	<b>49</b>
Investment Income	(739)	(915)	(176)	(523)	(613)
Pension Fund	5,232	4,734	(498)	(300)	(616)
Pay and Price Inflation	739	0	(739)	(619)	(654)
Contingencies and provisions	3,962	466	(3,495)	(1,825)	(2,716)
Income Items	(948)	(1,279)	(331)	(150)	(667)
Appropriations/Transfers	2,220	(3,227)	(5,447)	0	1,727
<b>Central Items</b>	<b>10,465</b>	<b>(222)</b>	<b>(10,687)</b>	<b>(3,417)</b>	<b>(3,539)</b>
Levies	928	928	(0)	0	0
Depreciation and Impairment	(17,709)	(17,709)	(0)	0	0
<b>TOTAL CORPORATE PROVISIONS</b>	<b>7,326</b>	<b>(3,167)</b>	<b>(10,494)</b>	<b>(3,411)</b>	<b>*(3,491)</b>

\* Net of £0.665m funding from reserves.



- From an early stage in the financial year, it became clear that there would be severe pressures on service department budgets, particularly in demand led services such as Adult Social Care. It was therefore necessary to monitor corporate provisions carefully throughout 2016/17 in order to offset the forecast overspend as far as possible by underspends in corporate budgets, mainly in contingencies held to provide flexibility in the event of such pressures.

3. Impact of Capital on Revenue Budget

Throughout 2016/17 a small underspend on the cost of borrowing had been forecast but the outturn has resulted in an overspend of £193k. The reasons for this are currently being investigated and improvements will be made to the modelling of future borrowing costs to improve budgetary control

4. Investment Income

Although the level of investment income exceeded the budget by £176k at year end this was less than had been forecast during the year. This is due to an error in the forecast and procedures will be put in place to ensure this is not repeated in future monitoring.

5. Pension Fund

There are two elements to the underspend. The first reason is that there has been an underspend of £0.3m due to the provision for auto-enrolment not being utilised. These costs have been absorbed within departmental budgets. Secondly, the provision for early redundancy costs has been under-utilised, leading to an underspend of £0.198m against the £1m budget.

6. Pay and Price Inflation

The provision for inflation includes an element for price increases exceeding 1.5% and throughout 2016/17 the level of inflation was relatively low, allowing £0.439m of the original budget of £0.540m to be retained to offset against the forecast overspend in services. The £0.300m provision for Utilities inflation was not used in 2016/17.

7. Contingencies and Provisions

This budget contains budgets for the provision of bad debts, loss of income arising from the P3/P4 site development, direct revenue funding of capital, provision for revaluation, Single Status/Equal Pay and general contingency.

The net underspend of £3.495m consists of the following main variations:-

- a) Contingency – Underspend £0.821m: As much of the contingency as possible was held throughout the year as cover for anticipated pressures in service expenditure, with the balance being allocated to fund social workers in CSF and a payment to HMRC.
- b) P3/P4 - Underspend £0.4m: The underspend is due to the delay in commencing with the proposed development which means that car parking income has continued on the site.
- c) Single Status/Equal Pay – Underspend £60k: The majority of lump sum costs incurred for Single Status/Equal Pay awards agreed in 2016/17 have been charged against the provision set aside for this purpose with a small balance needed to be funded from this budget.
- d) Provision for Loss of HB Admin. Grant – This budget of £200k was not required in 2016/17 and was held to offset against the forecast overspend.
- e) Bad Debt Provision – Underspend £271k: it was only necessary to make a contribution of £229k to the Bad Debt provision against the budget of £500k



- f) Merton Adult Education (MAE) 1<sup>st</sup> Year redundancies: Underspend £600k: the provision for redundancy costs incurred by MAE was not utilised during 2016/17 and as reported to Cabinet during 2016/17 has been appropriated to a reserve (See note 9 below)
  - g) Revenuisation and Miscellaneous – Underspend £1.127m. It was originally anticipated that this budget would be used to fund capital projects but in light of pressures on service expenditure it was subsequently decided to use the revenue reserve for capital purposes and retain the flexibility that revenue resources provide. The underspend was held to offset against the forecast overspend.
8. Income Items  
The underspend is due to slightly increased income (£50k) from CHAS IP/dividend and some other small miscellaneous un-budgeted income .
9. Appropriations/Transfers  
There have been a number of movements to/from reserves. The £5.447m variation reflects four main elements which were not anticipated when the budget was set:-
- a) The use of the Savings Mitigation Fund (£1.3m) to offset against the forecast overspend in adults and children’s services.
  - b) The decision was taken not to implement the budgeted transfer of £2.4m to the Balancing the Budget Reserve The underspend was held to offset against the forecast overspend.
  - c) The budget of £0.6m for Merton Adult Education Reduundancies was not utilised in 2016/17 and as reported to Cabinet during the year has been appropriated into a reserve. (See note 7f above)
  - d) The £2.4m drawn from General Fund balances to balance .
10. Funding  
The level of funding from central government was c.£0.5m better than budgeted. As reported during the year, this is mainly due to a higher level of New Homes Bonus as a result of the expected 10% top-slice for LEP purposes not taking place.

## **Section 4 Overall Service Spending**

### **Major outturn issues**

Since 2014/15 Merton had been overspending versus the budget.

The pattern in 2016/17 contains similarities to 2015/16 with the three largest areas of overspending but the overspend on adult social care has escalated.

Service Spending 2016/17	Current Budget	Outturn Variance to budget	Outturn Variance to budget	Budget as % of Council Budget	Overspend as % of Overspend
	£'000	£'000	%	£'000	£'000
Adult Social Care	47,980	9,056	18.87%	34.04%	82.31%
Parking	-12,378	1,442	11.65%	8.78%	13.11%
Social Care , Youth Inclusion and Commissioning*	30,292	1,834	6.05%	21.49%	16.67%
<b>Total 3 major areas</b>	<b>65,894</b>	<b>12,332</b>	<b>18.71%</b>	<b>46.75%</b>	<b>112.09%</b>
The Rest	<b>75,070</b>	<b>-1,330</b>	<b>-1.77%</b>	<b>53.25%</b>	<b>-12.09%</b>
<b>Total</b>	<b>140,964</b>	<b>11,002</b>	<b>7.80%</b>	<b>100.00%</b>	<b>100.00%</b>

\*budget for education services grant excluded

Service Spending 2015/16	Current Budget	Outturn Variance to budget	Outturn Variance to budget	Budget as % of Council Budget	Overspend as % of Overspend
	£000	£000	%	£000	£000
Adult Social Care	56,189	2,684	4.78%	36.29%	60.22%
Parking	-10,763	3,750	34.84%	6.95%	84.14%
Social Care, Youth Inclusion and Commissioning	28,601	617	2.16%	18.47%	13.84%
<b>Total 3 major areas</b>	<b>74,027</b>	<b>7,051</b>	<b>9.52%</b>	<b>47.81%</b>	<b>158.20%</b>
The Rest	<b>80,798</b>	<b>-2,594</b>	<b>-3.21%</b>	<b>52.19%</b>	<b>-58.20%</b>
<b>Total</b>	<b>154,825</b>	<b>4,457</b>	<b>2.88%</b>	<b>100.00%</b>	<b>100.00%</b>

## Section 5 Detailed Service Spending

### Corporate Services

	2016/17 Current Budget	2016/17 Outturn	Outturn variance	Forecast variance at year end Jan £000	2015/16 Outturn Variance £000
	£000	£000	£000	£000	£000
Business Improvement	3,051	2,997	-54	-195	-29
Infrastructure & Transactions	9,917	9,485	-431	-498	-249
Resources	6,839	6,524	-314	-135	-243
Human Resources	2,158	2,124	-34	-153	-55
Corporate Governance	2,493	2,164	-330	-294	-426
Customer Services	2,463	2,300	-164	-100	-479
Corporate Items including redundancy costs	47	87	40	512	1109
<b>Total (controllable)</b>	<b>26,968</b>	<b>25,681</b>	<b>-1,287</b>	<b>-864</b>	<b>-373</b>

#### **Overview**

The Corporate Services (CS) department have an underspend of £1,287k against the budget at year end. The main reasons for this are detailed below.

#### **Business Improvement - £54k under**

The underspend is due to an over-achievement of street naming income and an underspend relating to non-salary expenditure.

#### **Infrastructure & Transactions - £431k under**

The main reason for the underspend is a review of capital projects and associated revenue expenditure which could be surrendered to mitigate the current year overall Council overspend. An underspend of approx. £350k has resulted from revenue expenditure associated with the Energy Invest To Save capital budget which has been slipped into next year's programme of works.

There was an over-achievement of income in the post and print room due to increased demand.

#### **Resources - £314k under**

There is an underspend of £225k due to pension revenue costs being charged to the pension fund.

Some future year savings have been captured early. These underspends have been partly offset by the additional costs related to the delayed implementation of the E5 finance system, which has been live since 6<sup>th</sup> February.

#### **Human Resources – £34k under**

The underspend is mainly due to reduced expenditure on learning and development. This has been partly offset by some overspend on the cost of the payroll service from Agilysis

#### **Corporate Governance - £330k under**

There is a £90k underspend in Internal Audit, a consequence of an Audit Partnership restructure and £38k in Benefits investigation where a 17/18 saving has been captured early.

Merton Legal have an over-achievement of income relating to S106 and Merton Property charges of approx. £65k and there are underspends on supplies and services budgets within Democratic Services of approx. £70k.

The surplus in Local Land Charges (LLC) income is transferred to the LLC reserve pending the outcome of the court case. However £40k of income is required to cover its overheads as the service is required to cover its total cost and break even.

#### **Customer Services - £163k under**

The registrars office has overachieved income by £90k and translations services have an overachievement of income of £50k.

The Merton Bailiff Service has overachieved income by £275k which is offset by £75k by underachievement of income in the Shared Bailiff Service.

The communications service underachieved on advertising income targets by approx. £60k which has been the case for several years.

There are savings of approx. £100k on vacant posts which have been held for future year savings.

#### **Corporate Items - £40k over**

Redundancy costs and pension strain were £800k over budget with one particular ill health case costing over £400k.

This has been offset by underspends on corporate budgets and agency admin charge of £200k and the release of the housing benefits error rate provision back to revenue as the recent external audit resulted in significantly lower error findings.

## Environment & Regeneration

Environment & Regeneration	2016/17 Current Budget	Full year Outturn (March)	Outturn Variance (March)	Forecast Variance at year end (Jan)	2015/16 Outturn Variance
	£000	£000	£000	£000	£000
Public Protection	(11,045)	(9,755)	1,290	917	3,709
Sustainable Communities	12,218	11,429	(789)	(808)	(600)
Waste Services	15,169	15,337	168	522	187
Other	(993)	(651)	342	197	336
<b>Total (Controllable)</b>	<b>15,349</b>	<b>16,360</b>	<b>1,011</b>	<b>828</b>	<b>3,632</b>

Description	2016/17 Current Budget	Outturn Variance (March)	Forecast Variance at year end (Jan)	2015/16 Variance at year end
	£000	£000	£000	£000
Underspend within Shared Regulatory Services	793	(34)	40	141
Overspend within Parking Services	(12,378)	1,442	976	3,750
Underspend within Safer Merton	540	(118)	(99)	(182)
<b>Total for Public Protection</b>	<b>(11,045)</b>	<b>1,290</b>	<b>917</b>	<b>3,709</b>
Underspend within Building & Development Control	(2)	(157)	(233)	16
Underspend within Property Management	(2,548)	(564)	(534)	(559)
Underspend within Future Merton	10,786	(158)	(87)	(185)
Underspend within Leisure & Culture	1,060	(72)	(62)	53
Overspend within Greenspaces	1,923	206	181	223
Underspend within Senior Management & Support	999	(44)	(73)	(149)
<b>Total for Sustainable Communities</b>	<b>12,218</b>	<b>(789)</b>	<b>(808)</b>	<b>(601)</b>
Overspend within Waste Services	15,169	168	522	187
Overspend within Transport Services	(993)	342	197	336
<b>Total for Street Scene &amp; Waste</b>	<b>14,176</b>	<b>510</b>	<b>719</b>	<b>523</b>
<b>Total Excluding Overheads</b>	<b>15,349</b>	<b>1,011</b>	<b>828</b>	<b>3,631</b>

### Overview

The department has a year-end direct overspend of £1,011k at year end. The main area of variance is Parking Services, but there are variances within several sections of the department.

## **Public Protection**

### **Parking & CCTV Services overspend of £1,442k**

The overspend is mainly as a result of the problems encountered regarding the implementation of the new ANPR system across the borough. The section did not have a fully functional system on July 3<sup>rd</sup> 2016, the date upon which budget forecasting for ANPR was based. The contractor was initially required to carry out several upgrades of the ANPR camera software in order to rectify the problems.

In addition to the upgrades undertaken, the contractor was required to undertake a detailed review of each camera location to ensure that each individual camera is performing with a 100% accuracy and in accordance with the original specification. This was concluded at the end of February 2017. The contractor also provided a technical resource during this time based in the parking back office to work with our staff, as we identified that some of the ANPR camera locations “regions of interest” for enforcement were not configured correctly as per our enforcement policy. The positive effects of this e.g. improved traffic flow are expected to be realised during 2017/18.

In addition, the section continued to fund CPZ related expenditure totalling £200k, and provide free parking during the Christmas period resulting in a loss of income of c£60k. These pressures were partially offset by an over-recovery in most areas of on-street/ off-street/ permit/ bay suspension revenue (£159k).

### **Safer Merton underspend of £118k**

The year-end underspend was due to part/full year staffing vacancies (£37k), and third party payments (£43k). The third party payments underspend relates to the recruitment process for an Individual Offender Management co-ordinator, which required three rounds of recruitment to be undertaken until an officer with the relevant skills and attributes to take up this role was secured.

## **Sustainable Communities**

### **Building & Development Control underspend of £157k**

The underspend is mainly due to an overachievement of customer & client receipts of £183k, which is mainly attributable to planning application fees and Planning Performance Agreements where we are being more successful.

### **Property Management underspend of £564k**

The underspend is predominantly as a result of exceeding their commercial rental income expectations by £630k mainly due to conducting the back log of rent reviews in line with the tenancy agreements. The on-going impact of this is being identified.

### **Future Merton underspend of £158k**

The main areas of underspend were seen within Government grants (£265k), mainly as a result of the One Public Estate Government grant of £237k, which supports public sector partnerships to work collaboratively on land and property initiatives.

### **Greenspaces overspend of £206k**

The process of procuring a new external grounds maintenance provider was completed during January 2017 and the new service provider, idverde, commenced on 1 February 2017, with the majority of the pre-existing services and more than 60 staff transferring to idverde at that time. However, as only two month's of the new contract were realised during this financial year there is an associated forecast overspend of around £105k, mainly as a result of historical employee related overspends.

The section also overspent on Events mainly as a result of the 'Live at Wimbledon Park' event being cancelled due to lower than expected ticket sales. The event was cancelled with a total of c£33k of costs incurred net of refunds (£12k of marketing costs incurred within Corporate Services), and although this event was expected to break-even this year, there was a budgeted expectation for it to achieve a surplus of £70k. Efforts continue to identify how we can generate further income from events in parks, including developing working partnerships with external event production companies.

### **Street Scene & Waste**

#### **Waste Services overspend of £168k**

The section had an employee related overspend of £436k as a result of covering for absences, sick leave, and in order to maintain the level of service performance. In addition, there was a transport related overspend of £377k relating to ad hoc repairs to service vehicles and the need to hire vehicles when required in order to maintain service delivery. Many of the vehicles were several years old prior to the commencement of Phase C, and this probably contributed to the repairs and maintenance costs incurred.

These pressures were partially offset by an over achievement of Customer & Client Receipts (£496k), notably Garden and Commercial Waste. There has been a steady increase in the number of Garden waste customers since introducing the new rolling year subscriptions.

#### **Transport Services overspend of £342k**

The overspend relates to the Operations and Workshop side of the section. Within Transport Operations, an overspend of £166k was experienced mainly as a result of additional agency and overtime requirements due to a number of staffing issues on account of not being able to fill the vacancies. The difficulty in recruiting has caused a knock on effect for covering core routes, which is also compounded by sickness absence or not being able to get agency drivers to cover routes. Therefore, the only option on occasions is to utilise third party transport providers to cover the routes, which results in further unrecoverable costs.

Within the Workshop, the overspend (£186k) is partly due to lower than expected user requirement of the Workshop, but is more attributable to the impact of Phase C inasmuch that Merton continued to receive invoices for payment relating to good/services received prior to 1<sup>st</sup> April that should have been recharged to internal clients accordingly.

## Children Schools and Families

Children, Schools and Families	2016/17 Current Budget £000	Full year Outturn (Mar) £000	Outturn Variance at year end (Mar) £000	Forecast Variance at year end (Jan) £000	2015/16 Variance at year end £000
Commissioning, Strategy and Performance	8,066	9,681	1,615	1,667	677
Education	16,816	16,547	(269)	(292)	34
Social Care and Youth Inclusion	12,067	12,835	768	724	309
Public Health contribution	0	0	0	0	(328)
PFI	7,799	7,250	(549)	(545)	(368)
Redundancy costs	2,059	1,648	(411)	(390)	(331)
<b>Total (controllable)</b>	<b>46,807</b>	<b>47,961</b>	<b>1,154</b>	<b>1,164</b>	<b>(7)</b>

### Overview

At the end of March, Children Schools and Families overspent by £1.154m on local authority funded services.

It is important to note that the majority of the underspend used to offset cost pressures in this financial year are due to management actions that are not sustainable on an on-going basis or one-off windfalls which are not guaranteed to re-occur in future years. This would mean that the demographic and new burdens cost pressures will continue into the new financial year, as will pressures on staffing budgets to fund agency social workers to maintain safe caseloads. Although plans are in place to allocate £1m demographic growth to this area in 2017/18, this would still leave a significant ongoing departmental cost pressure.

### Local Authority Funded Services

There are a number of volatile budgets requiring continuous and careful demand management which will be reflected through fluctuating monthly forecasts. Significant cost pressures and underspends identified to date are detailed below:



Description	Budget £000	Outturn Variance £000	Fcst Variance Jan £000	2015/16 variance £000
Fostering and residential placements (ART)	5,056	611	543	377
Supported lodgings/housing	634	1,110	1,247	546
Un-accompanied asylum seeking children (UASC)	60	579	526	308
Procurement & School organisation	550	(448)	(426)	(276)
Legal costs	527	(101)	(114)	(53)
Other small over and underspends	1,239	(136)	(109)	(225)
<b>Subtotal Commissioning, Strategy and Performance</b>	<b>8,066</b>	<b>1,615</b>	<b>1,667</b>	<b>677</b>
SEN Transport	3,785	394	331	374
Staffing underspends across Early Years services	2,873	(333)	(353)	(315)
Children's Centre programme funding	90	(120)	(120)	0
Children with disabilities team (CWD) staffing	541	12	28	8
Youth services	605	(119)	(51)	(78)
Other small over and underspends	8,922	(103)	(127)	45
<b>Subtotal Education</b>	<b>16,816</b>	<b>(269)</b>	<b>(292)</b>	<b>34</b>
No Recourse to Public Funds (NRPF)	20	484	625	470
Social Work staffing	3,075	282	232	151
CAMHS	306	(95)	(63)	(133)
Other small over and underspends	8,666	97	(70)	(179)
<b>Subtotal Children's Social Care and Youth Inclusion</b>	<b>12,067</b>	<b>768</b>	<b>724</b>	<b>309</b>

#### Commissioning, Strategy and Performance Division

While the numbers of Looked After Children (LAC) remain relatively stable, the complexity of a significant proportion of cases is causing cost pressures as detailed below. Placements are checked on a monthly basis and assumptions reviewed quarterly to ensure that projections of spend are as accurate as possible.

Service	Budget £000	Forecast spend £000	Variance		Placements	
			Mar £000	Jan £000	Mar Nr	Jan Nr
Residential Placements	2,127	2,519	392	305	15	15
Independent Agency Fostering	1,761	1,725	(36)	(17)	40	41
In-house Fostering	905	1,161	256	241	48	48
Secure accommodation	164	17	(147)	(106)	3	2
Mother and baby	99	245	146	120	2	4
<b>Total</b>	<b>5,056</b>	<b>5,667</b>	<b>611</b>	<b>543</b>	<b>108</b>	<b>110</b>

The ART service seeks to make placements with in-house foster carers wherever possible. However, the needs of some looked after children mean that placements with residential care providers or independent fostering agencies are required.

- The residential placement expenditure increased by £87k since the January forecast. This is due to a change in funding agreement between SEN and Placement budget for one placement.

- The agency fostering placement expenditure reduced by £19k since the January forecast. This is due to there being one less young person placed with an IFA in March and a small variance on several packages of care.
- The in-house foster carers expenditure increased by £15k since the January forecast. This is due to agreement for backdated enhanced payment to support the continuation of two placements and a small variance on some packages of care.
- Of the two young people in January's secure accommodation budget return, one placement was not Merton's financial responsibility as they were placed under a DTO and the other turned 18 during this period. This increased the actual underspend compared to the January forecast by £41k. One additional young person was remanded during this quarter.
- There was one new mother and baby assessment placement this quarter and two with additional costs. This increased the actual cost compared to the January forecast by £26k.

The budget for semi-independent and supported lodgings/housing placements overspent by £1,110k at year-end. This budget is used to finance an increased number of placements for young people aged 16/17 and above. These are for young people who require semi-independent provision and for Care Leavers through to independence or, in some cases, through to the age of 21 (older in exceptional circumstances), as part of our statutory duties. There were 53 semi-independent placements for non-UASC young people at the end of March 2017. This compares with 35 young people in semi-independent accommodation at the end of 2014/15 at an average cost of £689 reflecting both the demographic increase and new requirements.

Since 2014/15, the average weekly cost for semi-independent accommodation has reduced by £100 reflecting our robust procurement of these placements. We continue to robustly review all placements in semi-independent provision and our overall approach to providing accommodation and support to our care leavers.

The UASC supported lodgings/housing placements for post-18 children that became eligible for leaving care support overspent by £579k this year due to an increase in cases with no corresponding growth in budget. At the end of March there were 29 current placements for young people aged 18+ with no recourse to public funds in semi-independent accommodation, slightly lower than in the in-year peak.

Procurement and school organisation budgets underspent by £448k as a result of lower spend forecast on revenue budgets. This budget relates to construction projects that cannot be classified as capital. The majority of this is required for temporary classrooms due to rising pupil demand when it is not viable to provide permanent buildings.

The direct charging budgets for the shared legal service underspent by £101k.

There are various other small over and underspends across the division netting to a £136k underspend. These combine with the items described above to arrive at the total reported divisional overspend of £1,615k.

## Education Division

SEN and FE transport cost overspent by £394k, £63k more than the forecast in January. This is due to a combination of a net increase of 6 children supported in the latest two months of the year; and differences arising from setting up a new system of forecasting spend using the new system. We continue to review demand management, cost efficiency of supply, and safeguarding of students with E&R who provide the in-house transport and commission the taxi service. We went live with a Dynamic Purchasing System on 12th December, and this should provide some cost reductions in future.

As part of management action, where possible, recruitment to vacancies in some areas was delayed in preparation for 2017/18 savings with the aim to reduce the overall in-year departmental overspend. This resulted in an overall underspend of £333k.

£120k of accumulated grant funding (which was originally ring-fenced), but which is now able to be used across children's services and has been identified as a once-off contribution towards overspends.

The Children with Disabilities team staffing costs overspent by £12k for 2016/17. As highlighted in the budget reports to Cabinet and Council, additional capacity is being kept under regular review and funded quarterly from the corporate contingency budget. This amount equates to two additional social workers. An adjustment of £117k has been made for the full year towards the overspend for these costs. On top of the additional staff, the team also has to cover vacancies with higher cost agency staff.

Youth services budgets underspent by £119k at year-end. This was due to a combination of staff vacancies and lower spend on premises costs.

There are various other small over and underspends across the division netting to a £103k underspend. These combine with the items described above to arrive at the total reported divisional underspend of £269k.

## Children's Social Care and Youth Inclusion Division

The NRPF budgets overspent by £484k during the 2016/17 financial year. At year-end we were supporting 13 families with 25 children. The NRPF worker is working closely with housing colleagues to manage cases as they arise and has started to review historic cases to identify ones where claimant circumstances have changed. We continue to use the Connect system to progress cases and have started a process of reviewing all open cases with the aim to limit the cost pressure on the council.

The Central Social Work, MASH and First Response team's staffing costs are expected to overspend by £282k. As highlighted in the budget reports to Cabinet and Council, additional capacity is being kept under regular review and funded quarterly from the corporate contingency. This amount equates to six additional social workers. An adjustment of £348k has been made for the full year towards the overspend of these costs. On top of the additional staff, the team also has to cover

vacancies with agency staff due to difficulty in recruiting permanent members of staff. Following a review of the MASH we have had to change staffing structures to strengthen management oversight given the complexity and volume of current cases. We offset the additional cost through keeping vacancies elsewhere in CSF during 2016/17 and internal budgets were realigned for the new year to ensure the MASH and First Response staffing structure was fully funded.

The Children and Adolescent Mental Health Service (CAMHS) underspent by £95k due to vacancies.

There are various other small over and underspends across the division netting to a £97k overspend. These combine with the items described above to arrive at the total reported divisional overspend of £768k.

### **Dedicated Schools Grant**

DSG funded services have overspent by £410k. These budgets are not within the council's general fund and cannot be offset against or increase the local authority funded budgets. The overspend was funded through the DSG reserve and will be reported to Schools Forum at their June meeting.

The Independent Residential School provision was underspent by £308k at year-end. Our ability to keep these costs low normally means that we incur more Independent Day School expenditure at a lower cost costs which overspent by £650k. This is in the main due to an increase of 21 placements from the new academic year which started in September.

There are various other smaller over and underspends across the DSG netting to a £68k underspend which, combined with the items above, equates to the net overspend of £410k.

### **Management Action**

#### New burdens

There are a considerable number of duties placed on the Local Authority which have not been fully funded or not funded at all. Excluding the cost of these duties would leave a net departmental underspend of £1,019k. The table below highlights the estimated overspends relating to these duties:

<b>Description</b>	<b>Budget £000</b>	<b>Mar overspend forecast £000</b>	<b>Jan overspend forecast £000</b>
Supported lodgings/housing	634	1,110	1,247
Un-accompanied asylum seeking children (UASC)	60	579	526
No Recourse to Public Funds (NRPF)	20	484	625
<b>Total</b>	<b>714</b>	<b>2,173</b>	<b>2,398</b>

### Staffing

The number of Comensura agency social workers used in the third and fourth quarters remained broadly stable at 37 (31.26 WTE) in March 2017, this is a reduction of 8 from December 2015 (45/35.9 WTE). Employed Social Workers make up 81% of the Social Worker workforce. The expenditure on agency Social Workers continues to drop from £761k in Q4 2014/15 to £547k in Q4 (2016/17) with a drop of £38k from the same period last year.

Recruitment continues to be strong, with 8 Social Workers starting in the quarter.

Key areas for recruitment continue to be MASH and First Response and CWD. A new 4 team/rota was established in MASH/First Response in quarter three. Recruitment and retention (R&R) initiatives and our recruitment action plan continue. All Social Workers re-registered with HCPC in the third quarter.

### Placements

Our Edge of Care Panel continues to ensure that entry to care threshold is maintained. The impact of increased numbers of UASC is in particular affecting our LAC and care leaver numbers and we remain in the lowest rate of care range in London.

Work continues to ensure we lever in appropriate health contribution to children with complex needs and our ART service is driving down placement costs including through regional partnership commissioning. It is difficult to predict these negotiations on a monthly basis as they are often connected with children's progress in placement.

Our ART Fostering Recruitment and Assessment team is continuing to recruit new foster carers who will offer locally based placements. This continues to ensure a reduction in more expensive agency foster placements.

Our ART Placement service is working with providers to establish more local provision and offer better value placements to the Council. There is now an established agreed cost framework for semi-independent providers and this has resulted in more appropriately priced placements for Care Leavers and older LAC.

We ensure that accurate information about changes to placement costs are kept up to date. We are improving our response to invoice queries by having tight timescales in place. The placement reconciliation is completed on a monthly basis and builds in challenge meetings with colleagues in corporate finance.

Independent analysis of our residential and semi-independent expenditure is continuing to establish what further action we can take to reduce cost whilst meeting the needs of our young people.

We have tightened up our processes with YOS for obtaining information about young people remanded into secure accommodation and reviewed our forecast methodology. We will contact respite providers on a monthly basis going forward to ensure more accurate forecasts.

### Transport

We have continued to develop a number of alternatives to transport and to develop a more cost effective continuum of offer to meet our SEN Transport statutory duties. At year-end we had 38 personal budgets. This equates to a £297k annual saving compared to what the cost would be if these clients were transported by taxi. In addition, 15 young people have been through the independent travel training programme this year providing an on-going cost reduction of £134k. We are monitoring tight eligibility thresholds with the view to limit any additional cost pressure.

We are also piloting initiatives to provide more cost effective answers to our statutory duties with a growing population.

The clienting of bus and taxi provision transferred to CSF on the 1<sup>st</sup> April 2017.

### General

The department continues to scrutinise all budgets to see how we can offset the above cost pressures and others created by growing demographics and new burdens. Where possible we will continue to use grant and income flexibly to bring our anticipated spend closer to available budgets.

## Community and Housing

Community and Housing forecasted an overspend throughout 2016/17. In January 2017 the service forecast to overspend by £9.4m. The final outturn as at March 2017 is a £10.1m overspend which is £735k more than the January 2017 forecast. The major variance occurred in Adult Social Care (Access & Assessment) placements although £350k of this movement is a non-recurring spend that affects one provider .

### C&H Summary Outturn Position

<b>Community and Housing</b>	<b>2016/17 Current Budget</b>	<b>Full Year Outturn</b>	<b>Outturn Variance</b>	<b>Forecast Variance (Jan'17)</b>	<b>2015/16 Outturn Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Access and Assessment</b>	37,246	46,681	9,432	8,885	3,259
<b>Commissioning</b>	4,264	4,331	67	(89)	(50)
<b>Direct Provision</b>	5,653	5,484	(169)	(136)	(197)
<b>Directorate</b>	814	540	(274)	(309)	(17)
<b>Care Act Implementation Expenditure</b>	0	0	0	0	(1,230)
<b>Contribution from Public Health</b>	0	0	0	0	(328)
<b>Adult Social Care</b>	<b>47,980</b>	<b>57,036</b>	<b>9,056</b>	<b>8,351</b>	<b>1,437</b>
<b>Libraries and Heritage</b>	2,216	2,128	(88)	(161)	(176)
<b>Merton Adult Education</b>	(204)	297	501	549	218
<b>Merton Adult Education-Commissioning Model</b>	0	0	0	0	0
<b>Housing General Fund</b>	2,052	2,707	655	650	(538)
<b>Total</b>	<b>52,044</b>	<b>62,168</b>	<b>10,124</b>	<b>9,389</b>	<b>940</b>

### Access & Assessment- £9.4m overspend

Throughout the financial year this area had forecasted an overspend. Performance on income improved due to the concerted efforts of the Financial Assessment Team and the provision of additional resources to clear assessment backlogs.

There will be a continued focus on Access & Assessment in the department action plan in 2017/18. It is also anticipated that Mosaic will form a significant part of this strategy.

<b>Access &amp; Assessment</b>	<b>Full year Outturn Variance £'000</b>	<b>Jan'17 Forecast Variance £'000</b>	<b>Variance £'000</b>
Gross Placement overspend	8,266	7,323	943
Other A&A under-spends	708	753	-45
<b>Sub-total Net Overspend</b>	<b>8,974</b>	<b>8,076</b>	<b>898</b>
Under/(Over) achievement of income	458	809	-351
<b>Total A&amp;A Forecast over-spend</b>	<b>9,432</b>	<b>8,885</b>	<b>547</b>

## Adult Social Care

### The main pressures and challenges for Adult Social Care in 2016/17

2016/17 has been a challenging year for Adult Social Care, where a number of long term and national trends have played out as significant budget pressures.

As previously reported, the year started with an underlying deficit brought forward from 2015/16. In 2015/16 there was an overspend in the Adult Services Access & Assessment budget of £3.259m, which was predominantly in the placements budget.

The growth in demand for support in home care, offset by residential and nursing care and the cost of care have combined with this underlying pressure to result in a year end overspend of £9.056m for Adult Social Care.

The causes of the financial position were explored in depth during the year, which resulted in the Council agreeing to provide £9.3m growth for 2017/18.

### Complex care needs

The long term growth in the complexity of needs of those eligible for council funded support has continued. This shows itself in two key ways. Firstly, the complexity of needs of those transitioning into adulthood with physical and learning disabilities is growing steadily. This alone adds around £500k of additional financial commitments each year. This reflects national trends where spend on people with learning disabilities has caught up with spend on care for older people.

The level of need of older people supported by social care is also increasing. People are discharged from hospital earlier than in the past, and are therefore less well at the point of discharge. They have less time to recuperate and access physiotherapy to recover confidence and mobility. This has a number of implications, including an increased number of people requiring two carers for each visit, which obviously doubles the costs of those care visits.



Merton has a Hospital to Home team to manage this process, and an in-house reablement team to help people recover confidence and mobility after discharge. However, these teams have been stretched this year particularly in the winter months. There was a small surge in activity in late January and February as some of those admitted to hospital over the holiday period were discharged.

#### The supply of care

After several years of care fee restraint, the latter part of 2015/16 and 2016/17 saw significant price pressures emerge. In part, this was a push back against the freezing of fees over several years. The National Living Wage (NLW) and pension auto-enrolment have forced many providers to look at their costs and demand fee increases. It should be noted that the average hourly rate for direct care staff was above the NLW before its introduction (£7.68 per hour for home care in 2015/16), but the NLW has forced providers to increase pay rates to compete against other employers.

This has been combined with difficulties in recruiting and retaining care staff. The market for labour in London is competitive. Around 5100 ( providers and the council) people work in adult social care across Merton, of which 11% come from EU countries. Turnover was 35% and providers report 6.8% vacancies at any one time. This rises to 10% for home care. Our contracted providers have therefore been struggling to supply the level of carers needed, which has forced the council to spot purchase care, often at a higher price. (Workforce data: 2015/16 Skills for Care)

In addition, the council is competing with those who pay for their own care for a finite supply of residential and nursing care beds. As a consequence and to secure an adequate supply a number of uplifts have been agreed with providers of older people residential and nursing care services which has resulted in a £820k cost pressure.

This is being mitigated by the work of the brokerage team which consistently looks for care within the target rates. In addition, we are in the process of procuring a new Home Care model. It will be implemented, subject to a successful procurement process, from November 2017. Work in underway with South-West London boroughs to explore options to improve the supply of older person's residential and nursing care and to bolster the position of local authority commissioners in the market.

#### Deprivation of Liberty Assessment (Dolls) (Cheshire West judgement)

The financial pressure has been caused by a significant growth in demand as well as the cessation of the government grant initially provided to respond to the legislative changes. Management action was taken during the year to prioritise assessments on a risk basis in line with the ADASS guidance Adult Safeguarding forecasted an over spend of £136k in January 2017, actual over spend is £168k. This in part is due to the number of complex cases requiring advocates.

### **Commissioning - £67k overspend**

This overspend is caused predominantly by an under-achievement of non-client income.

### **Direct Provision - £169k underspend**

Underspend occurred in supply and services, travel, staffing, over achievement of income and the necessity to be flexible in the Re-ablement service to meet NHS discharge demands. There have been many challenges during the financial year in this service:-

- Reduction in day centre managers from 3 to 2, looking after 4 sites.
- Reduction in residential care managers from 2 to 1.
- Reduction in staff in the Mascot service in expectation of the new Tele-care platform which is expected to be in place in the later part of 2017/18.
- Use of day centre staff to transport clients in order to effectively control transportation costs.

### **Directorate - £274k under spend**

Directorate underspent on supply and services. Underspend is less than forecasted in January 2017 due to additional expenditure on agency costs.

### **Adult Social Care: other management action**

Key elements of progress in the action plan include:

- Placements in care homes have come down to within target levels.
- There is a continued reduction in the backlog of financial assessments which arose from the re-structure
- Clawback of unused funds in direct payments accounts achieved its target.
- There are some focussed reviews continuing to take place for those with large learning disability packages
- Agency staffing has continued to reduce and despite the challenges of the restructure and delay in SCIS go-live it is expected that spend on staffing in assessment and commissioning will be within budget
- Audit work has begun with home care providers not using CM2000 to ensure that invoices are reflecting actual usage.
- An action plan for 2017/18 has been developed which will reflect the on-going pressures on the service.

## **C&H Other Services**

### **Libraries- £88k underspend**

Throughout the year libraries was forecasting an underspend. In January underspend was expected to be £161k but due to the under achievement of income by £41k, the use of agency staff to facilitate Libraries re-organisation to achieve its 2017/18 savings and a negative £46k capital charges forecasted throughout the financial year but not recharged.

### **Merton Adult Education (MAE) - £501k over spend**

The new MAE Commissioning model has achieved a breakeven position as predicted.

The old MAE model has overspent by £501k in comparison to £549k forecasted in January 2017 and still more cost to come. Underspend is due to a reduction in expenditure on salaries and supply and services.

### **Housing - £655k over-spend**

Housing was forecasting an overspend of £650k as at January 2017. This area will continue to face the burden resulting from the demand for temporary accommodation and issues surrounding shortfall in subsidy and client contribution for the foreseeable future. In 2017.18 it is expected that additional challenges will arise from the potential impact of the Homeless Reduction Bill and the continued up take of Universal Credit.

More work will be done in this area over the coming months to review the costs of temporary accommodation.

### **Public Health**

This service has under spent by £347k. This is due to delayed agreed commissioned project and services.

<b>Public Health</b>	<b>2016/17 Current Budget £000</b>	<b>Full year Outturn (Jan) £000</b>	<b>Outturn Variance £000</b>	<b>Forecast Variance (Jan) £000</b>	<b>2015/16 Variance @ Yearend £000</b>
PH-Directorate	703	689	(14)	(24)	(116)
PH - Admin	26	12	(14)	(8)	0
PH-Contraception	748	688	(60)	0	(41)
PH - GUM	2,136	1,958	(178)	(80)	(27)
PH-Sexual Health Advice	29	185	156	(4)	(9)
PH-NHS Health check	367	298	(69)	36	(78)
PH-Falls Prevention	57	57	0	0	0
PH - Obesity	415	415	0	0	(200)
PH - Smoking	0	0	0	2	(16)
PH-Substance Misuse	1,781	1,733	(48)	(58)	(32)
PH-School Nursing	936	1,011	75	103	(16)
PH-Infectious Diseases	0	0	0	0	(10)
PH - Determinants	368	306	(62)	(31)	(83)
PH-Community	0	0	0	0	(1)
PH-New Investments	93	93	0	(16)	2
PH-Health Visiting	3,229	3,229	0	0	(15)
<b>Sub-Total Public Health</b>	<b>10,888</b>	<b>10,674</b>	<b>(214)</b>	<b>(80)</b>	<b>(642)</b>
<b>PH - Main Grant</b>	<b>(8,267)</b>	<b>(8,267)</b>	<b>0</b>	<b>0</b>	<b>642</b>
<b>Other-Income</b>	<b>0</b>	<b>(133)</b>	<b>(133)</b>	<b>(14)</b>	<b>0</b>
<b>PH-Health Visiting Gant</b>	<b>(2,952)</b>	<b>(2,952)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Grand Total(incl overheads)</b>	<b>(331)</b>	<b>(678)</b>	<b>(347)</b>	<b>(94)</b>	<b>0</b>

## Summary

The department establishment a weekly meeting to plan management actions during 2016/17 and these will continue into 2017/18 to closely monitor placement budgets.

## Section 6 Quality of Budgetary Control

In overall terms the quality of budget monitoring has improved in 2016/17 but there are certain services where focus and further training will be provided in 2017/18.

### Quality of Monitoring

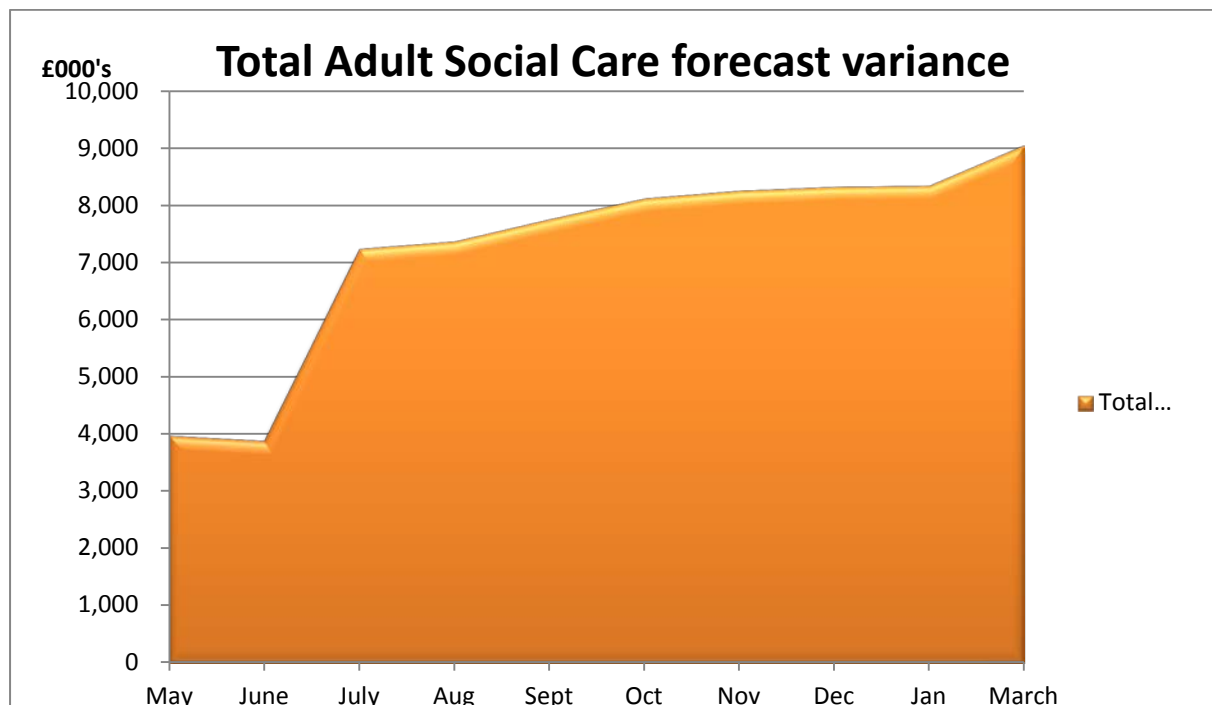
The areas where significant overspending occurred are :

- Adult Social Care
- Parking
- Childrens Social Care

The graphs below examine the quality of monitoring in each of these areas.

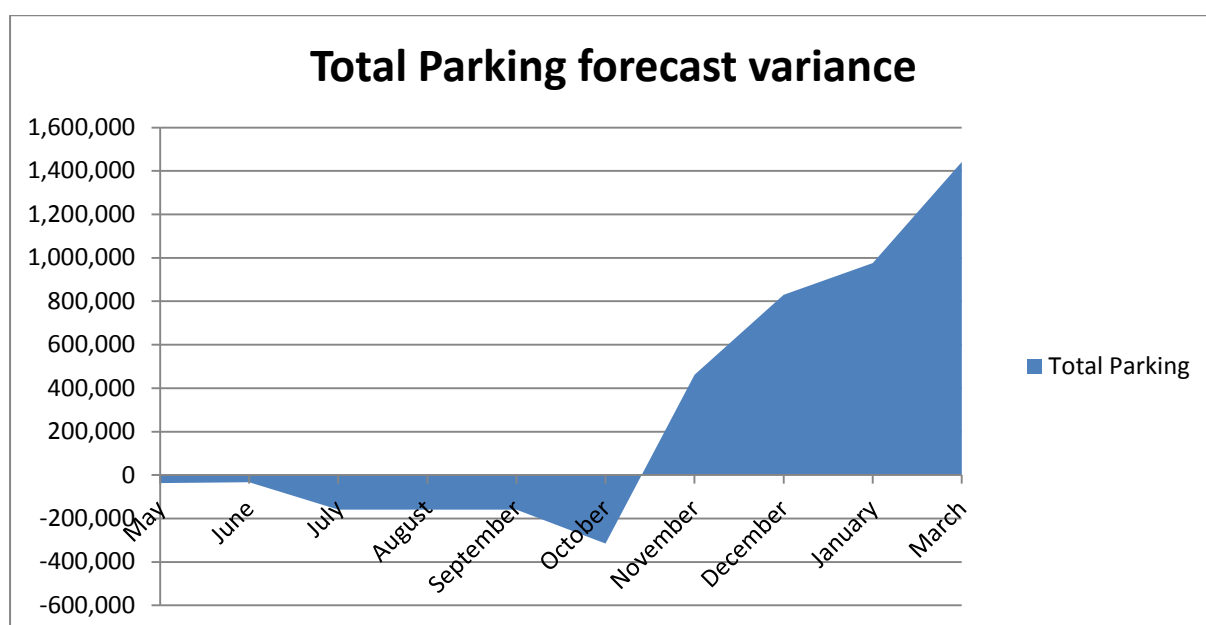
### Adult Social Care

The scale of the overspending was underestimated early in the year with steady increases from July onwards. The final outturn overspend was over 2 times greater than the May estimate.



The significant pressure on the adult social care budget was reviewed as part of the budget setting process with growth of £9.3m applied to the 2017/18 budget. An analysis of the allocation this growth will be reported to CMT as part of the quarter 1 monitoring report.

## Parking

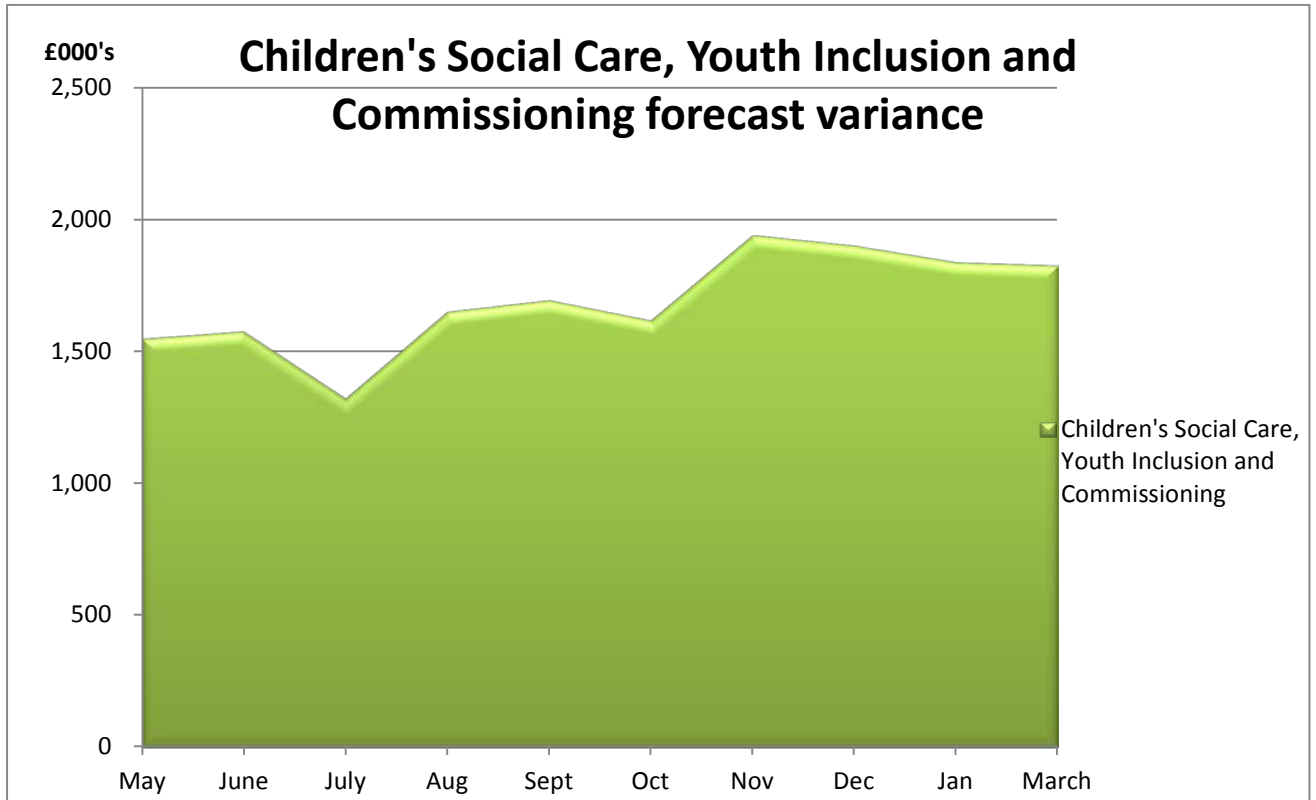


The underachievement of ANPR income was mainly as a result of the problems encountered regarding the implementation of the new system across the borough. The section did not have a fully functional system on July 3<sup>rd</sup> 2016, which was the original go-live date and the date upon which budget forecasting for ANPR was based. The contractor was required to carry out several upgrades of the ANPR camera software in order to rectify the problems.

The department received £1.582m of growth in 2017/18 within Future Merton (£757k) and Waste Services (£825k). None of the growth received impacts of the budget relating to ANPR expectations.

## Children's Social Care

In Children's Social Care the scale of the overspend was estimated at £1.5m in May increasing to £1.8m by the year end. Monthly forecasting was based on cases and found to be significantly more accurate than the forecasting methodology from 15/16.



## Section 7 Reserves Position

Actual Movement in Reserves 2016/17	Bal. at 31/3/16	Net Movt. in year	Bal. at 31/3/17
	£'000	£'000	£'000
General Fund Reserve	15,151	(2,372)	12,778
Earmarked Reserves	41,690	(1,455)	40,235
Balances Held by Schools	10,504	(2,258)	8,246
<b>Total General Fund revenue reserves</b>	<b>67,344</b>	<b>(6,085)</b>	<b>61,259</b>

<b>Analysis</b>			
<b>Earmarked Reserves</b>			
Outstanding Council Programme Board	6,282	(1,363)	4,919
For use in future years for budget	5,865	1,924	7,789
Revenue Reserves for Capital / Revn.	7,747	(932)	6,815
Renewable Energy reserve	1,523	0	1,523
Repairs & Renewal Fund	1,224	(77)	1,147
Pension Fund additional contribution	63	434	497
Local Land Charges Reserve	1,645	258	1,903
Apprenticeships	406	(104)	303
Community Care Reserve	1,386	0	1,386
Local Welfare Support Scheme	533	(90)	443
Economic Development Strategy	619	(518)	101
Corporate Services Reserve( other)	290	486	776
Wimbledon Tennis Courts Renewal	102	25	126
Governor Support Reserve	19	24	43
Redundancy Costs reserve	0	600	600
New Homes Bonus Scheme	1037	(746)	291
Adult Social care contributions	350	(350)	0
Culture and Environment contributions	134	(120)	13
Culture and Environment grant	413	(163)	250
Childrens & Education grant	371	(65)	307
Supporting People balances	65	(65)	0
Housing Planning Development grant	101	(101)	0
Housing GF grants	106	0	106
Public Health	22	325	347
CSF reserve	365	(365)	(0)
Insurance Reserve	1,955	0	1,955
DSG Reserve	4,368	(705)	3,663
Refund of PFI contributions	100	0	100
School Standard Fund	0	6	6
Schools PFI Fund	4,600	226	4,826
<b>Total Earmarked Reserves</b>	<b>41,690</b>	<b>(1,455)</b>	<b>40,235</b>

Capital Grants	1,143	(831)	312
Capital Contributions	3011	3,929	6,940
Capital Receipts	29,582	(6,596)	22,986
<b>Capital Reserves</b>	<b>33,736</b>	<b>(3,498)</b>	<b>30,238</b>

Earmarked reserves can only be retained for the purposes for which they were approved and a number have been closed and taken to the OCPB reserve for



investment in efficiency and transformation. There will be further review of the usage of reserves in the year and other reserves that are not being actively used will be treated in a similar manner.

## Section 8 CAPITAL

### Outturn and Budget Management

The table (a) below shows that Total Capital Expenditure for 2016/17 is £30.6 million compared to the total projected by budget managers in November 2016 of £33.5 million (this equates to a negative variance of 8.5%). This overall total masks considerable variances on individual schemes but was more accurate than the last two financial years and within the performance target (final spend to November revised capital programme) of 10%

**Table (a) - Capital Outturn Position 2016/17**

Department	Revised Capital programme (approved November 2017)	Final Outturn	Outturn Variance to Budget	November Forecast For Year	November	% Variance to November Forecast
					Forecast Variance to Outturn	
Column	(1)	(2)	(3)	(4)	(5)	(6)
			(2)-(1)		(2)-(4)	(5)/(4)
Children Schools and Families	13,396,210	12,506,350	(889,860)	13,009,470	(503,120)	(3.87)
Community and Housing	1,950,550	1,662,695	(287,855)	1,507,380	155,315	10.30
Corporate Services	8,853,880	3,910,645	(4,943,235)	5,642,702	(1,732,057)	(30.70)
Environment and Regeneration	14,051,040	12,546,481	(1,504,559)	13,310,072	(763,591)	(5.74)
Leasing	212,970					
<b>Total</b>	<b>38,464,650</b>	<b>30,626,172</b>	<b>(7,625,508)</b>	<b>33,469,624</b>	<b>(2,843,452)</b>	<b>(8.50)</b>

Appendix 3a provides additional information on the individual variances on schemes.

### Movement in the 2016/17 Original Approved Programme

The Capital Programme for 2016/17 as approved in March 2016 was £39.3 million. Subsequently, slippage from 2015/16 of £6.7 million was added, giving an effective opening programme of £46m. However, during the financial year there was a net reduction in the overall programme mainly from budget being re-profiled into subsequent financial years. These movements are shown in Table (b) below. When final capital outturn is compared to the original capital programme the total slippage is 27%. Whilst this is an improvement on previous years it still needs to be addressed and officers will be focussing on this during 2017/18. It should be noted that centrally officers adjust the total projected capital spend from departments downwards for optimism bias.

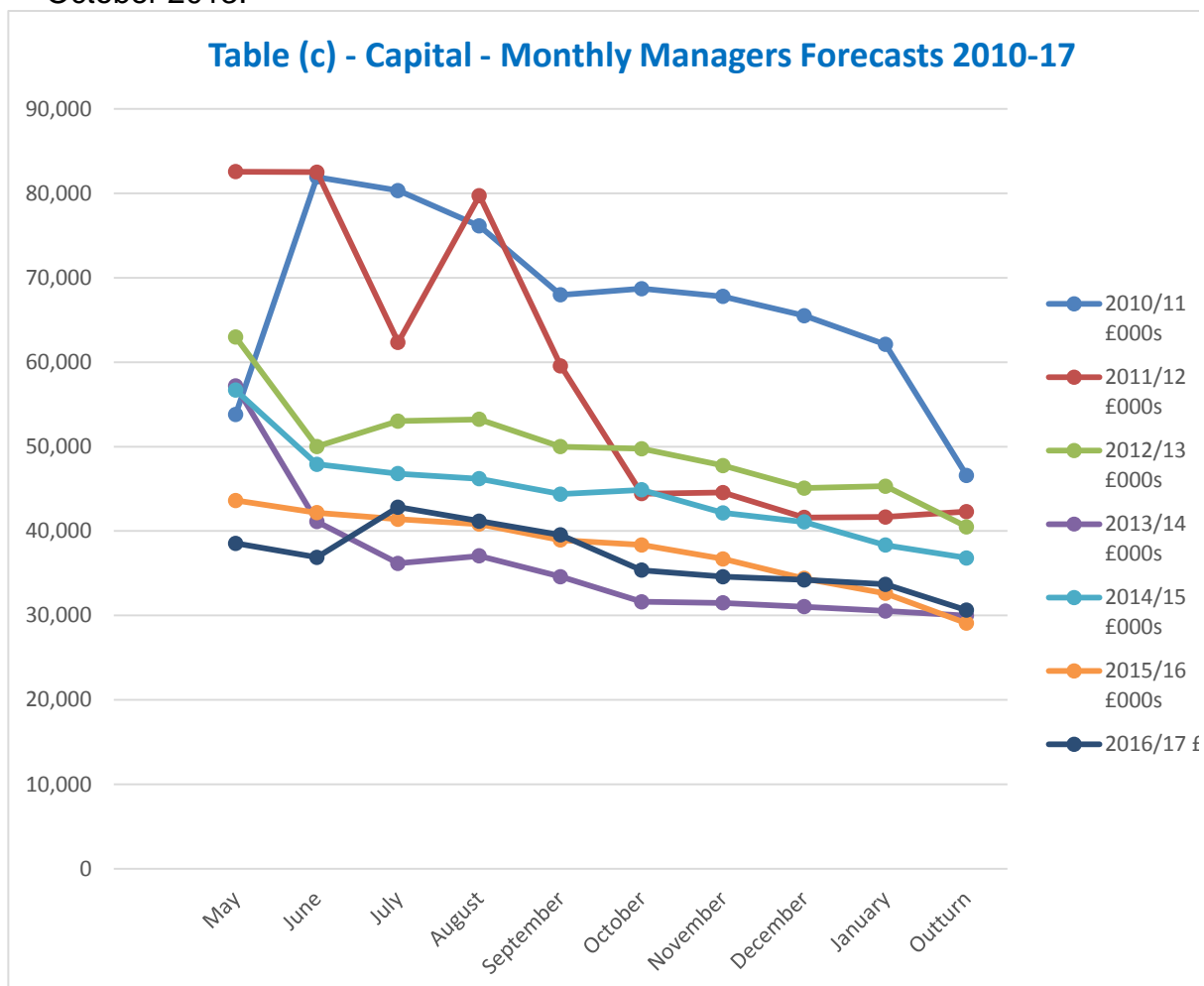
**Table (b) – Movement in the Capital Programme since Approval March 2016  
(£000's)**

Depts.	Original Budget 16/17	Slippage 2015/16	Reductions/ Adjustments	New External Funding	New Internal Funding	Re-profiling	Final Budget 16/17
Children Schools & Families	13,998	141	(239)	368	224	(1,096)	13,396
Community & Housing	2,074	271	0	0	(115)	(279)	1,951
Corporate Services	7,565	4,065	(1,267)	341	(125)	(1,605)	8,974
Environment and Regeneration	15,658	2,176	(73)	505	411	(4,534)	14,143
<b>Total</b>	<b>39,295</b>	<b>6,653</b>	<b>(1,579)</b>	<b>1,214</b>	<b>395</b>	<b>(7,514)</b>	<b>38,465</b>

**Capital - Monthly Managers Forecast Spend to Outturn**

The graph below shows the monthly forecasting by managers of the outturn spend on capital over the last 7 years. There has clearly been an improvement in recent years with a much lower overestimate in spending in the earlier part of the year. For the financial years 2010-12 there was a continued problem with the quality of forecasting around December when the revenue budget for the following year was being prepared. The overestimate in spending feeds through into an overestimate of the budget for capital charges in the following year. For 2013/14, the graph shows that reasonably accurate outturn projections were available from October 2013.

**Table (c) - Capital - Monthly Managers Forecasts 2010-17**



Considerable time was spent with budget managers profiling their budgets in 2016-17 and this has improved the accuracy of forecasting at year end. Clearly, however, there are still improvements we need to make and we will continue to focus on this in 2017/18.

### **The Level of Re-Profiling / Slippage from 2016/17**

The table below summaries management proposals for treatment of slippage and overspends from the 2016/17 programme.

**Table (d) – Management Proposals for under/Overspends with the 2016/17 Capital Programme**

Department	Total Year End Variance 2016/17	Recommend Accept Slippage	Justification Required	Surrender	Funded from Reserves etc	Bring Forward from 2017/18
	£000's	£000's	£000's	£000's	£000's	£000's
Children, Schools & Families	(890)	1,035	0	4	(149)	0
Community & Housing	(288)	235	0	53	0	0
Corporate Services	(4,943)	4,893	0	88	(11)	(27)
Environment & Regeneration *	(1,505)	1,880	140	35	(57)	(494)
<b>Total</b>	<b>(7,626)</b>	<b>8,043</b>	<b>140</b>	<b>180</b>	<b>(216)</b>	<b>(522)</b>

Six schemes incurred expenditure above that allowed for in the 2016-17 programme totalling £521k. These schemes are SCIS £27k, GPS Vehicle Tracking £42k, SLWP £316k, Tackling Traffic Congestion £35k, Sports facilities £26k and Parks £75k. This additional spend will be taken from budgets within the 2017-18 budget.

Appendix 3b provides details of the proposed slippage into 2017/18 split by departments.

**Revised Capital Programme 2017-21:** The table below summarises the proposed changes to the approved Capital programme for 2017-21. A detailed breakdown of the 2017/18 programme is contained in Appendix 3c.

**Table (f) - Merton's Capital Programme 2017-21**

Department	2017-18			2018-19			2019-20			2020-21
	Updated Budget	Adjustments	Revised Budget	Updated Budget	Adjustments	Revised Budget	Updated Budget	Adjustments	Revised Budget	Original Budget
Corporate Services	*21,009	4,866	*25,875	*16,813	0	*16,813	*10,626	0	*10,626	650
Community & Housing	1,334	111	1,445	629	0	629	280	200	480	630
Children Schools & Families	12,920	(4,690)	8,230	12,116	4,789	16,905	6,236	1,300	7,536	2,135
Environment & Regeneration	18,466	365	18,830	19,295	1,386	20,681	7,241	0	7,241	5,017
<b>Total</b>	<b>53,729</b>	<b>652</b>	<b>54,381</b>	<b>48,853</b>	<b>6,175</b>	<b>55,028</b>	<b>24,383</b>	<b>1,500</b>	<b>25,883</b>	<b>8,432</b>

\* Includes provision for the Housing Company and additional Acquisitions Budget

The adjustment figures above include net slippage and the reprofiling and adjustments detailed in Appendix 3d (these are in addition to those contained in 3b). These adjustments are summarised in the narrative below:

- a) Corporate Services – Currently one virement is proposed to provide matchfunding for the replacement of the boiler at New Horizons Centre on Pollards Hill.
- b) Community and Housing – An Arts Council Funded Libraries project of £76k has been added and West Barnes Library Re-Fit has been re-profiled to 2019/20 to dovetail with Crossrail 2.
- c) Children, Schools and Families – £6.089 Million is being re-profiled to future years to match projected spend and £364k has been added for Devolved Formula Capital Grants to Schools.
- d) Environment and Regeneration – The Morden Leisure Centre Scheme is re-profiling £1,386k into 2018-19 and additional TfL budget of £365k is being added is being added to the programme as detailed in Appendix 3d.

Cabinet are being requested to approve the following adjustments to the Capital Programme:

Scheme	2017/18 Budget	2018/19 Budget	2019/20 Budget	Funding/Re-profiling
<b><u>Community &amp; Housing</u></b>				
Libraries Opportunity Fund	75,950	0	0	Arts Council Funding
West Barnes Library Re-Fit	(200,000)	0	200,000	Re-Rofiled to 2019-20
<b><u>Children, Schools and Families</u></b>				
Harris Academy Morden	(150,000)	150,000	0	Re-profiling
Harris Academy Merton	(100,000)	100,000	0	Re-profiling
St Mark'S Academy	(200,000)	200,000	0	Re-profiling
Harris Academy Wimbledon	(3,540,600)	2,240,600	1,300,000	Re-profiling
Harris Morden Sec Autism Unit	(170,000)	170,000	0	Re-profiling
Further SEN Provision	(1,824,090)	1,824,090		Re-profiling
Loans to Schools Capital	(104,000)	104,000	0	Re-profiling
Devolved Formula Capital	363,880	0	0	DfE Grant
<b><u>Environment &amp; Regeneration</u></b>				
Morden Leisure Centre	(1,386,320)	1,386,320	0	Re-profiling
Bus Stop Accessibility Program TfL	146,340	0	0	Revision of TfL Budget
Casualty Reduction & School Safety Program TfL	304,840	0	0	Revision of TfL Budget
A298/A238 Strategic Corridor (Colliers Wood) TfL	118,050	0	0	Revision of TfL Budget
TfL Principal Road Maint	(1,467,470)	0	0	Revision of TfL Budget
TfL Cycle Quietways	(70,960)	0	0	Revision of TfL Budget
Facilitating Cycle Access & Parking TfL	275,800	0	0	Revision of TfL Budget
Local Transport Scheme - Cycle Improvements TfL	120,870	0	0	Revision of TfL Budget
Beddington Lane Cycle Route TfL	339,750	0	0	Revision of TfL Budget
Strategic Corridor Mitcham TfL	155,990	0	0	Revision of TfL Budget
Figges Marsh/Locks Lane Roundabout TfL	74,000	0	0	Revision of TfL Budget
Mitcham Major schemes - TfL	399,990	0	0	Revision of TfL Budget
<b>Total</b>	<b>(6,837,980)</b>	<b>6,175,010</b>	<b>1,500,000</b>	<b>Revision of TfL Budget</b>

Appendix 3d details the movement in the funding of the Capital Programme 2017-20 for the proposed changes.

It is apparent from the annual spend over the past few years that with current staffing levels officers can progress a capital programme of approximately £30 million. The original budget for 2017/18 (excluding provision for the Housing Company and additional Acquisitions Budget) was already in excess of this figure, and it is clear that the revised 2017/18 capital programme of £54.4 million will need revising to a more deliverable figure. Officers will continue to work with budget managers to revise the capital programme for 2017-18 and 2018-19.

## **9 CONSULTATION UNDERTAKEN OR PROPOSED**

9.1 All relevant bodies have been consulted.

## **10 TIMETABLE**

10.1 In accordance with current financial reporting timetables.

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

11.1 All relevant implications have been addressed in the report.

## **12. LEGAL AND STATUTORY IMPLICATIONS**

12.1 All relevant implications have been addressed in the report.

## **13 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS**

13.1 Not applicable

## **14 CRIME AND DISORDER IMPLICATIONS**

14.1 Not applicable

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

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

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

- Appendix 1 Out turn position
- Appendix 2 Corporate items
- Appendix 3a Capital Programme Outturn Position 2016/17
- Appendix 3b Proposed Budget to be Slipped to 2017/18
- Appendix 3c Current Capital Programme 2017-20 including proposed Adjustments
- Appendix 3d Proposed Adjustments to the Capital Programme
- Appendix 3e Revised Funding of the Capital Programme 2017-20
- Appendix 4 Debt Report
- Appendix 5 Departmental graphs

17 **BACKGROUND PAPERS**

- 17.1 Budgetary Control files held in the Corporate Services department.

18. **REPORT AUTHOR**

- Name: Roger Kershaw
- Tel: 020 8545 3458
- Email: [roger.kershaw@merton.gov.uk](mailto:roger.kershaw@merton.gov.uk)

## APPENDIX 1

OUTTURN	2016/17 Current Budget (Net)	2016/17 Outturn (Net)	2016/17 Variance (Net)	2016/17 Current Budget (excl. overheads)	2016/17 Outturn (excl. overheads)	2016/17 Variance excl. overheads	2015/16 variance excl. overheads
	£000s	£000s	£000s	£000s	£000s	£000s	£000s
<b>Department</b>							
Corporate Services	10,231	9,011	(1,220)	26,968	25,681	(1,287)	(373)
Children, Schools and Families	51,643	52,806	1,163	46,807	47,961	1,154	(7)
Community and Housing	56,743	67,115	10,372	52,044	62,168	10,124	940
Public Health	(347)	(331)	16	(514)	(498)	16	0
Environment & Regeneration	21,999	22,698	699	15,349	16,360	1,011	3,632
Net recharges					13	12	265
<b>NET SERVICE EXPENDITURE</b>	<b>140,269</b>	<b>151,299</b>	<b>11,030</b>	<b>140,654</b>	<b>151,685</b>	<b>11,030</b>	<b>4,457</b>
Corporate Provisions	5,107	60	(5,047)	4,722	(325)	(5,047)	(2,797)
<b>TOTAL GENERAL FUND</b>	<b>145,376</b>	<b>151,359</b>	<b>5,983</b>	<b>145,376</b>	<b>151,360</b>	<b>5,984</b>	<b>1,659</b>

Business Rates	(34,230)	(34,230)	0	(34,230)	(34,230)	0	0
Grants	(32,967)	(33,504)	(536)	(32,967)	(33,504)	(536)	(960)
Council Tax and Collection Fund	(80,399)	(80,399)	(0)	(80,399)	(80,399)	(0)	(0)
<b>FUNDING</b>	<b>(147,596)</b>	<b>(148,132)</b>	<b>(536)</b>	<b>(147,596)</b>	<b>(148,132)</b>	<b>(536)</b>	<b>699</b>

<b>NET OVERSPEND</b>	<b>(2,220)</b>	<b>3,227</b>	<b>5,447</b>	<b>(2,220)</b>	<b>3,227</b>	<b>5,447</b>	<b>699</b>
----------------------	----------------	--------------	--------------	----------------	--------------	--------------	------------

Transfers from General and Earmarked Reserves	2,220	(3,227)	(5,447)	2,220	(3,227)	(5,447)	(699)
---	-------	---------	---------	-------	---------	---------	-------

**APPENDIX 2**

3E. Corporate Items	Council 2016/17 £000s	Original Budget 2016/17 £000s	Current Budget 2016/17 £000s	Year to Date Actual (Mar.) £000s	Full Year Forecast (Mar.) £000s	Forecast Variance at year end (Mar.) £000s	Forecast Variance at year end (Jan.) £000s	Outturn Variance 2015/16 £000s
Cost of Borrowing	13,643	13,643	13,643	13,836	13,836	193	6	49
<b>Impact of Capital on revenue budget</b>	<b>13,643</b>	<b>13,643</b>	<b>13,643</b>	<b>13,836</b>	<b>13,836</b>	<b>193</b>	<b>6</b>	<b>49</b>
<b>Investment Income</b>	<b>(739)</b>	<b>(739)</b>	<b>(739)</b>	<b>(915)</b>	<b>(915)</b>	<b>(176)</b>	<b>(523)</b>	<b>(613)</b>
<b>Pension Fund</b>	<b>5,232</b>	<b>5,232</b>	<b>5,232</b>	<b>4,734</b>	<b>4,734</b>	<b>(498)</b>	<b>(300)</b>	<b>(616)</b>
Corporate Provision for Pay Award	883	883	0	0	0	0	0	(92)
Provision for excess inflation	540	540	439	0	0	(439)	(419)	(475)
Utilities Inflation Provision	300	300	300	0	0	(300)	(200)	(87)
<b>Pay and Price Inflation</b>	<b>1,723</b>	<b>1,723</b>	<b>739</b>	<b>0</b>	<b>0</b>	<b>(739)</b>	<b>(619)</b>	<b>(654)</b>
Contingency	1,500	1,500	1,035	213	213	(821)	(594)	(725)
Single Status/Equal Pay	100	100	100	40	40	(60)	(60)	(100)
Bad Debt Provision	500	500	500	229	229	(271)	0	12
Loss of income arising from P3/P4	400	400	400	0	0	(400)	(400)	(400)
Loss of HB Admin grant	200	200	200	0	0	(200)	(21)	0
MAE 1st year redundancies	600	600	600	0	0	(600)	0	0
Revenuisation and miscellaneous	1,414	1,414	1,127	(17)	(17)	(1,143)	(750)	(1,503)
<b>Contingencies and provisions</b>	<b>4,714</b>	<b>4,714</b>	<b>3,962</b>	<b>466</b>	<b>466</b>	<b>(3,495)</b>	<b>(1,825)</b>	<b>(2,716)</b>
Local Services Support Grant	204	204	204	(76)	(76)	(280)	(150)	(41)
Other	(1,152)	(1,152)	(1,152)	(1,202)	(1,202)	(50)	0	(626)
<b>Income items</b>	<b>(948)</b>	<b>(948)</b>	<b>(948)</b>	<b>(1,279)</b>	<b>(1,279)</b>	<b>(331)</b>	<b>(150)</b>	<b>(667)</b>
Appropriations: CS Reserves	(1,371)	(1,371)	(564)	(3,462)	(3,462)	(2,897)	0	(0)
Appropriations: E&R Reserves	(520)	(520)	(1,267)	(1,265)	(1,265)	2	0	1
Appropriations: CSF Reserves	44	44	131	131	131	0	0	(0)
Appropriations: C&H Reserves	1,146	1,146	1,188	1,189	1,189	0	0	0
Appropriations: Public Health Reserves	0	0	347	347	347			
Appropriations: Corporate Reserves	2,394	2,394	2,385	(167)	(167)	(2,552)	0	1,726
<b>Appropriations/Transfers</b>	<b>1,693</b>	<b>1,693</b>	<b>2,220</b>	<b>(3,227)</b>	<b>(3,227)</b>	<b>(5,447)</b>	<b>0</b>	<b>1,727</b>
<b>Depreciation and Impairment</b>	<b>(17,638)</b>	<b>(17,638)</b>	<b>(17,709)</b>	<b>(17,709)</b>	<b>(17,709)</b>	<b>(0)</b>	<b>0</b>	<b>0</b>
<b>Central Items</b>	<b>7,681</b>	<b>7,681</b>	<b>6,399</b>	<b>(4,095)</b>	<b>(4,095)</b>	<b>(10,494)</b>	<b>(3,411)</b>	<b>(3,491)</b>
<b>Levies</b>	<b>928</b>	<b>928</b>	<b>928</b>	<b>928</b>	<b>928</b>	<b>(0)</b>	<b>0</b>	<b>0</b>
<b>TOTAL CORPORATE PROVISIONS</b>	<b>8,608</b>	<b>8,608</b>	<b>7,326</b>	<b>(3,167)</b>	<b>(3,167)</b>	<b>(10,494)</b>	<b>(3,411)</b>	<b>(3,491)</b>



**Capital Programme Outturn Position 2016/17**
**Appendix 3a**

The tables below show the outturn position by department with reasons for variances:

<b>Children, Schools and Families</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>Reason for Variance</b>
Hollymount Expansion	0	0	0	
West Wimbledon Capital Maint	71,330	65,244	(6,086)	Slight slip against the anticipated programme as estimated in November
Hatfeild Expansion	40,730	27,404	(13,326)	Total scheme cost was £1.2m. Remaining sum required for follow-on adaptations in summer 2017.
Hatfeild Capital Maintenance	1,870	0	(1,870)	Offsetting the overspend below
Hillcross Expansion	3,090	4,966	1,876	Being offset by Hillcross underspend
Joseph Hood Expansion	3,720	1,000	(2,720)	Total scheme cost was £4.7m. Remaining sum required for follow-on adaptations in summer 2017.
Dundonald Expansion	2,664,410	2,608,341	(56,069)	Total scheme cost was £6m. Remaining sum required for follow-on adaptations in summer 2017.
Dundonald Capital Maintenance	10,000	0	(10,000)	Works delayed to 2017/18 due to school expansion scheme.
Merton Park Capital Maintenance	5,000	5,000	0	
Pelham Expansion	10,660	10,663	3	
Poplar Expansion	1,000	0	(1,000)	Surplus from main contract but some minor items still to resolve.
Poplar Capital Maintenance	18,620	18,623	3	
Wimbledon Chase Capital Maintenance	24,660	24,661	1	
Wimbledon Park Capital Maintenance	15,310	15,307	(3)	
Abbotsbury Capital Maintenance	48,170	48,174	4	
Malmesbury Capital Maintenance	52,410	52,408	(2)	
Beecholme Capital Maintenance*	115,500	189,494	73,994	Part of this capital expenditure was undertaken in revenue and was funded from a revenue contribution. It was identified after the final capital budget had been approved so is visible as an overspend against budget
Bond Capital Maintenance	62,900	62,895	(5)	
Cranmer Capital Maintenance	24,380	24,379	(1)	
Liberty Capital Maintenance	107,720	107,717	(3)	
Links Capital Maintenance	15,590	15,587	(3)	
Singlegate Expansion	1,014,020	864,729	(149,291)	Works deferred to 2017/18 due to listed building planning approval
St Marks Capital Maintenance	28,160	28,158	(2)	
Lonesome Capital Maintenance	78,710	17,212	(61,498)	Works deferred to 2017/18 as initial works revealed additional problems that can only be carried out in the summer holidays
Sherwood Capital Maintenance	73,090	73,091	1	
Stanford Capital Maintenance	29,160	29,161	1	
William Morris Capital Maintenance	18,660	17,042	(1,618)	Project management fees - journal transfer was requested 10.3.17 but was not processed.
Unlocated Primary School Proj	61,490	70,299	8,809	Being offset against Harris Academy Merton
Harris Academy Merton	1,033,440	888,095	(145,345)	Council is in the middle of a £4.5m contract. Payment schedule from contractor was slightly overstated.
Rutlish	88,190	195	(87,995)	Works deferred to 2017/18 due to listed building planning approval
Harris Academy Wimbledon	6,764,500	6,558,601	(205,899)	Some minor delays in payment of design fees for this multi year site project.
Perseid Expansion	150,000	68,214	(81,786)	Council about to commence £1.9m construction contract. Payment schedule for design fees was slightly overstated.
Perseid Capital Maintenance	96,470	90,432	(6,038)	Project management fees - journal transfer was requested 10.3.17 but was not processed.
Cricket Green	1,560	495	(1,065)	Surplus from main contract but some minor items still to resolve.
Unlocated SEN	165,320	55,592	(109,728)	This is Cricket Green expansion - progression of design delayed due to detailed Corporate challenge on the project proceeding.
School Fields	24,100	20,250	(3,850)	Section 106 Scheme that is now complete
School Equipment Loans	104,450	0	(104,450)	Budget is designed to provide funding for loans to schools where entering into finance leases would be disadvantageous for the Authority - there were no claims on this fund in 2016/17
Devolved Formula Capital	367,820	367,818	(2)	
Children's Centres*	0	75,102	75,102	This capital expenditure was undertaken in revenue and was funded from a revenue contribution. It was identified after the final capital budget had been approved so is visible as an overspend against budget
<b>Total Children Schools and Families</b>	<b>13,396,210</b>	<b>12,506,350</b>	<b>(889,860)</b>	

**Capital Programme Outturn Position 2016/17**
**Appendix 3a**

Community and Housing	£	£	£	Reason for Variance
ASC IT Equipment	52,410	47,914	(4,496)	Project has slipped against that projected as part of November Monitoring
Disabled Facilities Grant	1,043,170	782,228	(260,942)	Ability to progress grants is limited by the levels of staffing within the team. Funding is ringfenced and complementary schemes need to be developed with the CCG. Have progressed complementary schemes with CCG and this will continue and develop in 2017/18.
Major Projects - Affordable Ho	760,000	760,000	0	
Major Projects - Social Care H	0	216	216	
Library Enhancement Works/Major Library P	94,970	72,237	(22,733)	Slight slippage on the resulting some payments falling due in 2017/18 and not 2016/17
Major Library Projects	0	0	0	
Libraries IT	0	100	100	
<b>Total Community and Housing</b>	<b>1,950,550</b>	<b>1,662,695</b>	<b>(287,855)</b>	

Corporate Services	£	£	£	Reason for Variance
Customer Contact Programme	1,425,930	419,507	(1,006,423)	Due to underperformance of Contractor causing in delaying the payment schedule - currently in commercial dialogue with the contractor
IT Systems Projects	111,030	111,000	(30)	
Social Care IT System	563,420	590,561	27,141	Phase 1 spend slightly ahead of that envisaged when November monitoring submitted
Works to other buildings	370,580	370,580	(0)	
Civic Centre	116,270	161,668	45,398	Slight slip against the anticipated programme as estimated in November
Invest to Save schemes*	705,170	427,054	(278,116)	It has taken longer to progress schemes than envisaged when submitting the November Monitoring
Water Safety Works	150,000	146,006	(3,994)	Slight slip against the anticipated programme as estimated in November
Asbestos Safety Works	80,000	37,184	(42,816)	Programme has slipped against that envisaged when submitting the November monitoring return.
Disaster recovery site	197,000	118,206	(78,794)	Variance caused by core switches required Merton, Gifford and Wandsworth ordered in 2016/17 This is for new switches which were ordered and delivered in 2016/17 but have been charged to the 2017/18 budget.
Planned Replacement Programme	1,161,020	784,485	(376,535)	All budget was committed in 2016/2017, however, new proxy servers, MPLS and secure email system have been paid from 2017/18 budget.
Room and Space Management	0	185	185	
Financial System	556,160	538,088	(18,072)	Have utilised 18 days less consultancy at year end than envisaged when compiling the November Monitoring Return
Acquisitions Budget	1,578,300	206,122	(1,372,178)	Corporate Budgets for which no bids were progressed - budget carried forward into 2017/18 and is available for all departments to bid for.
Capital Bidding Fund	1,839,000	0	(1,839,000)	Corporate Budgets to provide match funding for capital activity - budget carried forward into 2017/18 and is available for all departments to bid for.
<b>Total Corporate services</b>	<b>8,853,880</b>	<b>3,910,645</b>	<b>(4,943,235)</b>	

**Capital Programme Outturn Position 2016/17**

**Appendix 3a**

Environment and Regeneration	£	£	£	Reason for Variance
On Street Parking - P&D*	126,150	154,965	28,815	This overspend was capital expenditure identified in Revenue late in the financial year. It was funded by a revenue contribution
Off Street Parking - P&D	0	0	0	
On Street Parking Shop Parades	9,900	0	(9,900)	
CCTV Investment	350,000	322,700	(27,300)	
Public Protection and Developm	35,000	26,111	(8,889)	
Mobile Working	5,000	5,000	(0)	
Fleet Vehicles	488,000	347,618	(140,382)	Two vehicles ordered in March 2017 but not delivered until the new financial year.
GPS Vehical Tracking Equipment	0	42,014	42,014	Funding for this scheme was re-profiled into 2017/18 - Interlinked with the waste contract below
Alley Gating Scheme	40,000	27,245	(12,755)	
Waste SLWP	0	316,412	316,412	Scheme exists in 2017/18 but some expenditure was required inn 2016/17 to progress the new waste contract
Street Trees	60,000	48,899	(11,101)	
Unallocated Roads Budget (unsp	0	0	0	
Highways & Footways	5,258,140	5,142,752	(115,388)	£51K S106 Funding with no expiry date - Works ongoing in FY 17-18; £54K TFL Funded Schemes - TFL Year End extends to Aug 2017 - Works to be completed by then
Cycle Route Improvements	782,820	599,269	(183,551)	TFL Funded Schemes - TFL Year End extends to Aug 2017 - Works to be completed by then
Mitcham Transport Improvements	340,000	262,109	(77,891)	TFL Funded Schemes - TFL Year End extends to Aug 2017 - Ongoing Rediscover Mitcham scheme works
Wimbledon Transport Improvemen	0	603	603	
Electric Vehicle Infrastructur	15,000	0	(15,000)	TFL Funded Schemes - TFL Year End extends to Aug 2017 - Works to be completed by then
Unallocated Tfl	6,900	0	(6,900)	Residual Budget from 2015/16 TFL Slippage
Tracking Traffic Congestion	270,000	305,127	35,127	Scheme progressed faster that envisaged when November Monitoring Return submitted
Industrial Estates	152,350	145,473	(6,877)	S106 Funding - No expiry - Works to upgrade to LED lighting planned for FY 17-18
Colliers Wood Area Regeneratio	488,020	322,388	(165,632)	S106 Funding - Connecting Colliers Wood Scheme - Civils works completed Feb 2017 but Contractor Final Account only agreed in April
Mitcham Area Regeneration	1,114,490	995,653	(118,837)	TFL Funded Schemes - TFL Year End extends to Aug 2017 - Ongoing Rediscover Mitcham scheme works
Wimbledon Area Regeneration	10,700	10,587	(113)	
Morden Area Regeneration	518,140	525,161	7,021	Overspend is offset by underspend in linked scheme in 740406 Borough Regeneration
Borough Regeneration	1,340,020	1,260,149	(79,871)	Morden Retail Gateway Scheme - Now completed - Delays due to issues in ITT & weather impact
Property Management Enhancemen*	32,000	70,265	38,265	Approximately £28k of this overspend was capital expenditure identified in Revenue late in the financial year. It was funded by a revenue contribution
Morden Leisure Centre	1,573,890	476,696	(1,097,194)	The scheme has slipped to that envisaged when submitting the Novemeber monitoring
Sports Facilities	398,650	424,187	25,537	
Cemetaries	11,490	10,691	(799)	
Parks	624,380	704,409	80,029	Officers were able to progress a Heritage Lottery Funded Project reprofiled into 2017/18 earlier that envisaged.
<b>Total Environment and Regeneration</b>	<b>14,051,040</b>	<b>12,546,481</b>	<b>(1,504,559)</b>	

\*Schemes where capital expenditure was charged to revenue. This has been capitalised and a revenue contribution has been made to fund the expenditure. Highlighted as overspends as budget formally approved in the Capital Programme

**Proposed Budget to be Slipped from 2016/17 to 2017/18**

**Appendix 3b**

<b>Department/Scheme</b>	<b>£</b>	<b>Reason</b>
<b>Children Schools and Families</b>		
West Wimbledon	6,090	Part of a match funded scheme developed with the school, work is scheduled during school holidays.
Hatfeild	13,330	Will finalise the delivery of the expansion
Joseph Hood	2,720	Will finalise the delivery of the expansion
Dundonal Expansion	56,070	Will finalise the delivery of the expansion
Dundonal Capital Maintenance	10,000	Part of a match funded scheme developed with the school, work is scheduled during school holidays.
Poplar Expansion	1,000	Will finalise the delivery of the expansion
Singlegate Expansion	149,290	Will finalise the delivery of the expansion
Lonesome Capital Maintenance	61,500	Part of a match funded scheme developed with the school, work is scheduled during school holidays.
William Morris Capital maintenance	1,620	Part of a match funded scheme developed with the school, work is scheduled during school holidays.
Harris Academy Merton	136,540	Part of the school expansion, the scheme is not underspending, this budget is required to complete the scheme
Rutlish Capital Maintenance	88,000	Part of a match funded scheme developed with the school, work is scheduled during school holidays.
Harris Academy Wimbledon (agreed by May Cabinet)	205,900	Part of the school expansion, the scheme is not underspending, this budget is required to complete the scheme
Perseid Expansion	81,790	Part of the school expansion, the scheme is not underspending, this budget is required to complete the scheme
Perseid Capital maintenance	6,040	Part of a match funded scheme developed with the school, work is scheduled during school holidays.
Cricket Green	1,070	Surplus from main contract but some minor items still to resolve - require budget to be carried forward.
Unlocated SEN	109,730	This is Cricket Green expansion - progression of design delayed due to detailed Corporate challenge on the project proceeding.
School Equipment Loans	104,450	Indications that £100k will be taken up early in the financial year
<b>Total Children Schools &amp; Families</b>	<b>1,035,140</b>	
<b>Community and Housing</b>		
ASC IT Equipment	4,500	Required to complete scheme
Disabled Facilities Grant	207,490	Budget is ringfenced - officers are required to work with CCG to identify possible schemes in addition to disabled facilities grants. In addition officers will also explore greater usage by children's services.
Library Enhancement Works	22,730	Required to deliver the overall scheme
<b>Total Community &amp; Housing</b>	<b>234,720</b>	

**Proposed Budget to be Slipped from 2016/17 to 2017/18**

**Appendix 3b**

<b>Corporate Services</b>		
Customer Contact	1,006,420	This budget is required to deliver the Customer Contact Project
Invest to Save	288,720	This budget is part of an overall allocation for facilities based invest to save schemes and revenue savings have been built into the MTFS as a result of the delivery of this programme. This budget forms a key part of delivering those savings
Water Safety Works	3,990	Works committed in 2016/17
Asbestos Safety Works	42,820	Programme of works will utilise this budget
Planned IT Replacement	243,400	This budget will be spent on new proxy servers, MPLS and secure email system this expenditure was scheduled in 2016/17 to be funded from this budget.
Disaster Recovery	78,790	This Budget will be spent on core switches required Merton, Gifford and Wandsworth
New Financial System	18,070	This budget will be spent on 18 days e5 consultancy
Acquisitions Budget	1,372,180	Corporate Budget
Capital Bidding Fund	1,839,000	Corporate Budget to provide match funding to lever in additional funding
<b>Total Corporate Services</b>	<b>4,893,390</b>	
<b>Environment and Regeneration</b>		
CCTV	27,300	Required to complete the scheme
Public Protection and Development	8,890	Remaining element of hand-held upgrade still to be paid.
Boxley Road (S106)	13,810	S106 Funds have no expiry - c/way resurfacing works planned in vicinity of site for FY 17-18
Wimbledon Wayfinding (S106)	37,890	S106 Funds have no expiry - Town Centre Signage Improvement works planned for FY 17-18
TfL	441,530	TfL Year End runs to Aug 2017
Industrial Estates	6,880	S106 Funds have no expiry - LED Lighting Upgrades planned for Lombard Rd Industrial Estate area for financial year 2017-18
Colliers Wood Regeneration	158,610	S106 Funds - Connecting Colliers Wood Scheme - Civils completed - Final Payment now due to contractor
Rediscover Mitcham	8,000	S106 Funds - To be used to fund ongoing Rediscover Mitcham scheme
Borough Regeneration - Morden Sho	30,800	Morden Retail Gateway Project - Delays in ITT process, weather restrictions
Brighter Businesses	34,070	Morden Retail Gateway Project - Delays in ITT process, weather restrictions
CIL	15,000	Final Payment to IT Vendor not due until IT system up and running after 3 months
Morden Leisure centre	1,097,190	Project delayed due to ecological and habitat issues on site and the stage 2 tendering processes - budget required to complete the scheme
<b>Total Environment &amp; Regeneration</b>	<b>1,879,970</b>	

**Divisional Breakdown of Capital Programme 2017-20 £000's**
**Appendix 3c**

Description	2017-18			2018-19			2018-19		
	Original Budget	Adjustments	Revised Budget	Original Budget	Adjustments	Revised Budget	Original Budget	Adjustments	Revised Budget
Business Improvement	816	979	1,795	1,377	0	1,377	0	0	0
Facilities Management Total	3,875	368	4,243	1,250	0	1,250	1,250	0	1,250
Infrastructure & Transactions	1,946	322	2,268	1,085	0	1,085	630	0	630
Resources	148	18	166	0	0	0	0	0	0
Corporate Items	14,224	3,179	17,403	13,101	0	13,101	8,746	0	8,746
<b>Corporate Services</b>	<b>21,009</b>	<b>4,866</b>	<b>25,875</b>	<b>16,813</b>	<b>0</b>	<b>16,813</b>	<b>10,626</b>	<b>0</b>	<b>10,626</b>
<b>Community and Housing</b>									
Adult Social Care	79	5	84	0	0	0	0	0	0
Housing	755	207	962	629	0	629	280	0	280
Libraries	500	(101)	399	0	0	0	0	200	200
<b>Community and Housing</b>	<b>1,334</b>	<b>111</b>	<b>1,445</b>	<b>629</b>	<b>0</b>	<b>629</b>	<b>280</b>	<b>200</b>	<b>480</b>
Primary Schools	30	302	332	0	0	0	0	0	0
Secondary School	8,665	(3,560)	5,105	6,156	2,691	8,847	4,481	1,300	5,781
SEN	3,450	(1,795)	1,655	5,310	1,994	7,304	1,000	0	1,000
CSF Schemes	104	364	469	0	104	104	105	0	105
Unlocated School Maint. Budg	670	0	670	650	0	650	650	0	650
<b>Children Schools &amp; Families</b>	<b>12,920</b>	<b>(4,690)</b>	<b>8,230</b>	<b>12,116</b>	<b>4,789</b>	<b>16,905</b>	<b>6,236</b>	<b>1,300</b>	<b>7,536</b>
<b>Environment and Regeneration</b>									
Public Protection and Develop	164	36	201	0	0	0	60	0	60
Street Scene & Waste	1,977	(358)	1,618	5,790	0	5,790	340	0	340
Sustainable Communities	16,325	687	17,012	13,505	1,386	14,891	6,841	0	6,841
<b>Environment and Regeneratio</b>	<b>18,466</b>	<b>365</b>	<b>18,830</b>	<b>19,295</b>	<b>1,386</b>	<b>20,681</b>	<b>7,241</b>	<b>0</b>	<b>7,241</b>

### Detailed Capital Programme 2017-20 £000's

### Appendix 3c

	2017-18			2018-19			2018-19		
	Original Budget	Adjustments	Revised Budget	Original Budget	Adjustments	Revised Budget	Original Budget	Adjustments	Revised Budget
<b>Corporate Services</b>									
Customer Contact Programme	0	1,006	1,006	0	0	0	0	0	0
IT Systems Projects	390	0	390	1,027	0	1,027	0	0	0
Social Care IT System	426	(27)	398	350	0	350	0	0	0
<b>Business Improvement</b>	<b>816</b>	<b>979</b>	<b>1,795</b>	<b>1,377</b>	<b>0</b>	<b>1,377</b>	<b>0</b>	<b>0</b>	<b>0</b>
Works to other buildings	300	33	333	300	0	300	650	0	650
Civic Centre	275	0	275	300	0	300	300	0	300
Invest to Save schemes	2,900	289	3,189	300	0	300	300	0	300
Fire Safety Works	0	0	0	0	0	0	0	0	0
Water Safety Works	150	4	154	100	0	100	0	0	0
Asbestos Safety Works	250	43	293	250	0	250	0	0	0
<b>Facilities Management Total</b>	<b>3,875</b>	<b>368</b>	<b>4,243</b>	<b>1,250</b>	<b>0</b>	<b>1,250</b>	<b>1,250</b>	<b>0</b>	<b>1,250</b>
Disaster recovery site	0	79	79	0	0	0	0	0	0
Planned Replacement Program	1,946	243	2,189	1,085	0	1,085	630	0	630
<b>Infrastructure &amp; Transaction</b>	<b>1,946</b>	<b>322</b>	<b>2,268</b>	<b>1,085</b>	<b>0</b>	<b>1,085</b>	<b>630</b>	<b>0</b>	<b>630</b>
Financial System	0	18	18	0	0	0	0	0	0
ePayments System	107	0	107	0	0	0	0	0	0
Invoice Scanning SCIS/FIS	41	0	41	0	0	0	0	0	0
<b>Resources</b>	<b>148</b>	<b>18</b>	<b>166</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Acquisitions Budget	5,000	1,372	6,372	5,000	0	5,000	0	0	0
Capital Bidding Fund	0	1,807	1,807	0	0	0	0	0	0
Multi Functioning Device (MFD)	36	0	36	0	0	0	600	0	600
Housing Company	9,188	0	9,188	8,101	0	8,101	8,146	0	8,146
<b>Corporate Items</b>	<b>14,224</b>	<b>3,179</b>	<b>17,403</b>	<b>13,101</b>	<b>0</b>	<b>13,101</b>	<b>8,746</b>	<b>0</b>	<b>8,746</b>
<b>Corporate Services</b>	<b>21,009</b>	<b>4,866</b>	<b>25,875</b>	<b>16,813</b>	<b>0</b>	<b>16,813</b>	<b>10,626</b>	<b>0</b>	<b>10,626</b>
	2017-18			2018-19			2018-19		
	Original Budget	Adjustments	Revised Budget	Original Budget	Adjustments	Revised Budget	Original Budget	Adjustments	Revised Budget
<b>Community and Housing</b>									
<b>Adult Social Care</b>									
Adult Social Care IT Projects	79	5	84	0	0	0	0	0	0
<b>Adult Social Care</b>	<b>79</b>	<b>5</b>	<b>84</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Housing</b>									
Disabled Facilities Grant	755	207	962	629	0	629	280	0	280
<b>Housing</b>	<b>755</b>	<b>207</b>	<b>962</b>	<b>629</b>	<b>0</b>	<b>629</b>	<b>280</b>	<b>0</b>	<b>280</b>
<b>Libraries</b>									
Library Enhancement Works/M	400	(200)	200	0	0	0	0	200	200
Major Library Projects	0	99	99	0	0	0	0	0	0
Libraries IT	100	0	100	0	0	0	0	0	0
<b>Libraries</b>	<b>500</b>	<b>(101)</b>	<b>399</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>200</b>
<b>Community and Housing</b>	<b>1,334</b>	<b>111</b>	<b>1,445</b>	<b>629</b>	<b>0</b>	<b>629</b>	<b>280</b>	<b>200</b>	<b>480</b>

<b>Detailed Capital Programme 2017-20 £000's</b>									
	<b>2017-18</b>			<b>2018-19</b>			<b>2018-19</b>		
<b>Children Schools &amp; Families</b>	<b>Original Budget</b>	<b>Adjustments</b>	<b>Revised Budget</b>	<b>Original Budget</b>	<b>Adjustments</b>	<b>Revised Budget</b>	<b>Original Budget</b>	<b>Adjustments</b>	<b>Revised Budget</b>
<b>Primary Schools</b>									
West Wimbledon Capital Main	0	6	6	0	0	0	0	0	0
Hatfield Expansion	0	13	13	0	0	0	0	0	0
Joseph Hood Expansion	0	3	3	0	0	0	0	0	0
Dundonald Expansion	30	56	86	0	0	0	0	0	0
Dundonald Capital Expansion	0	10	10	0	0	0	0	0	0
Poplar	0	1	1	0	0	0	0	0	0
Singlegate Expansion	0	149	149	0	0	0	0	0	0
Lonesome Capital Maintenance	0	62	62	0	0	0	0	0	0
William Morris Capital Maintenance	0	2	2	0	0	0	0	0	0
<b>Primary Schools</b>	<b>30</b>	<b>302</b>	<b>332</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Secondary School</b>									
Harris Academy Morden Expansion	200	(150)	50	2,044	150	2,194	800	0	800
Harris Academy Merton Expansion	3,119	37	3,156	0	100	100	0	0	0
St Mark's Academy Expansion	200	(200)	0	1,424	200	1,624	3,681	0	3,681
Raynes Park Capital Maintenance	0	88	88	0	0	0	0	0	0
Harris Academy Wimbledon	5,146	(3,335)	1,812	2,689	2,241	4,930	0	1,300	1,300
<b>Secondary School</b>	<b>8,665</b>	<b>(3,560)</b>	<b>5,105</b>	<b>6,156</b>	<b>2,691</b>	<b>8,847</b>	<b>4,481</b>	<b>1,300</b>	<b>5,781</b>
<b>SEN</b>									
Perseid Expansion	1,186	82	1,268	650	0	650	0	0	0
Perseid Capital Maintenance	0	6	6	0	0	0	0	0	0
Cricket Green	0	1	1	0	0	0	0	0	0
Secondary School Autism Unit	200	(170)	30	1,160	170	1,330	0	0	0
Unlocated SEN	2,064	(1,714)	350	3,500	1,824	5,324	1,000	0	1,000
<b>SEN</b>	<b>3,450</b>	<b>(1,795)</b>	<b>1,655</b>	<b>5,310</b>	<b>1,994</b>	<b>7,304</b>	<b>1,000</b>	<b>0</b>	<b>1,000</b>
<b>CSF Schemes</b>									
School Equipment Loans	104	0	105	0	104	104	0	0	0
Devolved Formula Capital	0	364	364	0	0	0	105	0	105
<b>CSF Schemes</b>	<b>104</b>	<b>364</b>	<b>469</b>	<b>0</b>	<b>104</b>	<b>104</b>	<b>105</b>	<b>0</b>	<b>105</b>
<b>Unlocated School Maint. Budgets</b>									
Unlocated School Maint. Budget	670	0	670	650	0	650	650	0	650
<b>Unlocated School Maint. Budget</b>	<b>670</b>	<b>0</b>	<b>670</b>	<b>650</b>	<b>0</b>	<b>650</b>	<b>650</b>	<b>0</b>	<b>650</b>
<b>Children Schools &amp; Families</b>	<b>12,920</b>	<b>(4,690)</b>	<b>8,230</b>	<b>12,116</b>	<b>4,789</b>	<b>16,905</b>	<b>6,236</b>	<b>1,300</b>	<b>7,536</b>



<b>Detailed Capital Programme 2017-20 £000's</b>									
	2017-18			2018-19			2018-19		
	Original Budget	Adjustments	Revised Budget	Original Budget	Adjustments	Revised Budget	Original Budget	Adjustments	Revised Budget
<b>Environment and Regeneration</b>									
<b>Public Protection and Development</b>									
On Street Parking - P&D	0	0	0	0	0	0	60	0	60
CCTV Investment	164	27	192	0	0	0	0	0	0
Public Protection and Development	0	9	9	0	0	0	0	0	0
<b>Public Protection and Development</b>	<b>164</b>	<b>36</b>	<b>201</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>60</b>	<b>0</b>	<b>60</b>
<b>Street Scene &amp; Waste</b>									
Fleet Vehicles	400	0	400	400	0	400	300	0	300
GPS Vehical Tracking Equipment	130	(42)	88	0	0	0	0	0	0
Alley Gating Scheme	40	0	40	40	0	40	40	0	40
Smart Bin Leases - Street Scene	6	0	6	6	0	6	0	0	0
Waste SLWP	1,401	(316)	1,085	5,344	0	5,344	0	0	0
Refuse and Recycling Centre	0	0	0	0	0	0	0	0	0
<b>Street Scene &amp; Waste</b>	<b>1,977</b>	<b>(358)</b>	<b>1,618</b>	<b>5,790</b>	<b>0</b>	<b>5,790</b>	<b>340</b>	<b>0</b>	<b>340</b>
<b>Sustainable Communities</b>									
Street Trees	60	0	60	60	0	60	60	0	60
Highways & Footways	5,210	(815)	4,395	3,581	0	3,581	3,067	0	3,067
Cycle Route Improvements	0	860	860	0	0	0	0	0	0
Mitcham Transport Improvements	0	308	308	0	0	0	0	0	0
Electric Vehicle Infrastructure	0	15	15	0	0	0	0	0	0
Unallocated TfL	0	0	0	1,865	0	1,865	0	0	0
Tracking Traffic Congestion	300	(35)	265	0	0	0	0	0	0
Industrial Estates	446	7	453	0	0	0	0	0	0
Colliers Wood Area Regeneration	0	159	159	0	0	0	0	0	0
Mitcham Area Regeneration	700	519	1,219	0	0	0	0	0	0
Morden Area Regeneration	220	(20)	200	3,000	0	3,000	3,000	0	3,000
Borough Regeneration	0	80	80	0	0	0	0	0	0
Morden Leisure Centre	8,319	(289)	8,030	3,114	1,386	4,501	169	0	169
Sports Facilities	700	(26)	674	1,550	0	1,550	250	0	250
Parks	326	(75)	250	335	0	335	295	0	295
Mortuary Provision	45	0	45	0	0	0	0	0	0
<b>Sustainable Communities</b>	<b>16,325</b>	<b>687</b>	<b>17,012</b>	<b>13,505</b>	<b>1,386</b>	<b>14,891</b>	<b>6,841</b>	<b>0</b>	<b>6,841</b>
<b>Environment and Regeneration</b>	<b>18,466</b>	<b>365</b>	<b>18,830</b>	<b>19,295</b>	<b>1,386</b>	<b>20,681</b>	<b>7,241</b>	<b>0</b>	<b>7,241</b>

## Virement, Re-profiling and New Funding - Outturn 2016-17 Report

Appendix 3d

	2017/18 Budget	Virements	Adjusted & New Funding	Reprofiling	Revised 2017/18 Budget	2018/19 Budget	Reprofiling	Revised 2018/19 Budget	Narrative
	£	£	£	£	£	£		£	
<b>Corporate Services</b>									
Capital Bidding Fund	1,839,000	(32,500)			1,806,500				New Horizons Boiler Match Funding - Exceptional Item
Works to other buildings	300,000	32,500			332,500				New Horizons Boiler Match Funding - Exceptional Item
<b>Community &amp; Housing</b>									
Libraries Opportunity Fund	(1) 0		75,950		75,950	0	0	0	Arts Council Funding for schemes based in Libraries
West Barnes Library Re-Fit	(1) 200,000			(200,000)	0	0	0	0	Re-Rofiled to 2019-20
<b>Children, Schools and Families</b>									
Harris Academy Morden	(1) 200,060			(150,000)	50,060	2,043,500	150,000	2,193,500	Re-profiling
Harris Academy Merton	(1) 3,255,520			(100,000)	3,155,520	0	100,000	100,000	Re-profiling
St Mark'S Academy	(1) 200,000			(200,000)	0	1,423,600	200,000	1,623,600	Re-profiling
Harris Academy Wimbledon	(1) 5,322,150			(3,540,600)	1,781,550	2,689,100	2,240,600	4,929,700	Re-profiled to 2018-19 and 2019-20
Harris Morden Sec Autism Unit	(1) 200,000			(170,000)	30,000	1,160,000	170,000	1,330,000	Re-profiling
Further SEN Provision	(1) 2,174,090			(1,824,090)	350,000	3,500,000	1,824,090	5,324,090	Re-profiling
Loans to Schools Capital	(1) 208,900			(104,000)	104,900	0	104,000	104,000	Re-profiling
Devolved Formula Capital	(1) 0		363,880		363,880	0		0	Annual Central Government Grant - finalised figure received after budget despatched to Cabinet in Feb 2016.
<b>Environment &amp; Regeneration</b>									
Morden Leisure Centre	(1) 9,415,860			(1,386,320)	8,029,540	3,114,210	1,386,320	4,500,530	Additioal CIL Funding £2.708 M and Re-profiling
Bus Stop Accessibility Program TfL	(1) 0		146,340		146,340	0		0	Revision of TfL Budget
Casualty Reduction & School Safety Program	(1) 0		304,840		304,840	0		0	Revision of TfL Budget
Bus Stop Compliance TfL		0	(17,090)		(17,090)	0		0	Revision of TfL Budget
A298/A238 Strategic Corridor (Colliers Wood)	(1) 0		118,050		118,050	0		0	Revision of TfL Budget
20 MPH Zones TfL		0	(5,670)		(5,670)	0		0	Revision of TfL Budget
Tfl Principal Road Maint	(1) 1,899,050		(1,467,470)		431,580	0		0	Revision of TfL Budget
TfL Cycle Quietways	(1) 183,550		(70,960)		112,590	0		0	Revision of TfL Budget
Facilitating Cycle Access & Parking TfL	(1) 0		275,800		275,800	0		0	Revision of TfL Budget
Biking Borough - Cycle Parking TfL		0	10,730		10,730	0		0	Revision of TfL Budget
Local Transport Scheme - Cycle Improvemen	(1) 0		120,870		120,870	0		0	Revision of TfL Budget
Beddington Lane Cycle Route TfL	(1) 0		339,750		339,750	0		0	Revision of TfL Budget
Strategic Corridor Mitcham TfL	(1) 77,890		155,990		233,880	0		0	Revision of TfL Budget
Figges Marsh/Locks Lane Roundabout TfL	(1) 0		74,000		74,000	0		0	Revision of TfL Budget
Mitcham Major schemes - TfL	(1) 810,840		399,990		1,210,830	0		0	Revision of TfL Budget
Morden - TfL		220,000	(20,000)		200,000	2,000,000		2,000,000	Revision of TfL Budget
<b>Total</b>	<b>26,506,910</b>	<b>0</b>	<b>805,000</b>	<b>(7,675,010)</b>	<b>19,636,900</b>	<b>15,930,410</b>	<b>6,175,010</b>	<b>22,105,420</b>	

## Virement, Re-profiling and New Funding - Outturn 2016-17 Report

Appendix 3d

	2019/20 Budget	Reprofiling	Revised 2019/20 Budget	2020/21 Budget	Reprofiling	Revised 2020/21 Budget	Narrative
	£	£	£	£	£	£	
<b>Community and Housing</b>							
West Barnes Library Re-Fit	0	200,000	200,000				Reprofiled from 2017-18 - Project on Hold until certain decisions made on Crossrail 2
<b>Children, Schools and Families</b>							
Harris Academy Wimbledon	0	1,300,000	1,300,000				Re-profiled from 2017-18
<b>Total</b>	<b>0</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## Capital Programme Funding Summary 2017/18

	Funded from Merton's Resources	Funded by Grant & Capital Contributions	Total
	£000s	£000s	£000s
<b>Approved Capital Programme</b>	<b>38,899</b>	<b>14,830</b>	<b>53,729</b>
<b>Slippage</b>	<b>6,895</b>	<b>626</b>	<b>7,522</b>
<b><u>Community and Housing</u></b>			
Libraries Opportunity Fund	0	76	76
West Barnes Library Re-Fit	(200)	0	(200)
<b><u>Children Schools and Families</u></b>			
Devolved Formula Capital	0	364	364
Harris Academy Morden	(150)	0	(150)
Harris Academy Merton	(100)	0	(100)
St Mark'S Academy	(200)	0	(200)
Harris Academy Wimbledon	(935)	(2,606)	(3,541)
Harris Morden Sec Autism Unit	(170)	0	(170)
Further SEN Provision	(1,824)	0	(1,824)
Loans to Schools Capital	(104)	0	(104)
<b><u>Environment &amp; Regeneration</u></b>			
Bus Stop Accessibility Program TfL	0	146	146
Casualty Reduction & School Safety Program TfL	0	305	305
Bus Stop Compliance TfL	0	(17)	(17)
A298/A238 Strategic Corridor (Colliers Wood) TfL	0	118	118
20 MPH Zones TfL	0	(6)	(6)
TfL Principal Road Maint	0	(1,467)	(1,467)
TfL Cycle Quietways	0	(71)	(71)
Facilitating Cycle Access & Parking TfL	0	276	276
Biking Borough - Cycle Parking TfL	0	11	11
Local Transport Scheme - Cycle Improvements TfL	0	121	121
Beddington Lane Cycle Route TfL	0	340	340
Strategic Corridor Mitcham TfL	0	156	156
Figges Marsh/Locks Lane Roundabout TfL	0	74	74
Mitcham Major schemes - TfL	0	400	400
Morden - TfL	0	(20)	(20)
Morden Leisure Centre	(1,386)	0	(1,386)
<b>Revised Funding July 2017 Cabinet</b>	<b>40,726</b>	<b>13,655</b>	<b>54,381</b>

## Capital Programme Funding Summary 2018/19

	Funded from Merton's Resources	Funded by Grant & Capital Contributions	Total
	£000s	£000s	£000s
<b>Approved Capital Programme 1-3-17</b>	<b>17,878</b>	<b>15,327</b>	<b>33,205</b>
<b>Acquisitions Budget</b>	<b>5,000</b>	<b>0</b>	<b>5,000</b>
<b>Housing Company</b>	<b>8,101</b>	<b>0</b>	<b>8,101</b>
<b>Morden leisure Centre</b>			
<b>Approved Capital Programme</b>	<b>33,526</b>	<b>15,327</b>	<b>48,853</b>
<b><u>Children Schools and Families</u></b>			
Harris Academy Morden	150	0	150
Harris Academy Merton	100	0	100
St Mark'S Academy	200	0	200
Harris Academy Wimbledon	(365)	2,606	2,241
Harris Morden Sec Autism Unit	170	0	170
Further SEN Provision	1,824	0	1,824
Loans to Schools Capital	104	0	104
<b><u>Environment &amp; Regeneration</u></b>			
Morden Leisure Centre	1,386	0	1,386
<b>Revised Funding</b>	<b>37,095</b>	<b>17,933</b>	<b>55,028</b>

## Capital Programme Funding Summary 2019/20

	Funded from Merton's Resources	Funded by Grant & Capital Contributions	Total
	£000s	£000s	£000s
<b>Approved Capital Programme</b>	22,037	2,346	24,383
<b><u>Community and Housing</u></b>			
West Barnes Library Re-Fit	200	0	200
<b><u>Children Schools and Families</u></b>			
Harris Academy Wimbledon	1,300	0	1,300
<b>Revised Funding</b>	<b>23,537</b>	<b>2,346</b>	<b>25,883</b>

## Appendix 4

### Subject: Miscellaneous Debt Update December 2016

#### 1. LATEST ARREARS POSITION – MERTON'S AGED DEBTORS REPORT

- 1.1 A breakdown of departmental net miscellaneous debt arrears, as at 31 March 2017, is shown in column F of the table below.
- 1.2 Please note that on the 6 February 2017 the new financial computer system was implemented and this includes the raising and collection of invoices and the debt recovery system.

Sundry Debtors aged balance – 31 March – not including debt that is less than 30 days old (Please note the new system reports debt up to 30 days whereas previously we reported up to 39 days)

Department a	30 days to 6 months b	6 months to 1 year c	1 to 2 years d	Over 2 years e	March 17 arrears f	Dec 16 Arrears	Direction of travel
	£	£	£	£	£	£	
Env & Regeneration	388,008	66,334	114,593	273,932	842,867	2,841,204	↓
Corporate Services	59,925	11,923	29,955	59,923	161,726	320,679	↓
Housing Benefits	696,225	649,007	1,364,033	1,596,764	4,306,029	4,260,911	↑
Children, Schools & Families	621,431	81,577	38,378	218,547	959,933	556,248	↑
Community & Housing	1,057,617	746,767	830,739	1,532,147	4,167,270	4,776,665	↓
Chief Executive's	0	0	0	0	0	0	↓
CHAS 2013	53,696	19,955	21,501	18,834	113,986	122,250	↓
<b>Total</b>	<b>2,876,902</b>	<b>1,575,563</b>	<b>2,399,199</b>	<b>3,700,147</b>	<b>10,551,811</b>	<b>12,877,957</b>	↓
Mar-16	2,471,268	2,357,958	2,213,792	3,658,637	10,701,655		
<i>Variance March 16 to March 17</i>	<i>405,634</i>	<i>-782,395</i>	<i>185,407</i>	<i>41,510</i>	<i>-149,844</i>		↓

- 1.3 Since the position was last reported in December 2016, the net level of arrears, i.e. invoices over 30 days old, has reduced by £2,326,146.

- 1.4 Since the implementation of the new financial system on 6 February 2017 not all service areas have been raising new invoices as quickly as they normally would and as a result there has been a reduction in the number and value of invoices raised. The consequence of this is a reduction in the level of debt owed to the council. The implementation project team have been working closely with services to ensure that planned timetables are in place to catch up with the backlog of raising invoices.
- 1.5 Due to the above the overall level of sundry debt has reduced from £13.588 million in December 2016 to £7.067 million at the end of March 2017.
- 1.6 However, as at the end of April 2017 the level of debt had increased to £11.048 million outstanding. Of this figure £4.3 million related to invoices raised within the last 30 days compared to £0.6 million at the end of March 2017. This indicates that the work being done with services as mentioned in 1.4 above is now having a positive impact.
- 1.7 There is still a backlog of invoices to be raised for Adult Social Care debt and Community Infrastructure Levy which is being monitored and addressed.
- 1.8 The table below shows the total net level of arrears for the last five years – not including debt that is less than 39 days old or 30 days in March 2017

Sundry debt March 2013 to March 2017 – not including debt that is less than 30/39 days old

Department	Mar 2013	Mar 2014	Mar 2015	Mar 2016	Mar 17
	£	£	£	£	£
Env & Regeneration	724,076	719,101	812,515	1,072,574	842,867
Corporate Services	460,526	378,135	330,763	403,393	161,726
Housing Benefits	3,137,325	3,075,051	3,150,380	4,127,431	4,306,029
Children, Schools & Families	317,776	339,885	370,008	409,079	959,933
Community & Housing	3,784,562	4,528,492	4,146,018	4,595,399	4,167,270
Chief Executive's	0	500	0	0	0
CHAS 2013		88,590	137,912	93,779	113,986
<b>Total</b>	<b>8,424,265</b>	<b>9,129,754</b>	<b>8,947,596</b>	<b>10,701,655</b>	<b>10,551,811</b>



1.7 The figures in the table above show that the major area of increase in debt over the four year period is housing benefit overpayments and Community and Housing. It should be noted that the amount of housing benefit paid out has increased over this period. In 2008/09 £61.3 million was paid out and just under £85 million was paid in 2016/17

1.8 In addition there has been an increase in debt owed to Children Schools and Families which is mainly due to outstanding invoices owed by Lambeth and Croydon councils where we have re-charged them for children placed in our schools. These debts are being actively pursued by the debt recovery team and service departments.

1.9 The action being taken to recover the largest debts is outlined below

**2 THE PROCESS FOR COLLECTION OF MISCELLANEOUS DEBT**

2.1 In considering the current levels of debt, it is important to outline the general process Merton currently has in place to collect its arrears. In general terms the process has 5 stages, as detailed below, although processes employed vary by debt type. It is important to note that most debtors can not pay their outstanding liabilities other than by payment arrangements. Once a payment arrangement has been made it can not be changed without the debtors consent.

The process for collecting debt

Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
Invoice issued to debtor with 30 days allowed for payment.	After 30 days and following two requests for payment, a final warning notice is issued and the case passed to the Debt Recovery team.	The debt and debtor is evaluated to ensure the most effective recovery action is taken to attempt recovery. This will include contacting debtors' direct and collecting payment or agreeing repayment plans and passing the debt to collection agents to collect on our behalf, bankruptcy proceedings, attachment to benefit etc.	If the debt remains unpaid then County Court action is taken by the Debt Recovery team's solicitor who administers this process.	The final stage is consideration of the debt for write-off if all other attempts to collect the debt have failed.

**3. ACTION BEING TAKEN TO COLLECT OUTSTANDING DEBT**

3.1 One of the two largest debts owed to the council is for Community Care Debt and the current level of debt is £3.94 million, a reduction of £1.0 million since last reported.

- 3.2 Over the past few years council staff have been working closely and following new processes to manage this debt. This work involves regular joint meetings between the financial assessments, social services, client financial affairs and debt recovery teams to review the debts of individual clients and establish action plans for each one.
- 3.3 These actions include, but are not limited to: early intervention from social workers to prevent debts from getting out of control and to ensure that clients are supported earlier to get their finances in order; as part of their induction all new Social Workers spend time with the Financial Assessment Team, to understand how financial assessments are carried out; social workers also check to see if there any safeguarding issues around non-payment of bills and work very closely with the Welfare Benefits Officer; there is more use of credit checks and land registry checks when assessing/investigating debt issues; increased involvement from the client financial affairs team to take appointeeship for those without capacity or appropriate deputyship; Increased identification of cases where we will consider legal action to secure the debt and generally to share information and support each other in the collection and prevention of this debt. Although the debt has grown the actions being taken are mitigating the impact.
- 3.4 A new working group chaired by the Director of Community and Housing has been set up to monitor Community Care Debt and to work across departments to improve processes and ensure best practice is in place to maximise collection of debts at all stages. As part of this a Lean review is taking place which will include the assessment and raising of invoices through to debt collection practices.
- 3.5 The table below shows the breakdown of Community Care debt by recovery action

Total Community Care Debt by recovery action as at December 2016 compared to March 2016, June 2016 and September 2016

Community Care Debt	31-Mar-16	% at stage	30-Jun-16	% at stage	30-Sep-16	% at stage	31-Dec-16	% at stage
Invoice stage	656,084	14%	387,608	9%	772,555	16%	646,210	13%
Charge & Deferred Payment	995,753	22%	775,880	18%	706,043	15%	635,671	13%
Payment arrangement	372,108	8%	462,801	11%	451,694	10%	235,667	5%
Probate, DWP & Deputyship	925,447	20%	944,870	22%	895,603	19%	771,456	15%
Court action	147,886	3%	141,345	3%	256,347	5%	188,264	4%
Dept or service query	154,802	3%	182,702	4%	51,821	1%	286,782	6%
No action secured	1,386,446	30%	1,460,347	33%	1,624,173	34%	2,186,747	44%
<b>Total Debt</b>	<b>4,638,526</b>		<b>4,355,553</b>		<b>4,758,236</b>		<b>4,950,797</b>	

- 3.6 In the final quarter of the payments were received to clear three of the larger community care debts, we received payments for £22,000, £31,000 and £134,000. The debt for £134,000 was for the case with the third highest debt and payment had been secured against a charge on the property.
- 3.7 The largest area of debt owed to the council is for housing benefit overpayments with the total level of debt being £8 million, of which £4.4 million is within the sundry debtors system and the remainder of the debt is still within the housing benefit system.
- 3.8 It has been previously reported that the Department of Work and Pensions commenced a “Real Time” Information initiative at the end of September 2014 which was aimed at identifying overpayments of housing benefit. The DWP have compared housing benefit claim data and HMRC data and over the six month life of the initiative highlighted 900 cases for Merton where there were data discrepancies.
- 3.9 In May 2015 the second phase of the initiative commenced and we are receiving approximately 150 cases per month.
- 3.10 As at the end of March 2017, £4 million of overpayments have been identified and created. A number of cases have resulted in overpayments of over £10,000 and have been referred to the Internal Audit team and the new joint DWP Fraud team.
- 3.11 Where possible these overpayments are being recovered from on-going benefit payments. We are entitled to deduct between £10.95 and £23.35 per week from on-going housing benefit dependant on circumstances. Where the change has resulted in housing benefit being cancelled or nil entitlement we contact the claimants employer and are paid a percentage deduction of their salary each month. So far we have over £220,000 secured by this method.
- 3.12 The Department of Work and Pensions commenced another initiative in the final quarter of 2014/15. This initiative is where council’s are encouraged to identify fraud and error within the system and have been awarded set up funding and on-going funding based on achieving performance targets. This initiative is being extended for 2016/17.
- 3.13 The Council exceeded three of the five periods from December 2014 to March 2016 and obtained £60,246. The Council has committed to continuing this initiative for 2016/17 and has received £49,000 funding to administer this. The first quarter target has been exceeded and additional funding of £28,169 has been received. The second quarter target was not met and no additional funding received. The third quarter target was exceeded and additional funding of £6,761 was received.

- 3.14 These two initiatives and the normal churn of claims resulted in the level of housing benefits debt increasing and it is very likely that it will continue to increase. The DWP have confirmed that for 2017/18 these two initiatives are being consolidated and the council will receive funding of £73,000 to process approximately 500-600 RTI cases per month. There will no longer be any incentive for exceeding targets.
- 3.15 Although the overall housing benefit debt has increased there has been an increase in the amount of debt either being recovered from on-going benefit or on arrangements, with £2.9 million being recovered from on going benefit by reducing current housing benefit payments. Just over £5.24 million is on a payment arrangement or recovery from on going benefit
- 3.16 The table below shows breakdown of all housing benefit overpayments by recovery action.

Total Housing Benefit Debt by recovery action from Sept 2015 to March 2017 by quarter

<b>Recovery Stage</b>	<b>Sep-15</b>	<b>Dec-15</b>	<b>Mar-16</b>	<b>Jun-16</b>	<b>Sep-16</b>	<b>Dec-16</b>	<b>Mar-17</b>
Invoice and Reminder stage	814,303	1,571,934	1,205,885	667,690	624,877	874,548	723,613
On-going recovery	2,839,286	3,237,225	3,105,644	2,928,207	3,048,093	3,032,558	2,928,992
Payment Arrangements	1,324,634	1,606,401	1,792,340	1,922,400	2,134,893	2,220,007	2,314,257
No Arrangements secured	2,255,792	1,608,915	1,870,006	2,528,002	2,544,392	2,162,070	2,113,587
<b>Total HB Debt</b>	<b>7,234,015</b>	<b>8,024,476</b>	<b>7,973,875</b>	<b>8,046,299</b>	<b>8,352,255</b>	<b>8,289,183</b>	<b>8,080,449</b>

- 3.17 We have continued to review and target all housing benefit debt. We have tried to improve the procedures at the beginning of the process when a debt is first identified by ensuring that invoices are raised as soon as possible to give the best chance of recovery, we are targeting debtors who are now in work and we will be applying to recover the overpayments from their employers and we are looking at the oldest debts to consider if they are still collectable. However, it should be noted that a lot of the housing benefit debt is very difficult to recover as

the Council's powers of recovery are very limited unless the debtor works or owns their own property.

- 3.18 The table below shows the amount of debt written off in accordance with financial regulations and scheme of management in 2014/15, 2015/16 and 2016/17.

Debt written off in 2014/15, 2015/16 and 2016/17 by debt type

	2014/15	2015/16	2016/17				
	Total	Total	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
<b>Debt type</b>							
<b>Sundry Debt</b>	£347,726	£581,419	£129,338	£0	£0	£0	£129,338
<b>Housing benefit overpayments</b>	£1,050,105	£510,352	£116,012	£68,489	£109,542	£223,424	£517,467
<b>Council Tax</b>	£526,881	£951,280	£118,937	£109,969	£279,547	£115,033	£623,486
<b>Business Rates</b>	£790,373	£659,514	£0	£0	£271,978	£295,930	£567,908
<b>Total</b>	<b>£2,715,085</b>	<b>£2,702,565</b>	<b>£364,287</b>	<b>£178,458</b>	<b>£661,067</b>	<b>£634,387</b>	<b>£1,838,199</b>

- 3.19 Of the business rates debt written off in 2014/15 just over £400,000 related to businesses that went into liquidation. For 2015/16 £392,000 and for 2016/17 £279,000 related to businesses that went into liquidation and therefore it was not possible to collect the rates.
- 3.20 There is approximately £250,000 of sundry debt due to be written off. This task had a lower priority due to the increase in workload for the preparation for the new system and was unfortunately not completed within the financial year. These debts will be written off by the end of the first quarter.
- 3.21 Towards the end of 2014/15 an exercise was commenced targeting the highest housing benefit debts with the aim of agreeing payment arrangements where possible and where appropriate writing debts off. This included many large overpayments, some identified through fraud activity where the prospect of collecting the debt was minimal. In some instances payment arrangements were put in place for 5 years and the remainder of the debt written off. If circumstances change of the debtors or after 5 years all payments are made there is the option of writing part or all of the debt back to collect.
- 3.22 Although the debt written off within any of the years does not relate to one specific year it should be noted that in 2016/17 the council was collecting a net debt of £102.9 million in council tax (this includes the GLA portion), a net debt of £91.3 million in business rates (this includes Business Rates Supplement) and approximately £44 million raised through sundry debts.

3.23 Every effort is made to collect all outstanding debts and debts are only written off as a last resort. The council is still collecting some council tax debts that are greater than 6 years old or will have secured the debts against properties where possible.

#### 4. SUNDRY DEBT COLLECTED

4.1 The table below show the amount of sundry debt raised over the past four years along with the payments received via cash, journals or credits, and shows the amount written off for each year along with the balance outstanding as at the end of December 2016.

As at end of December 2016

Year	Invoices raised	Credits	Journals	Written Off	Payments	O/s	% Collected	% o/s or w/o
2013/14	£44,842,844	-£2,531,232	-£91,213	-£217,833	-£41,252,390	£750,176	97.84%	2.16%
2014/15	£57,041,098	-£6,756,029	£459,436	-£179,094	-£49,731,873	£833,538	98.23%	1.77%
2015/16	£67,409,189	-£11,330,263	-£112,786	-£48,374	-£54,377,668	£1,540,099	97.65%	2.35%
2016/17	£43,058,643	-£4,200,922	-£60,362	-£696	-£30,050,524	£8,746,139	79.70%	20.30%

4.2 Active recovery action continues to be undertaken on all outstanding debts. Included in the amounts outstanding would be cases where the debt has already been secured against a charge on the property or deferred payment arrangement.

4.3 For 2013/14 and 2014/15, invoices for over £101.8 million were raised and over 97.5% has already been collected.

#### 5. PROVISION FOR BAD AND DOUBTFUL DEBTS

5.1 Provision has been made available for writing off bad and doubtful debts held within the ASH and Housing benefits systems. These provisions are £2.96m for ASH miscellaneous debt and £6.95m for debt held in the Housing Benefits system, making a total General Fund provision for bad and doubtful debts of £9.91m. Clearly, every attempt is made to collect debts before write-off is considered. The current level of provision is analysed in the table below.

5.2 The Council adheres to the requirements of the SORP when calculating its provisions. Merton's methodology is to provide on the basis of expected non collection using the collection rates for individual departmental debt, and the age of the debt.

#### Provision for Bad and Doubtful Debts

Department	Total Provision	
	At 31/03/2016	At 31/03/2017
	£000's	£000's
Env & Regeneration	377	294
Corporate Services	342	471
Housing Benefits	6,287	6,947
Children, Schools & Families	121	296
Community & Housing	1,995	1,898
<b>Total</b>	<b>9,122</b>	<b>9,906</b>

## 6. EXECUTIVE SUMMARY / CONCLUSION

6.1.1 Merton's total level of miscellaneous debt arrears i.e. invoices over 30 days old, as at 31 March 2017 is £10,551,811. The net level of arrears, when the matter was last reported in December 2016 was £12,877,967.

## 7. TOTAL DEBT DUE TO MERTON

The total amount due to Merton as at 31 March 2017 is detailed in the table below.

Total debt outstanding as at 31 March 2017 and compared with previous periods over the past 12 months

	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17
	£	£	£	£	£
Miscellaneous sundry debt Note 1	16,281,729	12,762,026	12,406,364	13,588,220	7,067,219
Housing Benefit debt	7,973,874	8,046,299	8,352,255	8,289,183	8,080,449
Parking Services	2,236,486	2,475,209	2,800,371	3,425,473	3,526,192
Council Tax Note 2	3,696,585	5,028,749	4,524,303	3,822,875	3,866,556
Business Rates Note 3	1,112,781	1,696,598	1,147,749	972,883	654,794
<b>Total</b>	<b>31,301,455</b>	<b>30,008,881</b>	<b>29,231,042</b>	<b>30,098,634</b>	<b>23,195,210</b>

Note 1 This figure differs from the amount shown in Table 1 as it shows all debt, including that which is less than 30 days old.

Note 2 Council tax debt does not include the current year council tax collection.

Note 3 Business rates debt does not include the current year business rates collection

- 7.1 The overall debt outstanding has decreased by £6.9 million since last reported at the end of December 2016.
- 7.2 There has been a reduction of £6.5 million in sundry debt since last reported as explained in section 1 above.
- 7.3 Detailed breakdowns of the Council Car Parking figures are shown in the table below:

**Car Parking Aged Debtors – March 2017**

Age of Debt	Outstanding £	Number of PCNs	Average Value £
0-3 months	1,272,244	9,678	131
3-6 months	825,315	4,930	167
6-9 months	487,076	2,782	175
9-12 months	304,218	1,793	170
12-15 months	220,166	1,354	163
Older than 15 months	417,173	2,910	143
<b>Total December 2016</b>	<b>£3,526,192</b>	<b>23,447</b>	<b>150</b>

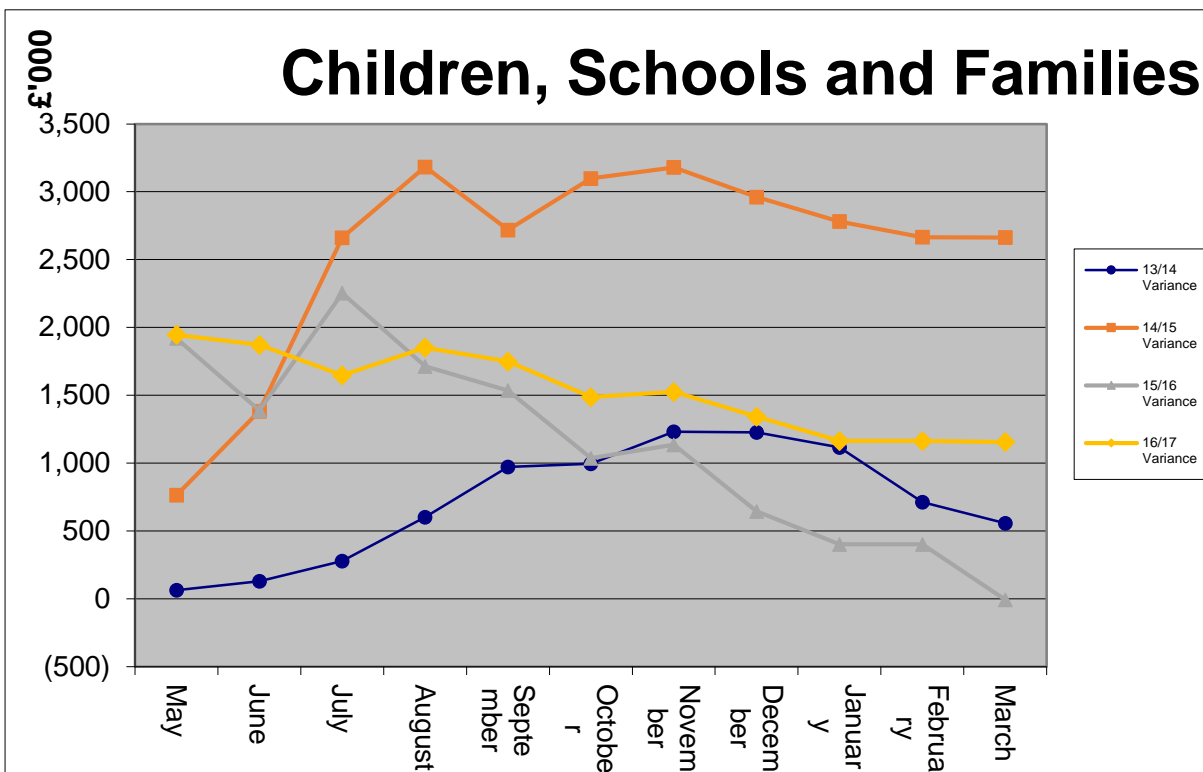
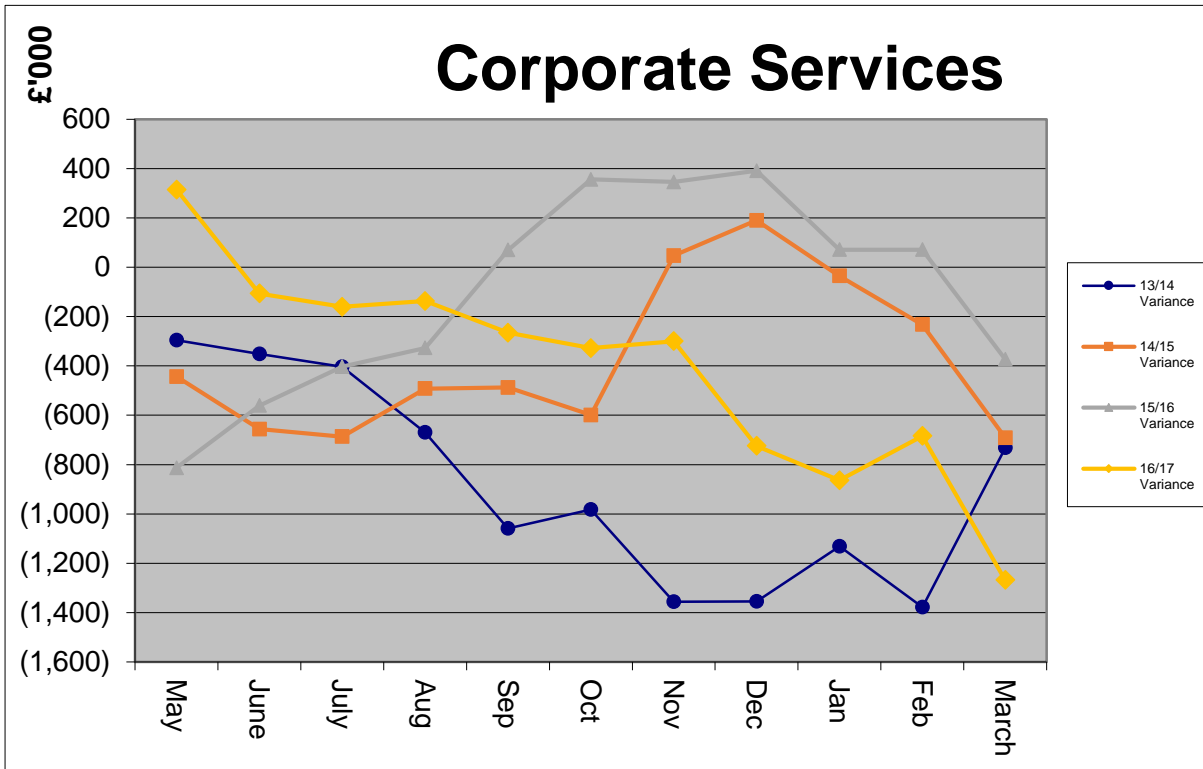
<b>Total December 2016</b>	<b>£3,425,473</b>	<b>24,059</b>	<b>142</b>
<b>Increase/-decrease</b>	<b>£100,719</b>	<b>-612</b>	

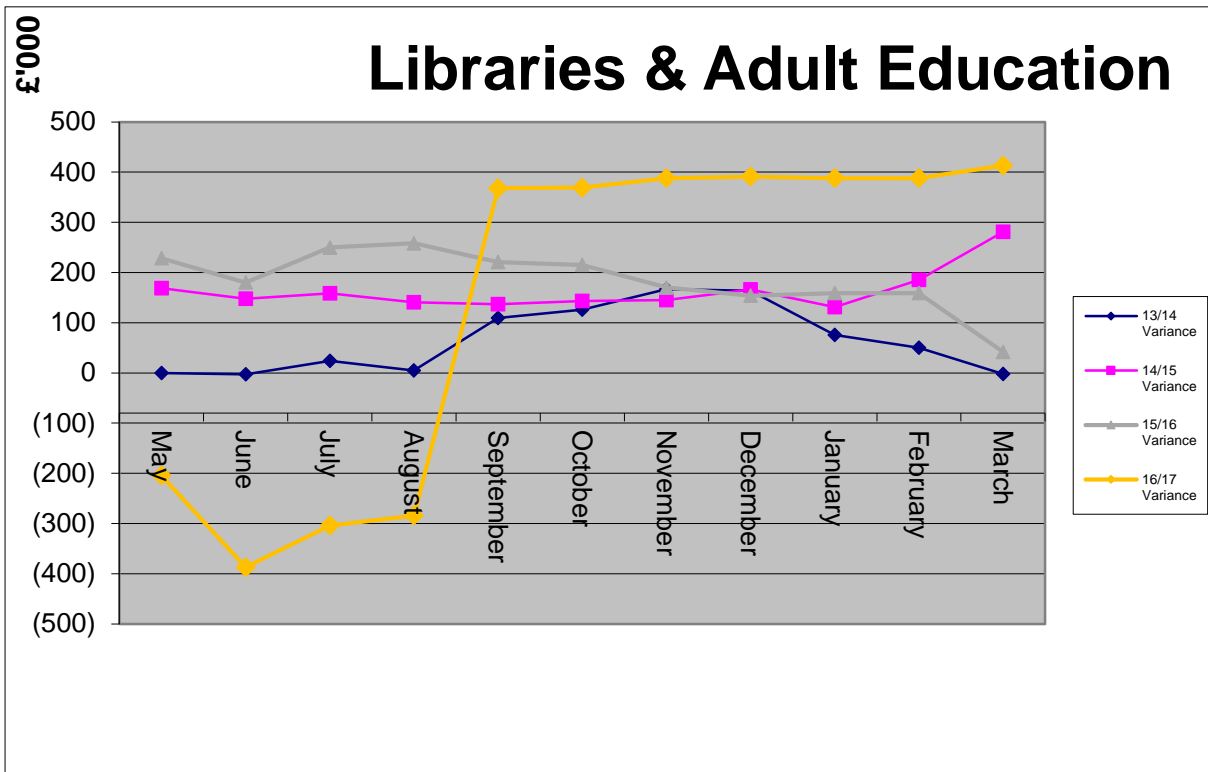
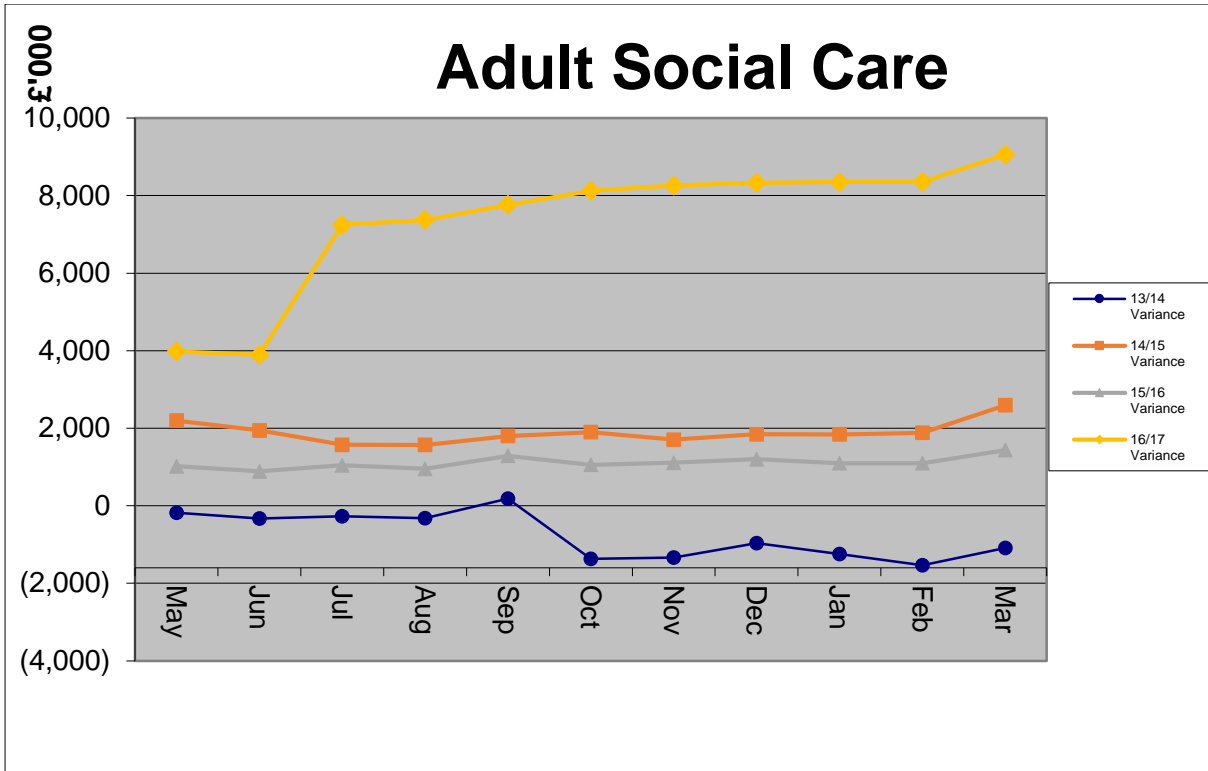
APPENDIX AUTHOR - David Keppler (020 8545 3727/[david.keppler@merton.gov.uk](mailto:david.keppler@merton.gov.uk))

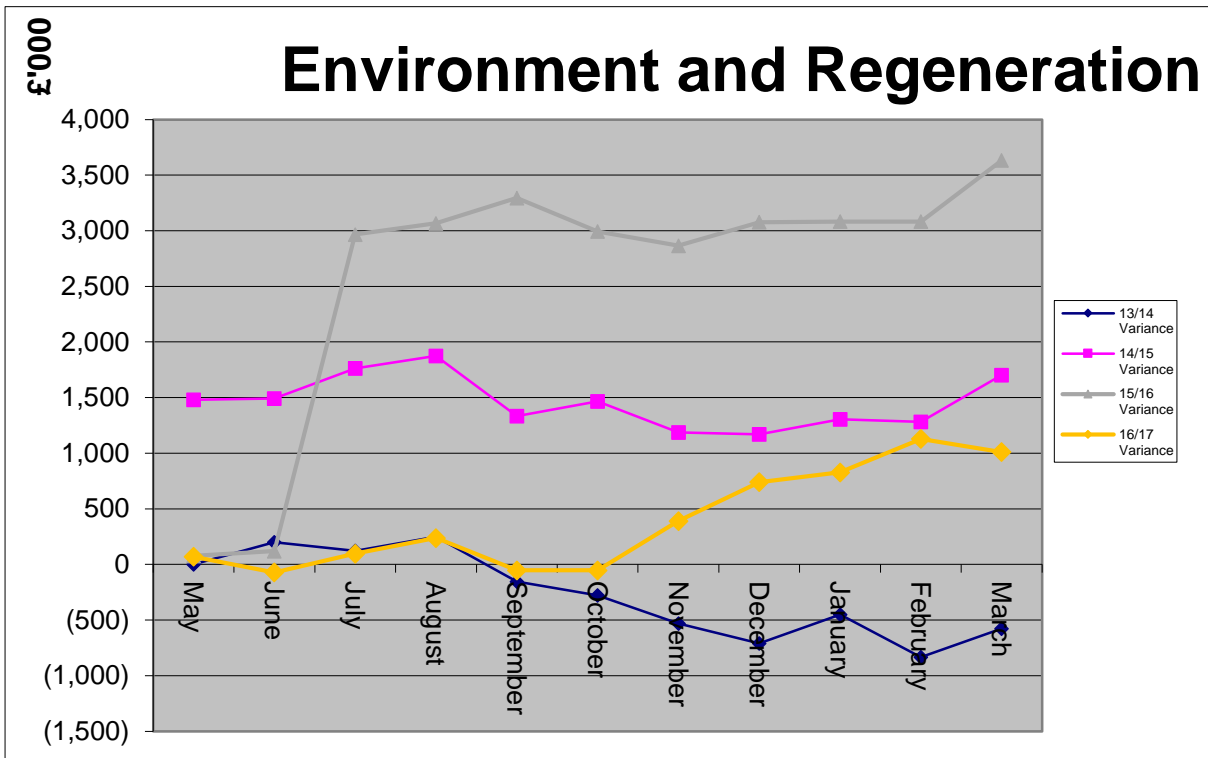
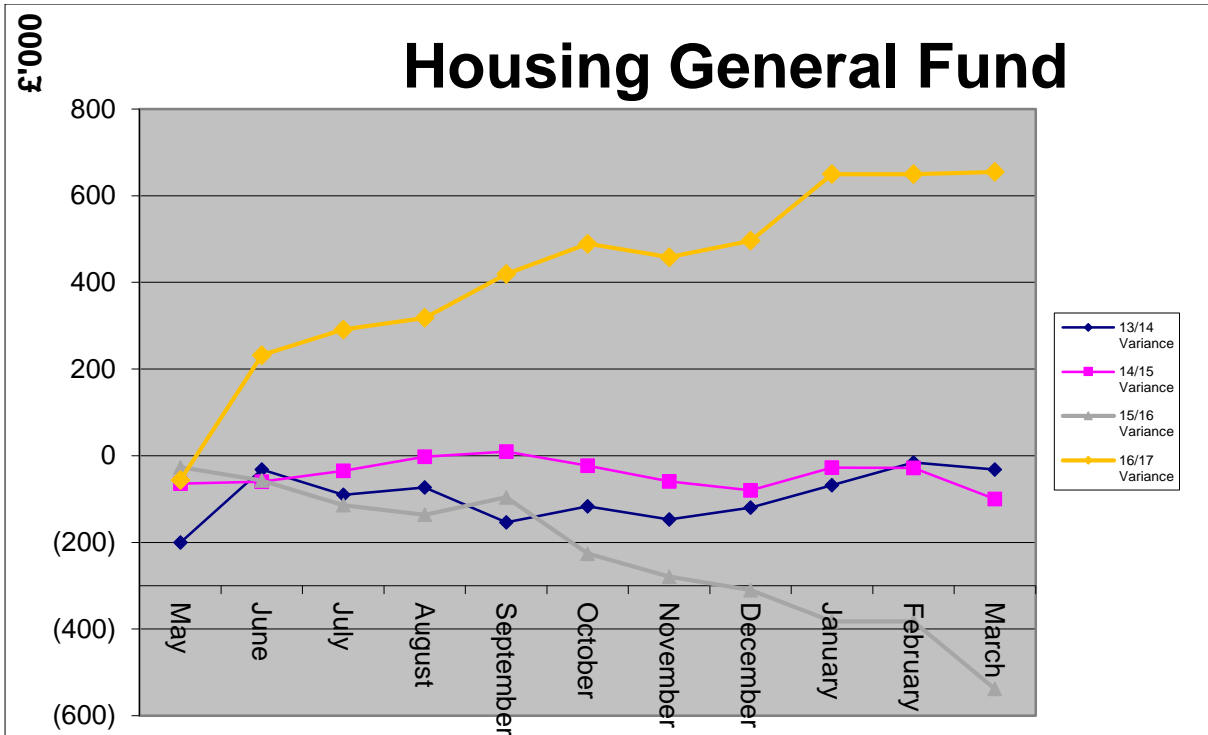


**Appendix 5**

The graph below show the forecast variance by department over the last four years.







This page is intentionally left blank

## Cabinet

**Date:** 3 July 2017

**Agenda item:**

**Subject:** Results of the Residents' Survey 2017

**Lead officer:** Caroline Holland, Director Corporate Services

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

### Recommendations:

---

A. That Cabinet note the results of the Annual Residents' Survey 2017

---

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

1.1 This paper reports the results of the latest Residents' Survey, highlighting key messages and findings. A detailed report from the research provider is available in Appendix 1.

#### 2. BACKGROUND

2.1 Between 1999 and 2014 Annual Residents' Survey (ARS) was Merton's principal survey of local residents. It collected information on local people's concerns and their perceptions of local services, the image of the Council and a host of local issues based on the Survey of Londoners model previously commissioned by London Councils. The former provider withdrew from delivery of this survey in 2015. Discussions with neighbouring boroughs took place to explore options for a joint approach to surveying residents but due to their existing arrangements that was not possible. A competitive tendering process began in autumn 2016 to replace the Merton resident's survey.

2.2 In January 2017 BMG was appointed to deliver a face-to-face survey with 1,000 adults that reflect our local population – segmented by age, ethnicity, gender, tenure, residence, and family composition. In addition, a different survey of 200-250 young people aged 11 – 17 was carried out in parallel.

2.2 The survey fieldwork was conducted in February and March 2017. There is no longer a matching London wide survey to compare the results against but by incorporating standard questions set by the Local Government Association (LGA) it is possible to make some comparisons against a national telephone survey conducted by the LGA in February 2017.

2.3 Where it is possible to compare results to previous surveys in Merton the results have been tested for statistical significance to ensure that changes reflect public perceptions. Changes quoted as significant have passed this validation. Testing

for different demographic groups has also been conducted and any significant differences have been highlighted.

## Highlights from the 2017 results

2.4 The most notable results, are:

- The vast majority of Merton residents were satisfied with their local area as a place to live (92%). This is a positive finding and is 12-percentage points higher than the national benchmark of 80%.
- A clear majority of residents felt safe in their local area both during the day (96%) and after dark (85%). Again, this compares favourably against national benchmarking.
- Almost all residents (93%) agreed that their local area is a place where people from different ethnic backgrounds get on well together.
- Two-thirds (67%) of Merton residents were satisfied with the way the Council runs things, broadly in line with the national survey.
- 65% agreed that the Council provides value for money, well ahead of the national figure of 47%.
- Similarly 75% agreed the council acts on the concerns of local residents, and 81% agreed it keeps residents informed, both all well ahead of national benchmarking (59% and 60% respectively).
- There were significant improvements in residents agreeing the Council is efficient and well run; responds quickly when asked for help; and involves residents in decision making when compared to the 2014 results.
- However there was also a significant increase in the number of residents agreeing that it is difficult to get through on the phone.
- Across all respondents there were significant increases in satisfaction in leisure and sport; parking; repair of roads and pavements; and nursery, primary and secondary education.
- Parking and repair of roads and pavements saw significant increases in satisfaction amongst service users. Conversely, satisfaction with libraries amongst users has significantly decreased.

## LGA Questions

2.5 A number of questions have been taken from the LGA's nationwide 'Are you being served?' question set so that comparison can be made with a national telephone survey conducted in February 2017. These are set out in the table below.

Question	Merton % positive	Nationwide % positive
Satisfaction with the local area	92	80

Satisfaction with the way the Council runs things	67	65
Agree the Council provides value for money	65	47
Council acts on the concerns of local residents	75	59
Informed about Council services and benefits	81	60
Feel safe after dark	85	78
Feel safe during the day	96	94

- 2.6 The vast majority of Merton residents were satisfied with their local area as a place to live. Satisfaction levels were highest in Wimbledon, at 96%, compared to 89% in Mitcham and Morden, and both were significantly higher than the nationwide figure.
- 2.7 Satisfaction with the way the Council runs things is significantly higher compared to the average among residents aged 65+ but significantly lower amongst disabled respondents than non-disabled respondents.
- 2.8 The 14% of respondents expressing dissatisfaction with the Council were asked to indicate in their own words why this is. The responses given were grouped into themes after the completion of fieldwork so that responses could be quantified. The most common reasons given for dissatisfaction were issues relating to litter and street cleaning (5% of all those surveyed/33% of those dissatisfied), and refuse collection / recycling service (3% of all those surveyed/22% of those dissatisfied).
- 2.9 When the 67% of residents who were satisfied with the council were probed on why they were satisfied the most common responses were general/generic, e.g. everything is good / fine (21% of all those surveyed/31% of those satisfied) and that no problems or issues have been encountered (13% of all those surveyed/20% of those satisfied). The specific issues most commonly mentioned were the area being clean (4% of all those surveyed/6% of those satisfied) and refuse collection (3% of all those surveyed/4% of those satisfied)
- 2.10 Residents aged 65+ were significantly more likely, compared to those aged 45-64, to agree that the Council provides good value for money. Disabled residents were significantly less likely to 'neither agree nor disagree' and significantly more likely to disagree, compared to non-disabled residents.
- 2.11 The interaction between residents feeling informed and overall satisfaction with the Council shows a positive association. Among the 81% of residents who feel very or fairly well informed about Council services and benefits 72% were satisfied with the way Merton Council runs things, compared to 67% of all respondents.
- 2.12 Wimbledon residents were more likely to feel safe after dark than Mitcham and Morden residents (88% cf. 82%), who nevertheless feel more safe than the nationwide comparison. Female residents, disabled residents and those over 65 were less likely to feel safe after dark. Nationwide comparison figures are not available for different demographic groups.

## Overall image of the council

- 2.13 A number of questions about the image of the council have been continued from the former survey. The results from these questions and a comparison with the results from 2014 are set out below.

Your council....	% In agreement	Change since 2014
Is doing a good job	82	+3
Is efficient and well run	76	+4
Involves residents in making decisions	62	+6*
Is difficult to get through to on the phone <sup>^</sup>	50	+11*
Responds quickly when asked for help	65	+13*
Has friendly and polite staff	78	0
Is doing a better job than one year ago	48	+1
Is making the local area a better place	76	+3

<sup>^</sup>Negative polarity – disagreement is desirable

\* Significant change

- 2.14 The proportion stating that the Council is doing a good job; is efficient and well run, responds quickly when asked for help and involves residents when making decisions are all at the highest level to date. However, the proportion feeling that the Council is difficult to get through to on the phone has increased significantly.
- 2.15 In 2014 disabled respondents were less likely to agree the council was doing a good job, efficient and well run, responds quickly and is making the area a better place to live. There are no significant differences in the level of agreement from disabled respondents in 2017 in any of these questions. The percentage of disabled respondents agreeing the council is efficient and well run has increased from 63% in 2014 to 75% in 2017; the percentage agreeing the council responds quickly has increased from 41% to 72%.
- 2.16 Residents were also asked whether they would speak positively or negatively about the Council. Nearly two-thirds (64%) would speak positively whilst only 9% would speak negatively.

## Budget issues

- 2.17 A set of questions were included in this survey of Merton residents to ascertain the current levels of understanding the public have of pressures on council budgets. This question set was used on BMG's monthly online omnibus poll of 1,500 GB residents in November 2016, allowing the views of Merton residents to be placed against those nationally
- 2.18 Over half were aware that the Council has had to make significant savings over recent years (59%), and that they understand the scale of savings that still need



to be made (53%). These are similar to the national benchmarking (55% and 51% respectively).

- 2.19 Half (49%) agree that they have noticed changes to some Council services - this is higher than the national average (41%). However, the survey does not analyse whether this is because Merton residents feel better informed about changes, or because their own experience has been impacted.
- 2.20 Residents were more likely to agree than disagree that the Council seeks residents' views before making decisions (55% agree, 21% disagree), that it acts on residents' concerns (47% agree, 21% disagree), and that it explains decisions (45% agree, 23% disagree).
- 2.21 A question was asked in which residents were asked for their potential response if a service they cared about was at risk of being cut. In this scenario, residents were more likely to agree than disagree that they would volunteer some of their time to help maintain the service (46% cf. 33%). The options of making a one off donation, or paying a new or higher charge at the point of use, were also put to respondents. The proportion agreeing / disagreeing that they would be prepared to do this is similar (38/36% and 35/36%).

### Satisfaction with services

- 2.22 Residents were asked to rate local services on a scale from very poor to very good. Compared to the 2014 survey a much smaller list of service areas was put to respondents, with those services that previously had high levels of non-response excluded. In addition a slightly different scale point was used so whilst we have compared the new scores with previous results this should be treated with some caution. The percentage of residents providing a positive rating to services is set out in the table below, along with the change since 2014.

<b>Service</b>	<b>% Good</b>	<b>Change since 2014</b>
Parks, playgrounds, open spaces	75	+3
Recycling facilities	71	-1
Street Lighting	70	-2
Refuse collection	69	-1
Libraries	68	+2
Leisure and sports	63	+19*
Street cleaning	53	-1
Primary education	51	+7*
Parking	51	+16*
Repair of roads	48	+6*
Nursery education	47	+14*
Secondary education	42	+9*

\*Significant change

- 2.23 Respondents were asked to identify which services they or their family used from this list, so that we could compare responses from services users and non-service users. For service users there were positive changes in parking and repair of roads compared to 2014 whilst there was a significant decrease in satisfaction for library service users.
- 2.24 Respondents were also asked to consider how the Council deals with specific environmental issues. Nearly three-quarters (74%) of respondents were satisfied with the way the council deals with graffiti, 63% with dog fouling, 60% with litter and 59% fly-tipping. This compares to 63% graffiti, 49% dog fouling, 61% litter and 54% fly-tipping in 2014.

### **The Council and the local area**

- 2.25 Respondents were presented with a list of local information sources and were asked which they currently use to keep them informed about what's happening in Merton. The most-mentioned sources were produced by the Council: My Merton (43%), the Council website (33%), and Council information leaflets (33%). Almost one in three also refer to the Wimbledon Guardian (31%). A similar question in 2014 had My Merton at 37%.
- 2.26 Respondents were read a list of neighbourhood issues and asked to rate the extent to which these are problems in their local area. Of the issues listed, rubbish or litter was the issue most frequently described as a very or fairly big problem; although nearly twice as many people felt that it was not a problem (37% described it as a very or fairly big problem, whilst 63% did not think it was a problem). Mitcham and Morden residents were significantly more likely than Wimbledon residents to report noisy neighbours or loud parties, people using or dealing drugs, and groups hanging around the streets
- 2.27 One fifth of Merton residents have done voluntary work within the past 12 months. This is consistent with responses in 2014. Of the 80% who have not volunteered, the most common reason for not doing so they was that they do not have time to volunteer (61% of all those surveyed), with 6% of all those surveyed saying that it had never occurred to them.
- 2.28 Standard questions used by the Office of National Statistics to measure wellbeing were added to the 2017 survey. Merton residents were more positive about their health and wellbeing compared to London and UK-wide benchmarks across all four measures. The responses given by disabled residents were in general less positive compared to non-disabled residents, which is consistent with the national findings.
- 2.29 93% of respondents felt that people from different backgrounds get on well together, with just 2% disagreeing with this statement. This compares with 89% agreeing in 2014 although slightly different wording was used in that survey.

## Young People's Survey

- 2.30 As with the adults the vast majority of young people in Merton were satisfied with their local area as a place to live (94%). 11-15 year olds were more likely to be satisfied than 16-17 year olds.
- 2.31 Most (84%) were satisfied with how Merton Council runs things, with just 4% dissatisfied. This compares favourably to the findings from the survey of adults, where 67% were satisfied.
- 2.32 Respondents were then asked to agree or disagree to statements about the Council relating to specific services and communications. Overall, respondents were more positive in relation to service delivery (doing enough to protect young people 57%; providing services which young people need 48%) than on engagement measures (listens to concerns of young people 47%; involves young people when making decisions 40%; keeps young people informed about what they are doing 38%).
- 2.33 In relation to safeguarding, respondents were shown a list of possible sources of help if they were worried about their health and safety and asked to select which they might use. Multiple responses were allowed. Much the most common response was family members (92%), followed by teachers (29%), and police (24%).
- 2.34 Respondents were asked to rate a series of local services in their area.

<b>Service</b>	<b>% very good / good</b>
Libraries	65%
Primary schools	64%
Public transport	63%
Secondary schools	60%
Leisure and sports facilities	59%
Local health services	58%
Parks, playgrounds and open spaces	56%
The police	56%
Support / guidance on future jobs/careers	50%
Sixth form/ Further Education college	47%
Activities for young people	47%
Street cleaning	42%
Social services for children/families	37%
Arts and culture	35%

- 2.35 Of a list of possible ways to get involved in their community, current or previous engagement is highest in terms of doing voluntary work (15%) and being a member of a school council (17%). However, in addition to this, for each activity at least one in three (35%) state that they will do this in the future.

- 2.36 Respondents were asked if they attend any of a list of activities out of school hours. The most popular activities, were sports and gym (45%), libraries and parks (39%), and after school clubs (36%).
- 2.37 Respondents were also shown a list of activities and facilities and asked which, if any, they would like to attend out of school hours. Up to two responses were allowed. The most popular activities were a place to meet my friends and other people (40%), and sports activities (37%). Around one in four also mention a place for play and hobbies (28%), a place for music, art, and drama (27%), and a place to do homework (25%).

### **Next steps**

- 2.38 The results are available to the public from the council website. Briefings on the results will be provided to partner organisations and local community groups over the next few weeks.

## **3 ALTERNATIVE OPTIONS**

- 3.1 None.

## **4 CONSULTATION UNDERTAKEN OR PROPOSED**

- 4.1 The survey was conducted with a sample of 1,020 people based on the key components of the local population. The survey is conducted by means of interviews in homes and public places, and also contains a specific set of questions for young people, which were put to 252 11-17 year-olds.

## **5 TIMETABLE**

- 5.1 The results have been made publicly available and will then be shared with partner organisations. Further analysis of the data will be undertaken to support individual services areas.

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

- 6.1 The 2017 residents' survey has cost £24,950 met from departmental budgets.

## **7 LEGAL AND STATUTORY IMPLICATIONS**

- 7.1 The Council has a best value duty to consult residents and the survey helps meet this duty.

## **8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS**

- 8.1 A number of questions in the survey measure equalities and community cohesion targets. The survey also enables the Council to understand the views and priorities of local people, so that services can be tailored accordingly.

## **9 CRIME AND DISORDER IMPLICATIONS**

- 9.1 The survey is a key tool for identifying the crime and disorder concerns and priorities of local people. The findings will be fed into the statutory Crime and Disorder Strategic Assessment to set priorities for 2017-18.

## **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**

- 11.1 Appendix I: Resident Survey 2017 Report.

## **12 BACKGROUND PAPERS – the following documents have been relied on in drawing up this report but do not form part of the report**

- 12.1 Resident Survey cross-tabulations and charts.  
12.2 LGA Polling on resident satisfaction with councils February 2017  
<http://www.local.gov.uk/polling-resident-satisfaction-councils-february-2017>

This page is intentionally left blank

# Research Report

## Resident Satisfaction Survey 2017

Prepared for: London Borough of Merton

---

# Resident Satisfaction Survey 2017

**Prepared for: London Borough of Merton**

**Prepared by: Steve Handley, Research Director**

**Date: April 2017**

---



**Produced by BMG Research**

**© BMG Research Ltd, 2017**

**[www.bmgresearch.co.uk](http://www.bmgresearch.co.uk)**

Project: 1196

Registered in England No. 2841970

Registered office:

BMG Research  
Beech House  
Greenfield Crescent  
Edgbaston  
Birmingham  
B15 3BE  
UK

Tel: +44 (0) 121 3336006

UK VAT Registration No. 580 6606 32

Birmingham Chamber of Commerce Member No. B4626

Market Research Society Company Partner

The provision of Market Research Services in accordance with ISO 20252:2012

The provision of Market Research Services in accordance with ISO 9001:2008

The International Standard for Information Security Management ISO 27001:2013

Investors in People Standard - Certificate No. WMQC 0614

Interviewer Quality Control Scheme (IQCS) Member Company

Registered under the Data Protection Act - Registration No. Z5081943

A Fair Data organisation

Cyber Essentials certification

The BMG Research logo is a trade mark of BMG Research Ltd.



## Table of Contents

1	Background and methodology.....	3
1.1	Survey aims and objectives .....	3
1.2	Methodology .....	3
1.3	Questionnaire and LGA polling .....	4
1.4	Report contents .....	5
2	Key findings .....	6
2.1	Local area perceptions.....	6
2.2	Perceptions of Merton Council .....	6
2.3	Perceptions of local services.....	6
2.4	Budget issues .....	7
2.5	Wellbeing.....	7
2.6	Young people.....	7
3	Summary of key indicators.....	8
4	Perceptions of the local area.....	10
4.1	Local area as a place to live.....	10
5	Perceptions of Merton Council .....	13
5.1	Overall satisfaction.....	13
5.1.1	Reasons for current view of Merton Council.....	16
5.2	Value for money.....	18
5.3	Advocacy of the Council.....	21
5.4	Acting on the concerns of local residents .....	22
5.5	Budget issues .....	24
6	Perception of the Council and its services.....	28
6.1	Wider perceptions of Merton Council .....	28
6.2	Views on specific areas of Council delivery.....	32
6.3	Use of local services .....	39
7	Communications and information.....	40
7.1	Feeling informed .....	40
7.2	Key sources of information about Merton.....	41
8	Safety, neighbourhood issues, and community cohesion .....	43
8.1	Feeling safe .....	43

## Resident Satisfaction Survey 2017

8.2	Neighbourhood issues .....	46
8.3	Community cohesion .....	47
9	Voluntary work .....	49
10	Health and Wellbeing .....	51
11	Young people .....	53
11.1	Local area as a place to live.....	53
11.2	Perceptions of Merton Council .....	54
11.3	The Council and young people.....	55
11.4	Concerns .....	57
11.5	Health and safety .....	59
11.6	Perceptions of local services.....	60
11.7	Getting involved .....	62
11.8	Activities out of school hours.....	63
12	Adult survey respondent profile .....	65

## 1 Background and methodology

### 1.1 Survey aims and objectives

This report summarises the results of a bespoke piece of research into the perceptions Merton residents hold in relation to their Council and the local area. A representative sample of 1,020 residents aged 18 and over was interviewed face to face at randomly selected sampling points between 9<sup>th</sup> February and 5<sup>th</sup> March 2017 in order to provide fresh data to inform Council decision making. All those invited to participate were asked how long they had lived in the Borough, with only those who had done so for 6 months or more being interviewed.

252 interviews were also completed with 11-17 year olds in the same households (with permission obtained from parent or guardian in the case of respondents aged under 16); the findings from this research are covered in Section 11 of this report.

The objectives of the research amongst adults aged 18+ were as follows:

- To measure overall perceptions of Merton Council's performance and the value for money it provides.
- To benchmark the perceptions of Merton residents where possible using national data collected by the Local Government Association.
- To benchmark the perceptions of Merton residents where possible against the findings of previous resident research.
- To examine public awareness in 2017 of the budget challenges the Council faces and to explore how the Council is perceived to make difficult decisions.
- To record satisfaction with local services.
- To measure perceptions of the local area in terms of neighbourhood safety, levels of anti-social behaviour, and community cohesion.
- To evaluate current levels of volunteering and quantify the barriers to volunteering.
- To understand how residents receive information about the area.

The research amongst 11-17 year olds also aimed to measure overall perceptions of the Council's performance and to record satisfaction with local services. However, this research also aimed to do the following:

- To establish what the main concerns are for young people living in the Borough.
- To measure young people's perceptions of whether the Council delivers services that meet their needs, the extent to which the Council communicates with young people, and the extent to which the Council takes their views into account.
- To measure the extent to which young people are involved in their communities or are interested in doing so in the future.
- To establish what organised activities young people participate in out of school hours, and which activities they would like to see available.

## 1.2 Methodology

Within the Borough, deprivation scores at Super Output Area (SOA) level were ranked from high to low. These were then segmented into quartiles within each ward to ensure that the bands reflected the relative deprivation within Merton. This provided the basis for a stratified random sampling of Census Output Areas (COAs) as sampling points, ensuring that the sampling points selected covered relatively high and relatively low levels of deprivation.

Sampling points (COAs) were selected randomly per ward and all addresses were identified from the postcode address file within each COA to form the sample. Proportional interviewing targets were set per ward, with 5-6 sampling points selected in each of the 20 wards that make up the Borough. A target of 10 interviews was set per sampling point.

Whilst the interviewers were able to approach any address within a sampling point quotas were set by age, gender and ethnicity within each ward to ensure a representative spread by demographic profile. The survey was administered on a face-to-face basis, using a tablet computer.

Post fieldwork the data was weighted by ward population, age, gender, ethnicity, and economic activity / inactivity for the resident population aged 18+. The 2011 census was used as the basis for the demographic weights to provide a sufficient level of granularity.

For the research carried out amongst 11-17 year olds, respondents were asked to give their exact age (11, 12, etc), and the data was weighted by this criteria, again to match the profile established by the 2011 census.

## 1.3 Questionnaire and LGA polling

Separate, bespoke questionnaires were used for the adult and young people surveys. Several questions were included to allow adult perceptions of Merton Council to be benchmarked against polling conducted nationally by the Local Government Association (LGA).

The latest LGA polling highlighted in this report was conducted at roughly the same time as fieldwork for this research (2<sup>nd</sup> - 5<sup>th</sup> February 2017). Valid comparisons can therefore be made between the findings from this research and LGA polling, both in terms of fieldwork dates and question wording. It should also be noted however that there are differences in methodology that may influence findings:

- LGA polling was carried out by telephone, compared to the face to face methodology used for this research. The impact of this on the findings, if any, cannot be quantified. Typically the largest difference in findings is produced by a self-completion methodology (e.g. postal, online) compared to an interviewer-administered survey (telephone, face to face). Self-completion surveys can produce less inhibited, more critical responses; this may be replicated to a lesser extent when respondents complete a survey by telephone (LGA) as opposed to when they speak to an interviewer face to face (Merton).
- As discussed throughout this report, the proportion giving the most positive response (e.g. strongly agree) is consistently below LGA findings, even though

the proportion giving combined positive responses (strongly agree / agree) is consistently higher. This may in part reflect the difference in methodology, with telephone interviewers reading out an answer scale that starts with the most positive response and therefore potentially biasing results towards this response. On the Merton resident survey, respondents were shown a list of possible responses for all such questions, i.e. could see all responses at once.

- Quotas and weights were set by age and gender for both surveys; however the approach for the two surveys is not identical e.g. on the Merton survey quotas and weights are set by ethnicity whereas this is not done for LGA polling. Again, the impact of such differences cannot be quantified.

### 1.4 Report contents

This document contains a concise summary of the key findings to emerge from this survey. It aims to highlight the positive messages in the data, plus any areas of concern that require further consideration.

The data used in this report is rounded up or down to the nearest whole percentage point. It is for this reason that, on occasions, tables or charts may add up to 99% or 101%. Where tables and graphics do not match exactly to the text in the report this is due to the way in which figures are rounded up (or down) when responses are combined. Results that differ in this way should not have a variance that is any larger than 1%.

When a figure is shown in bold and underlined within a table this denotes that this figure is significantly higher compared to the total (determined by the t-test). The t-test is a statistical method used to evaluate the differences between two opposing groups. Results described as significant in this report will have been identified by this test as substantial variations in opinion.

For reasons of space, area names are sometimes abbreviated in this report as follows:

- *Village*: Village/ Hillside/ Raynes Park/ Wimbledon Park
- *Dundonald*: Dundonald / Trinity / Abbey
- *Cannon Hill*: Cannon Hill / Merton Park / West Barnes / Lower Morden
- *Lavender Fields*: Lavender Fields / Pollards Hill / Figge's Marsh
- *Ravensbury*: Ravensbury / St Helier / Cricket Green
- *Colliers Wood*: Colliers Wood / Graveney / Longthornton

## 2 Key findings

### 2.1 Local area perceptions

The vast majority of Merton residents are satisfied with their local area as a place to live (92%). This is a positive finding and is 12-percentage points higher than the national benchmark of 80% (LGA polling Feb 17).

Alongside this high area satisfaction, a clear majority of residents feel safe in their local area both during the day (96%) and after dark (85%). Again, this compares favourably against national benchmarking.

Almost all residents (93%) agree that their local area is a place where people from different ethnic backgrounds get on well together. This includes 38% who give the most positive response of definitely agree. Only 2% of all residents disagree that that people of different ethnic backgrounds get on well together

### 2.2 Perceptions of Merton Council

Two-thirds (67%) of Merton residents are satisfied with the way the Council runs things. Whilst this is only slightly more positive compared with the national figure (65%), perceptions that the Council provides value for money, acts on the concerns of local residents, and keeps residents informed about the services and benefits it provides, are all well ahead of national benchmarking.

Indications of the direction of travel are also positive, with significant improvements compared to previous (2014) findings in relation to the Council being efficient and well run (+4 percentage points), responding quickly when asked for help (+13 percentage points), and involving residents when making decisions (+6 percentage points). On all these measures perceptions are at their highest level to date over a period extending back to 1995/1999. Conversely, there has been a significant increase in the proportion stating that it is difficult to get through to the Council on the phone.

The main reasons given for dissatisfaction with the Council are litter / poor street cleaning (33%), and poor refuse collection / recycling service (22%). However, to contextualise this finding, only a minority of residents (37%) when asked directly about this issue suggest that rubbish and litter lying around is a fairly or very big problem in their local area.

### 2.3 Perceptions of local services

Of a given list of local services, service users are more likely to give a very good / good rating than poor / very poor. Responses are particularly positive in relation to primary and nursery education and parks / playgrounds / open spaces. Responses are least positive in relation to street cleaning (53% rate very good / good), parking services (50%), and road / pavement repair (48%). The relatively low ratings given to road / pavement repair and street cleaning may be a cause for concern given how many residents 'use' these services. As discussed above, litter / poor street cleaning is also the leading cause of dissatisfaction with the Council, suggesting that this should be an area for focus.

### 2.4 Budget issues

Over half of residents are aware that the Council has had to make significant savings over recent years (59%), and that they understand the scale of savings that still need to be made (53%). These levels of awareness are similar to national benchmarks compiled by BMG. However, just 8% and 6% respectively strongly agree with these statements, suggesting that awareness of the budget situation is not fully engrained despite an ongoing narrative about austerity. Half (49%) agree that they have noticed changes to some Council services - this is higher than the national average (41%), but just 5% strongly agree, indicating that most residents have yet to notice the full impact of service changes. These findings provide a reference point for future Council communications, suggesting that it cannot be assumed that the public hold an understanding of the financial imperatives behind difficult decisions.

In terms of what residents would do if a local service they cared about was at risk of being cut, roughly similar proportions agree that they would make a one-off donation or pay a new or higher charge at the point of use (38% and 35% respectively). The fact that only a minority would offer these forms of financial support for a service that they care about provides further emphasis the likely resistance to additional revenue raising strategies by the authority.

Residents are more likely to agree than disagree that they would volunteer their time in such a scenario (46% cf. 33%); however, it should be noted that just 4% strongly agree, and that this question was asked in general terms. With just 20% of Merton residents having undertaken voluntary work locally in the last 12 months, the figure of 46% would represent a major increase in such activity. These results indicate that the scope the Council has for finding models of service delivery that are uncontroversial remains limited.

### 2.5 Wellbeing

On measures of personal wellbeing - feeling satisfied with life, feeling that the things you do in life are worthwhile, feelings of happiness and anxiety - Merton residents give more positive responses compared to both London and UK benchmarks.

### 2.6 Young people

As with the findings for adults, the vast majority of young people in Merton are satisfied with their local area as a place to live (94%). Most (84%) are also satisfied with the way the Council runs things, compared to 67% of Merton adults. However, one in four (25%) believe that the Council does not keep young people at all informed about what it is doing, indicating that there may be scope for improvement in perceptions of how the Council communicates with young people.

### 3 Summary of key indicators

The tables below summarise perceptions of the local area and of Merton Council that can be compared to wider national benchmarks or can be tracked against data collected in Merton in 2014 when the last survey of this type was completed.

**Table 1: Summary of Merton responses compared to LGA benchmarking**

LGA indicator	Merton 2017 (%)	LGA Feb 17 national benchmark - (%)
<b>Satisfaction with the local area</b>		
Satisfied	92%	80%
Dissatisfied	4%	11%
<b>Satisfaction with the way the Council runs things</b>		
Satisfied	67%	65%
Dissatisfied	14%	19%
<b>Agree the Council provides value for money</b>		
Agree	65%	47%
Disagree	12%	26%
<b>Council acts on the concerns of local residents</b>		
A great deal/ a fair amount	75%	59%
Not very/much at all	17%	40%
<b>Informed about Council services and benefits</b>		
Very/fairly well informed	81%	60%
Not very well/not informed at all	18%	30%
<b>Safety after dark</b>		
Safe	85%	78%
Unsafe	7%	11%
<b>Safety during the day</b>		
Safe	96%	94%
Unsafe	1%	2%



## Summary of key indicators

In the table below, coloured cells denote a statistically significant change.

**Table 2: Council Image 2014-2017 (All responses)**

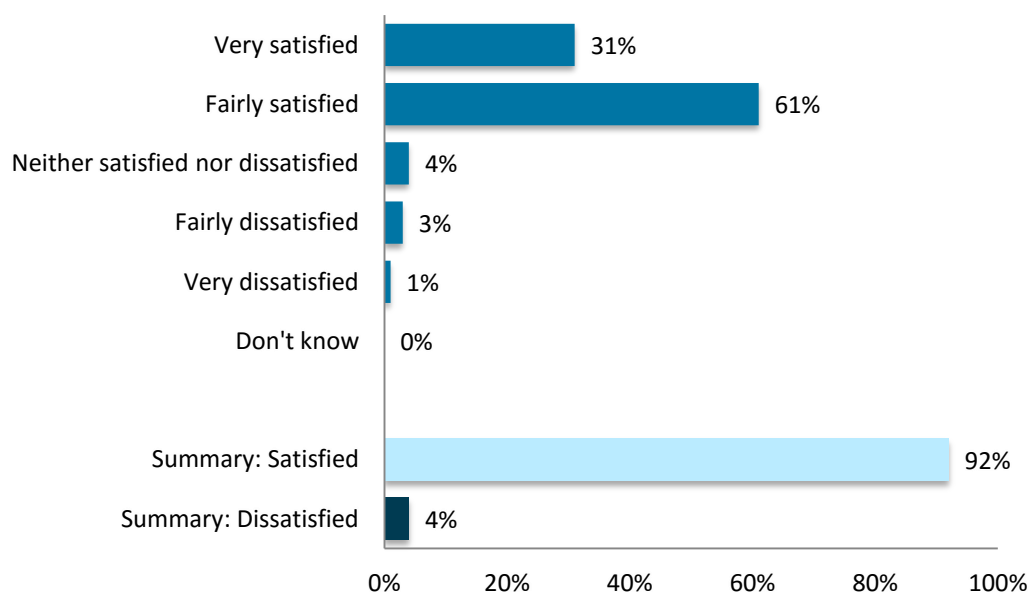
% a great deal / to some extent	2014 (%)	2017 (%)	Percentage point change
Is doing a good job	79%	82%	+3
Has staff who are friendly and polite	78%	78%	0
Is efficient and well run	72%	76%	+4
Is making the local area a better place for people to live	73%	76%	+3
Responds quickly when asked for help	52%	65%	+13
Involves residents when making decisions	56%	62%	+6
Is difficult to get through to on the phone	39%	50%	+11
Is doing a better job now than one year ago	47%	48%	+1
<b>Sample base</b>	<b>1,084</b>	<b>1,020</b>	

## 4 Perceptions of the local area

### 4.1 Local area as a place to live

The vast majority of Merton residents are satisfied with their local area as a place to live (92%). Of these, three in ten residents are very satisfied (31%). Just 4% of residents are dissatisfied with their local area as a place to live to any extent.

**Figure 1: Overall, how satisfied or dissatisfied are you with your local area as a place to live? (All responses)**

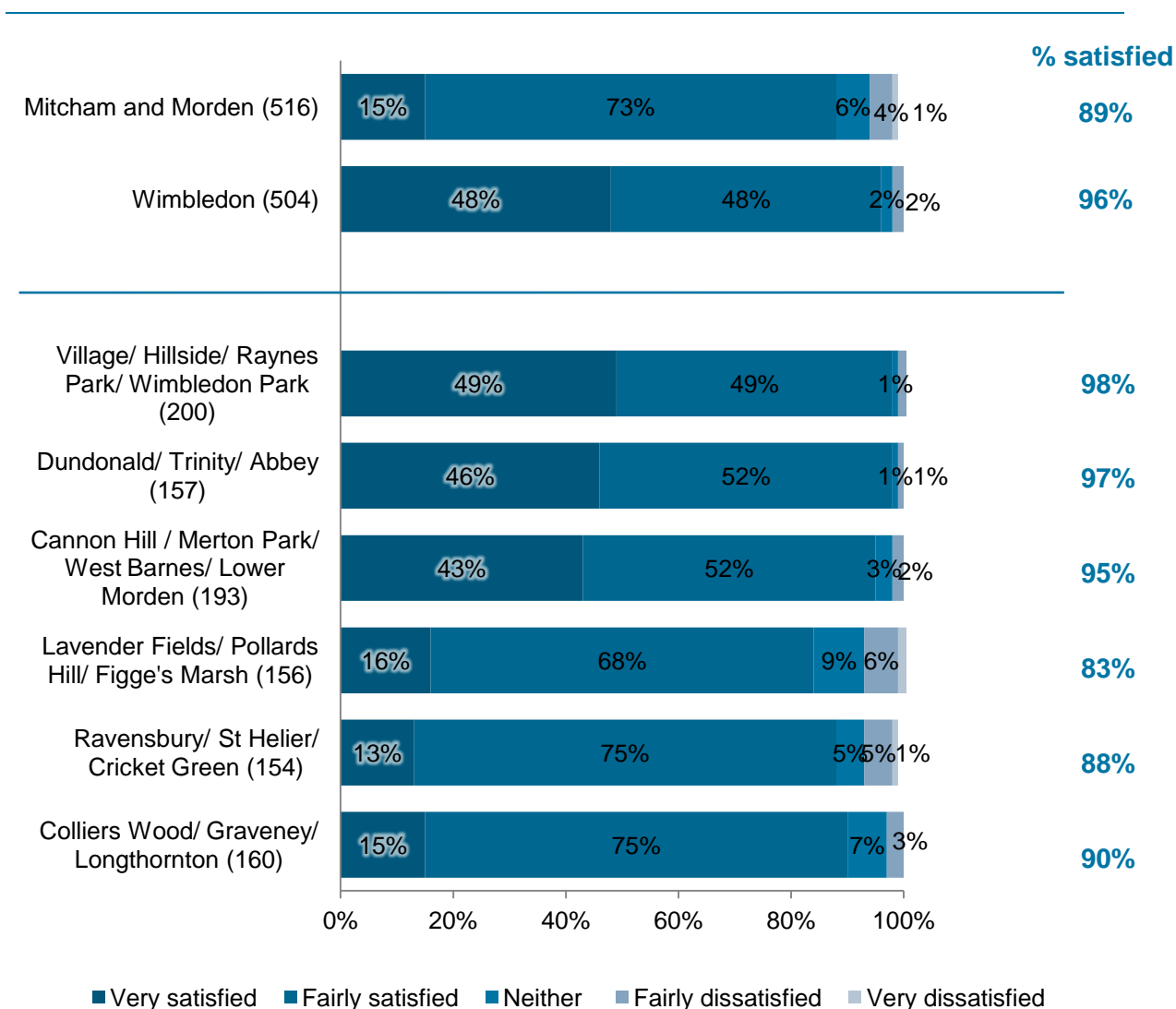


Unweighted sample base: 1,020

## Perceptions of the local area

By constituency, whilst most Mitcham and Morden residents are satisfied with their local area as a place to live (89%), satisfaction levels are significantly lower compared to Wimbledon (96%). In particular, Mitcham and Morden residents are markedly less likely compared to Wimbledon to be very satisfied (15% very satisfied cf. 48%). In keeping with this, the proportion of residents in the following areas are significantly less likely to be very satisfied compared to other areas: Lavender Fields / Pollards Hill / Figge's Marsh (16% very satisfied), Ravensbury / St Helier / Cricket Green (13%), and Colliers Wood / Graveney / Longthornton (15%).

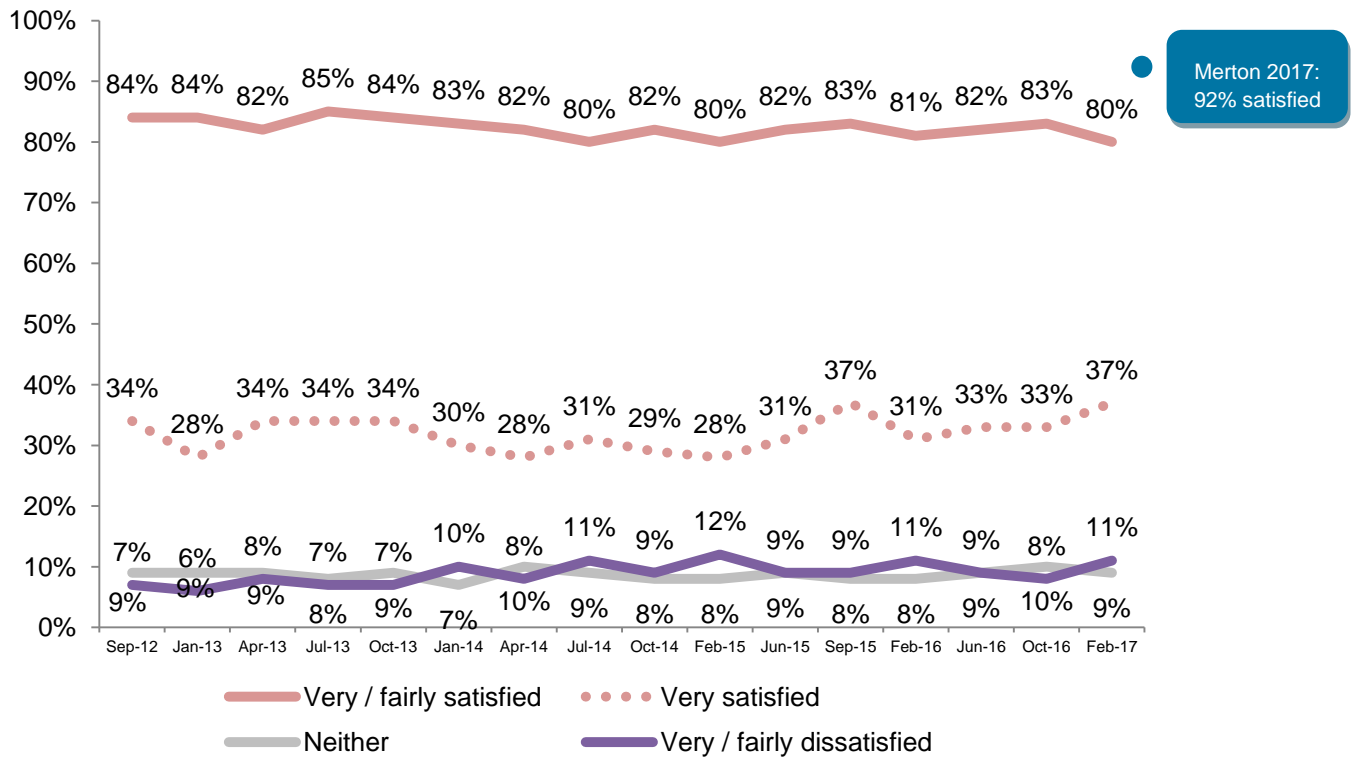
**Figure 2: Satisfaction with local area as a place to live - By constituency / area (All responses)**



Unweighted sample bases in parentheses

The satisfaction that Merton residents express with their local area is above the national benchmark for this question. In the most recent wave of national polling completed by the Local Government Association (LGA), in February 2017, 80% were satisfied on this measure and 11% dissatisfied. However, the proportion of Merton residents very satisfied with their local area - 31% - is lower than the LGA benchmark of 37%.

**Figure 3: National trend in satisfaction with the local area as a place to live– LGA Polling**

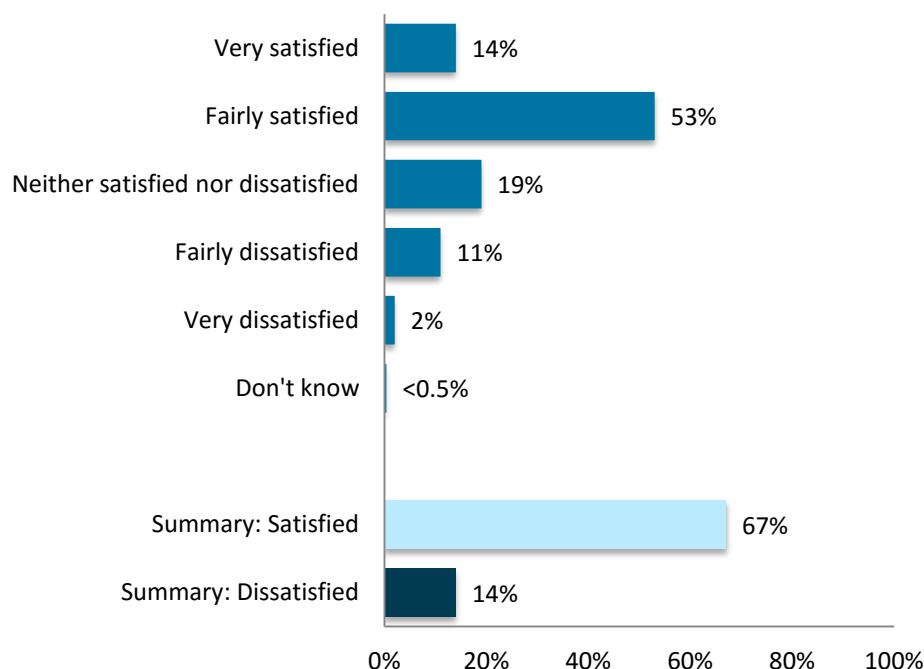


## 5 Perceptions of Merton Council

### 5.1 Overall satisfaction

All residents were asked to rate their satisfaction with Merton Council on a series of measures. Before this set of questions all respondents were read a brief summary of the services Merton Council provide. In response, two-thirds (67%) of residents are satisfied with the way the Council runs things. This is comprised of 14% who are very satisfied and 53% who are fairly satisfied. Among the remainder of residents the proportion giving a neutral response (19%) is above the proportion who are dissatisfied (14%).

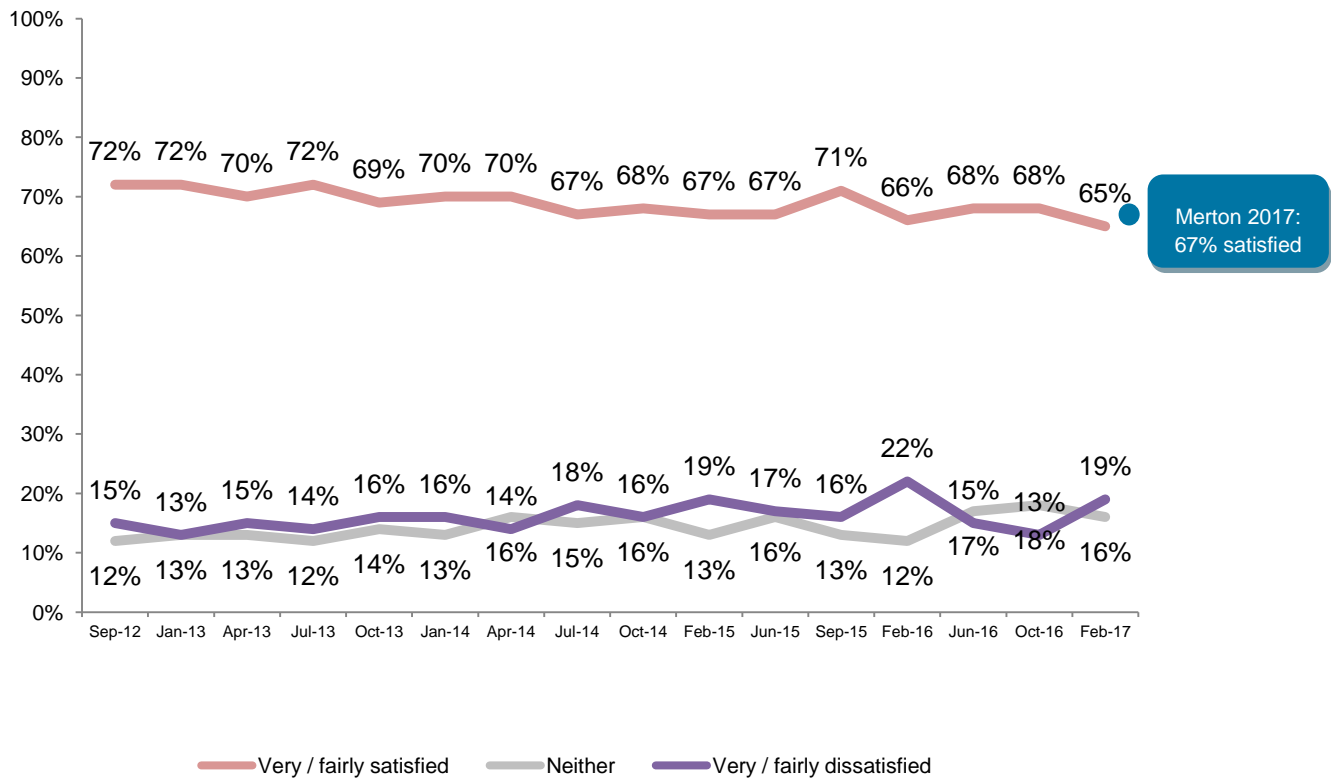
**Figure 4: Overall, how satisfied or dissatisfied are you with the way Merton Council runs things? (All responses)**



Unweighted sample base: 1,020

The wording of this question is consistent with that used in recent polling undertaken by the Local Government Association (LGA) into perceptions of local authorities. The proportion satisfied with the way Merton Council runs things (67%) is slightly above the national benchmark of 65%, although the proportion very satisfied is slightly below (14% cf. 17%).

**Figure 5: National trend in satisfaction with the way Councils run things – LGA Polling**



## Perceptions of Merton Council

Looking at responses by age, satisfaction with the Council is significantly higher compared to the average among residents aged 65+, as the table below indicates. Despite the higher incidence of disability amongst this age group, residents who are disabled<sup>1</sup> are significantly more likely to be dissatisfied with the Council compared to those who are not (28% cf. 13%). They are also significantly more likely to be very dissatisfied (10% cf. 2%).

**Table 3: Satisfaction with the way Merton Council runs things - By age and disability (All responses)**

	Age				Disability	
	18-24	25-44	45-64	65+	Yes	No
Satisfied	67%	66%	63%	<b><u>77%</u></b>	62%	68%
Neither satisfied nor dissatisfied	15%	20%	21%	12%	10%	<b><u>19%</u></b>
Dissatisfied	15%	13%	15%	11%	<b><u>28%</u></b>	13%
Don't know	<b><u>2%</u></b>	<0.5%	<0.5%	0%	0%	<0.5%
<b>Unweighted sample base</b>	<b>78</b>	<b>461</b>	<b>326</b>	<b>149</b>	<b>71</b>	<b>937</b>

Among those who disagree that Merton Council provides value for money only 22% are satisfied with the way the Council runs things overall, with 61% dissatisfied in this respect. Value for money perceptions will be examined in detail later in this chapter. It is also notable that those who feel that they are either very or fairly well informed about the Council's services and benefits are significantly more likely to be satisfied with the way Merton Council run things than those who do not feel well informed (72% cf. 43%).

---

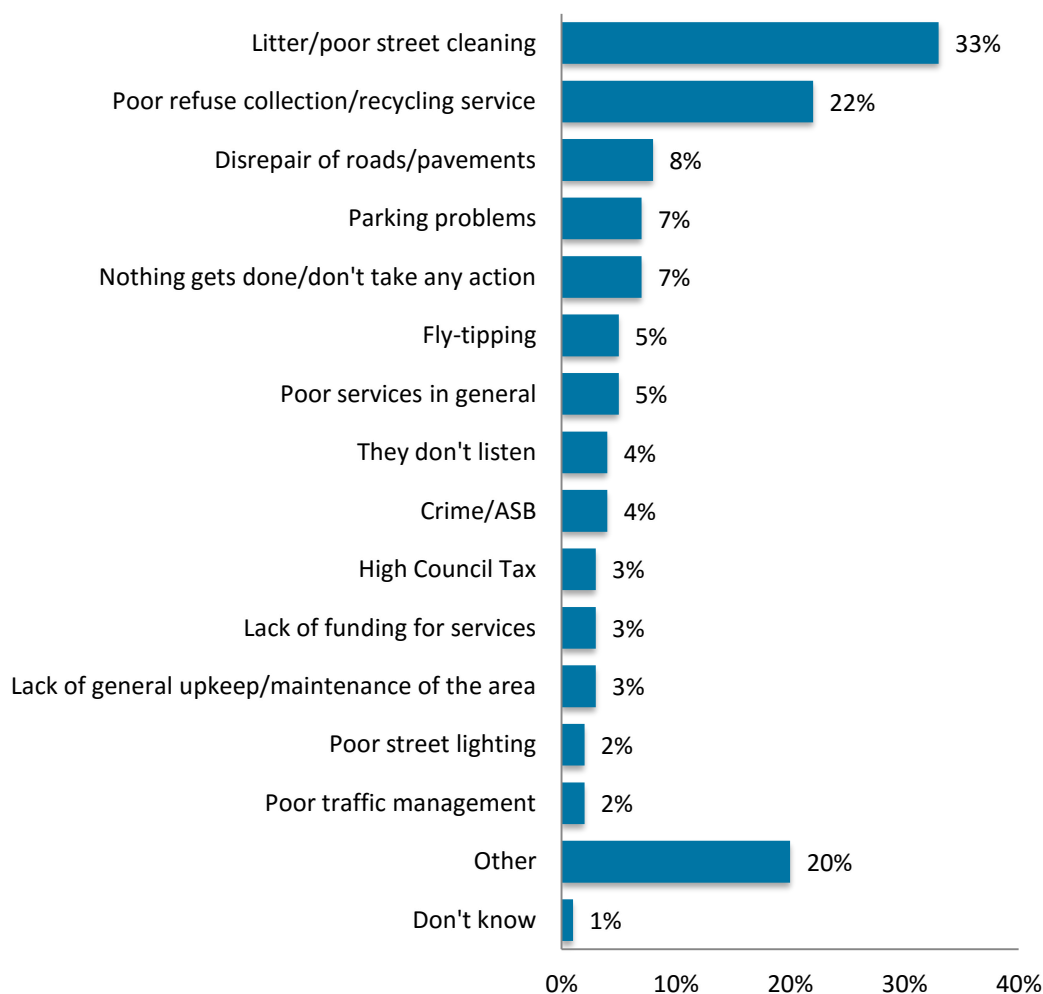
<sup>1</sup> 'Disabled' is defined as respondents stating that they have a long term illness, health problem or disability which limits their daily activities or the work they can do.

### 5.1.1 Reasons for current view of Merton Council

Whilst 67% of residents are currently satisfied with the way Merton Council run things, there clearly remains scope to raise this proportion further. To understand how this might best be achieved, those expressing dissatisfaction with the Council were asked to indicate in their own words why this is. The responses given were grouped into themes after the completion of fieldwork so that responses could be quantified.

Much the most common reasons given for dissatisfaction are issues relating to litter and street cleaning (33%), and refuse collection / recycling service (22%).

**Figure 6: Reasons given for being dissatisfied with Merton Council (All those who are dissatisfied)**



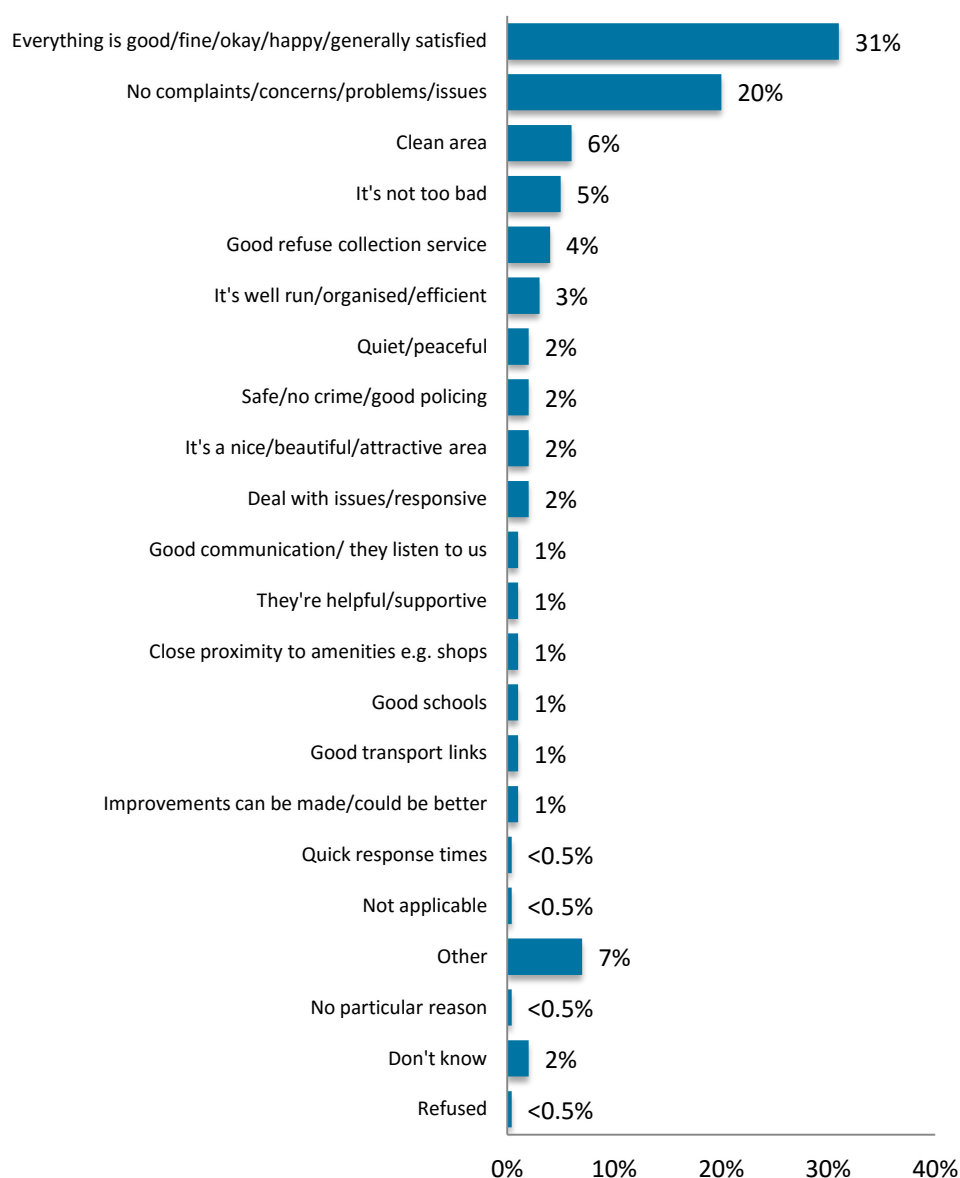
Unweighted sample base: 136



## Perceptions of Merton Council

While identifying sources of dissatisfaction is important for Merton Council in order to shape both service delivery and public communications, it is also important to understand the perceived strengths of the authority. When satisfied residents were probed on this the most common responses were general/generic, i.e. everything is good / fine (31%) and that no problems or issues have been encountered (20%). The specific issues more commonly mentioned are the area being clean (6%) and refuse collection (4%), i.e. the issues that also most commonly provoke Council dissatisfaction.

**Figure 7: Reasons given for being satisfied with Merton Council (All those who are satisfied)**



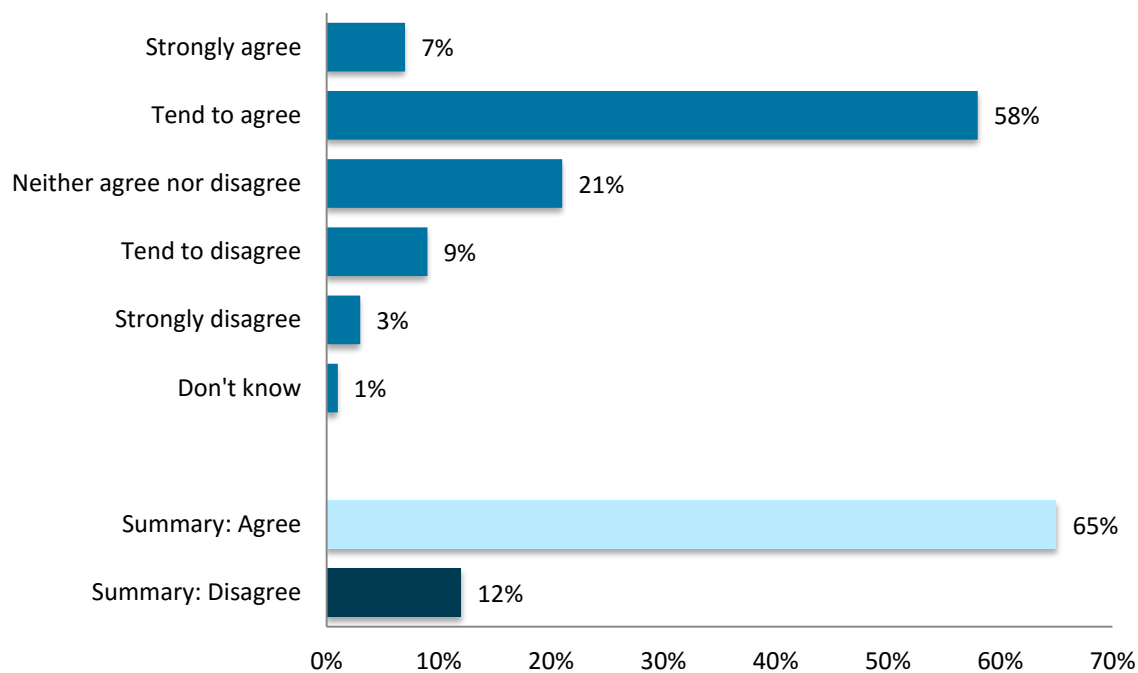
Unweighted sample base: 684

Despite being satisfied overall, at this question 17% of respondents still gave comments that were negative in tone.

## 5.2 Value for money

Residents were also asked to comment on the value for money Merton Council provides. In response, two-thirds (65%) of Merton residents agree that their Council provides good value for money, whilst 12% disagree. One in five residents (21%) gave a neutral response on this question suggesting that they do not feel sufficiently able to judge the value for money Merton Council provides.

**Figure 8: To what extent do you agree or disagree that Merton Council provides good value for money? (All responses)**



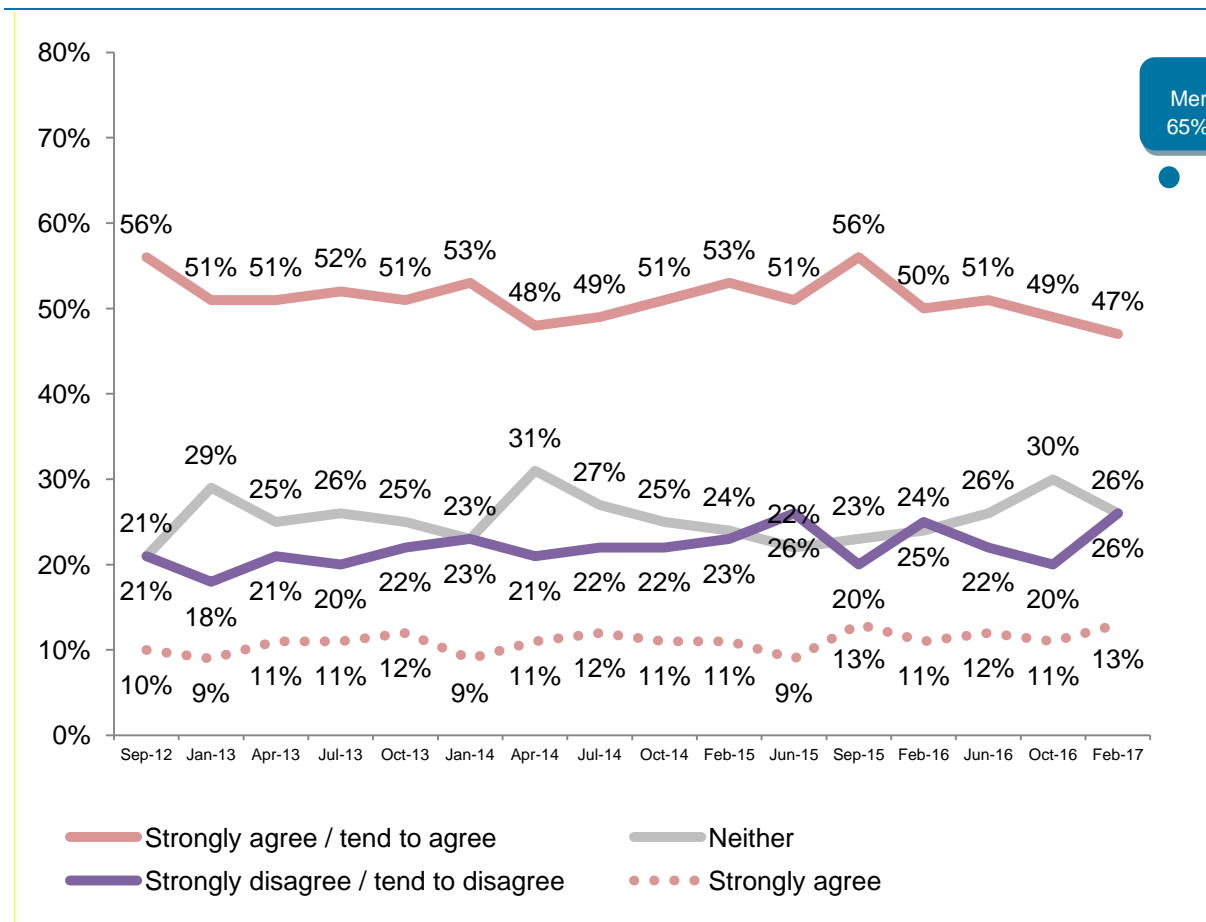
Unweighted sample base: 1,020

As might be expected, those who agree that Merton Council provides value for money are significantly more likely than those who do not to be satisfied with the way the Council runs things overall (81% cf. 22%).

## Perceptions of Merton Council

Agreement that Merton Council provides value for money is substantially higher than the latest national benchmark (65% cf. 47%), despite the fact that overall Council satisfaction is in line with the benchmark. However, the proportion of Merton residents strongly agreeing that the Council provides good value for money (7%) is below the national benchmark of 13%.

**Figure 9: National trends in perceptions of Councils providing value for money - LGA Polling**



Analysis by age shows that residents aged 65+ are significantly more likely, compared to those aged 45-64, to agree that the Council provides good value for money, in keeping with the pattern on overall satisfaction with the Council.

18-24 year olds are also significantly more likely compared to the other age groups shown to give a response of 'don't know' (7%).

Disabled residents are significantly less likely to 'neither agree nor disagree' and significantly more likely to disagree, compared to non-disabled residents. They are also significantly more likely to strongly disagree (9% cf. 3%). Again, this mirrors the pattern of responses seen in relation to overall satisfaction with the Council.

**Table 4: Agreement with whether Merton Council provides good value for money - By age and disability (All responses)**

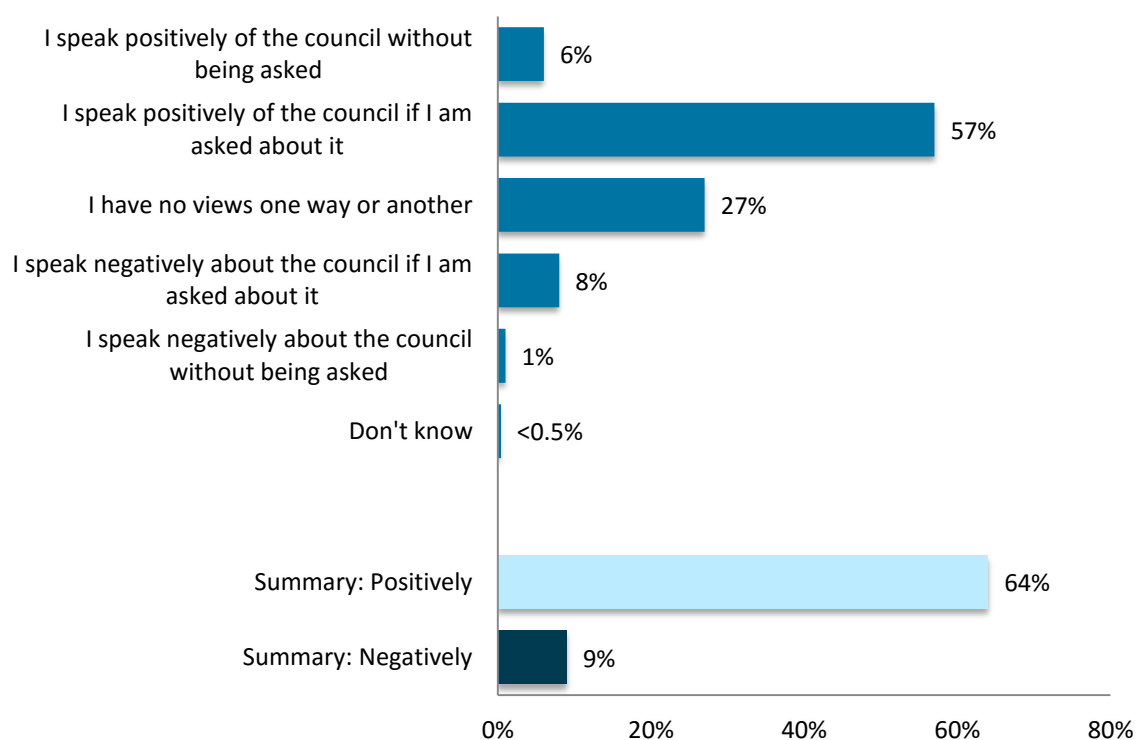
	Age				Disability	
	18 to 24	25 to 44	45 to 64	65+	Yes	No
Agree	63%	66%	60%	72%	64%	65%
Neither agree nor disagree	24%	21%	23%	17%	13%	<b>22%</b>
Disagree	6%	12%	15%	10%	<b>20%</b>	12%
Don't know	<b>7%</b>	1%	2%	1%	3%	1%
Unweighted sample base	78	461	326	149	71	937

In line with the results relating to satisfaction with the way the Council runs things, informed residents have more positive views on Council value for money than the uninformed. Seven in ten (70%) of those who feel informed about the Council's services and benefits agree that the Council provides value for money, compare to 42% among those who do not feel so well informed.

### 5.3 Advocacy of the Council

Residents were also asked whether they would speak positively or negatively about the Council. Approaching two-thirds (64%) would speak positively whilst 9% would speak negatively. Unprompted comment about the Council is less likely; 6% state they would speak positively of the Council without being asked whilst just 1% would speak negatively without being asked. Even amongst those who are satisfied with the Council overall, just 9% would speak positively without being asked; amongst those who are dissatisfied with the Council, 7% would speak negatively without being asked. There is therefore appears to be little reputational risk to the Council currently via negative word of mouth.

**Figure 10: On balance, which of these statements comes closest to how you feel about Merton Council? (All responses)**



Unweighted sample base: 1,020

By age group, residents aged 25-44 are significantly more likely compared to those aged 45-64 to speak positively of the Council (68% cf. 58%). However, there are no significant differences by age group in terms of the proportion who would speak negatively about the Council (6%-10% depending on age group). Disabled residents are both more likely to speak positively (70%) and negatively (16%) about the Council, but there are no significant differences on this measure compared to non-disabled residents.

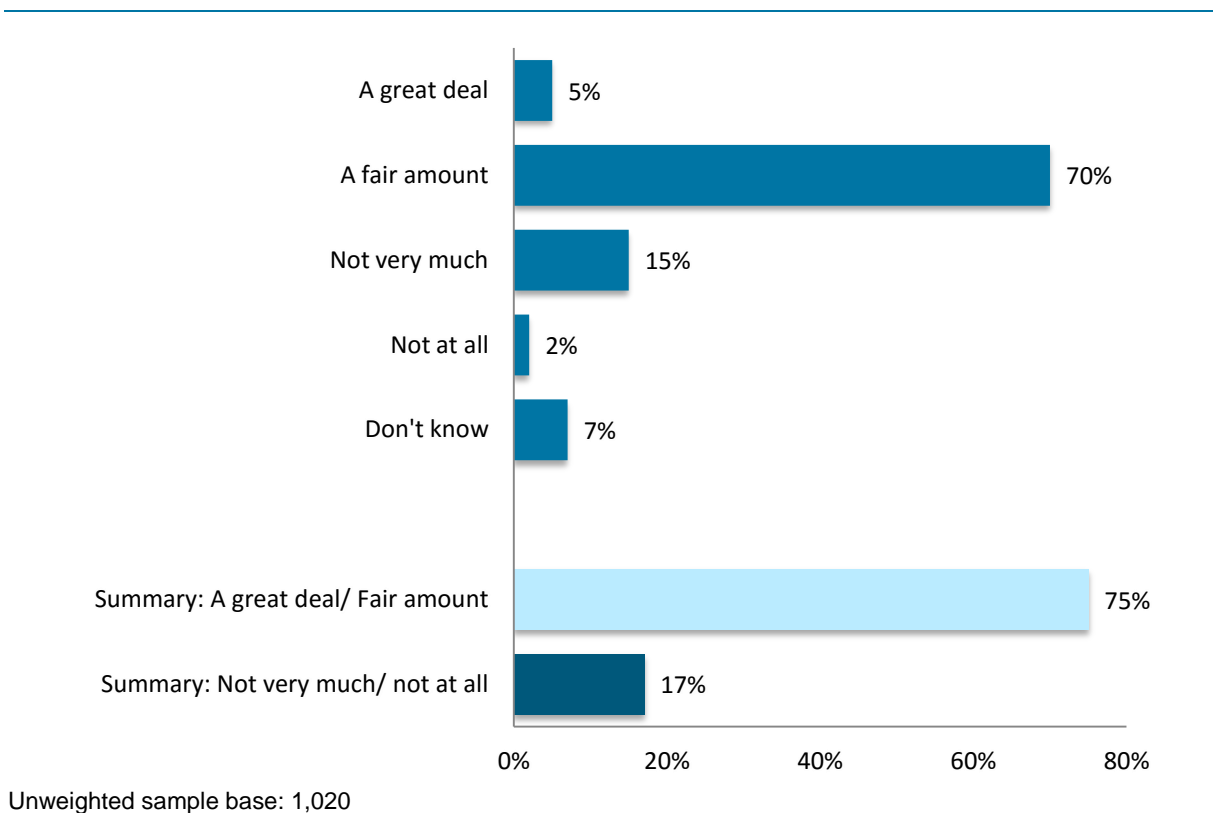
Examining the link between advocacy and satisfaction shows that among those who are satisfied with the way Merton Council runs things 78% would speak positively about the council. Although satisfaction therefore does not translate directly into advocacy, this proportion is significantly higher than the 21% of those who are dissatisfied with Merton Council overall who would speak positively about it.

### 5.4 Acting on the concerns of local residents

Asked whether they think the Council acts on the concerns of local residents, three quarters (75%) consider that the Council does this, a great deal or a fair amount. However, just 5% state the Council does this a great deal; correspondingly, just 2% state the Council fails to do this at all.

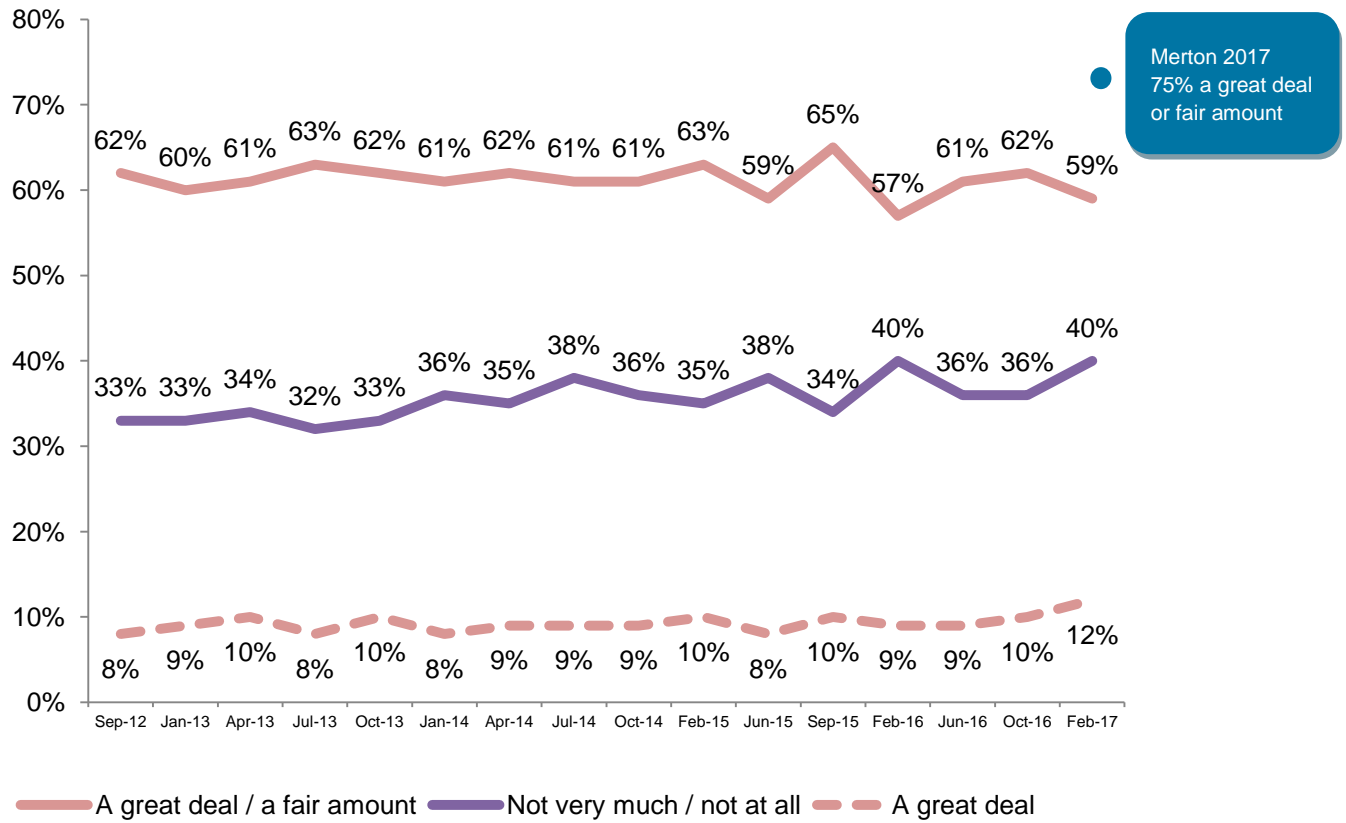
There are no significant differences in the summary responses by age group or disability.

**Figure 11: To what extent do you think Merton Council acts on the concerns of local residents? (All responses)**



As with measures of the Council providing value for money and keeping residents informed, the proportion giving a positive response (a great deal / a fair amount) is ahead of LGA benchmarking (75% cf. 59%) while the proportion giving the most positive response is below the LGA figure (5% cf. 12%).

**Figure 12: National trends in perceptions of Councils acting on the concerns of local residents - LGA Polling**



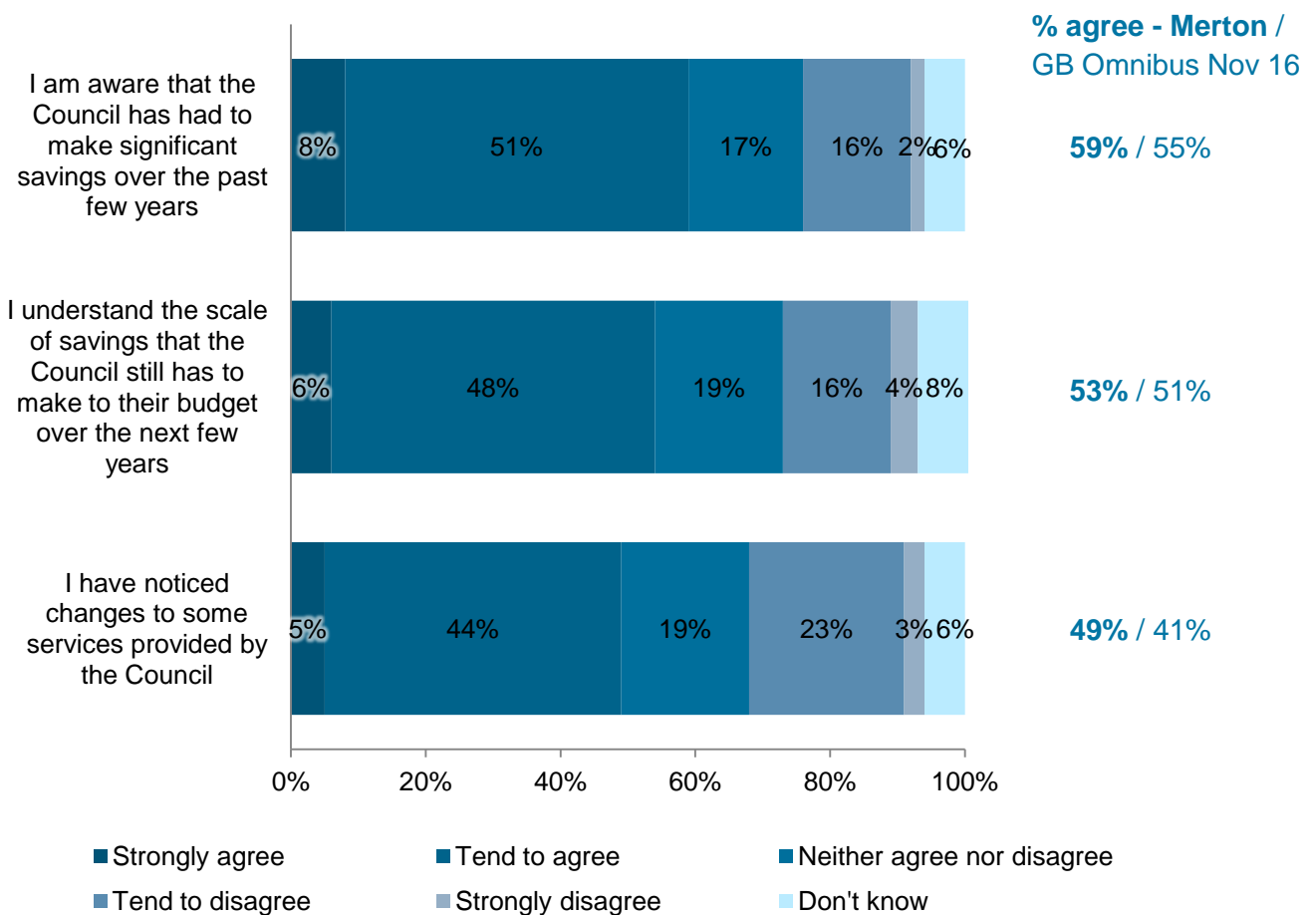
Among those who feel that Merton Council acts on their concerns a great deal or a fair amount 73% are satisfied with the way the Council runs things overall. This proportion is significantly higher than the survey average of 67%.

### 5.5 Budget issues

Clearly the impact of ongoing austerity is a key factor in Council decision making and service delivery choices. Although the period of local government austerity commenced in 2010 the efficiency savings that Councils were initially able to make generally meant that the impact of budget reductions were not immediately visible to the public. However, with finances in local government becoming ever more acute, a set of questions were included in this survey of Merton residents to ascertain the current levels of understanding the public have of budget pressures. This question set was used on BMG’s monthly online omnibus poll of 1,500 GB residents in November 2016, allowing the views of Merton residents to be placed against those nationally (albeit recognising the different survey approaches used).

Over half are aware that the Council has had to make significant savings over recent years (59%), and that they understand the scale of savings that still need to be made (53%). These are similar to the omnibus benchmarking, as the figure below indicates. However, just 8% and 6% respectively strongly agree, suggesting that awareness of the budget situation is not fully engrained. Half (49%) agree that they have noticed changes to some Council services - this is higher than the national average (41%), but just 5% strongly agree, indicating that most residents have yet to notice the full impact of service changes.

**Figure 13: Awareness around Council budget issues (All responses)**



Unweighted sample base: 1,020



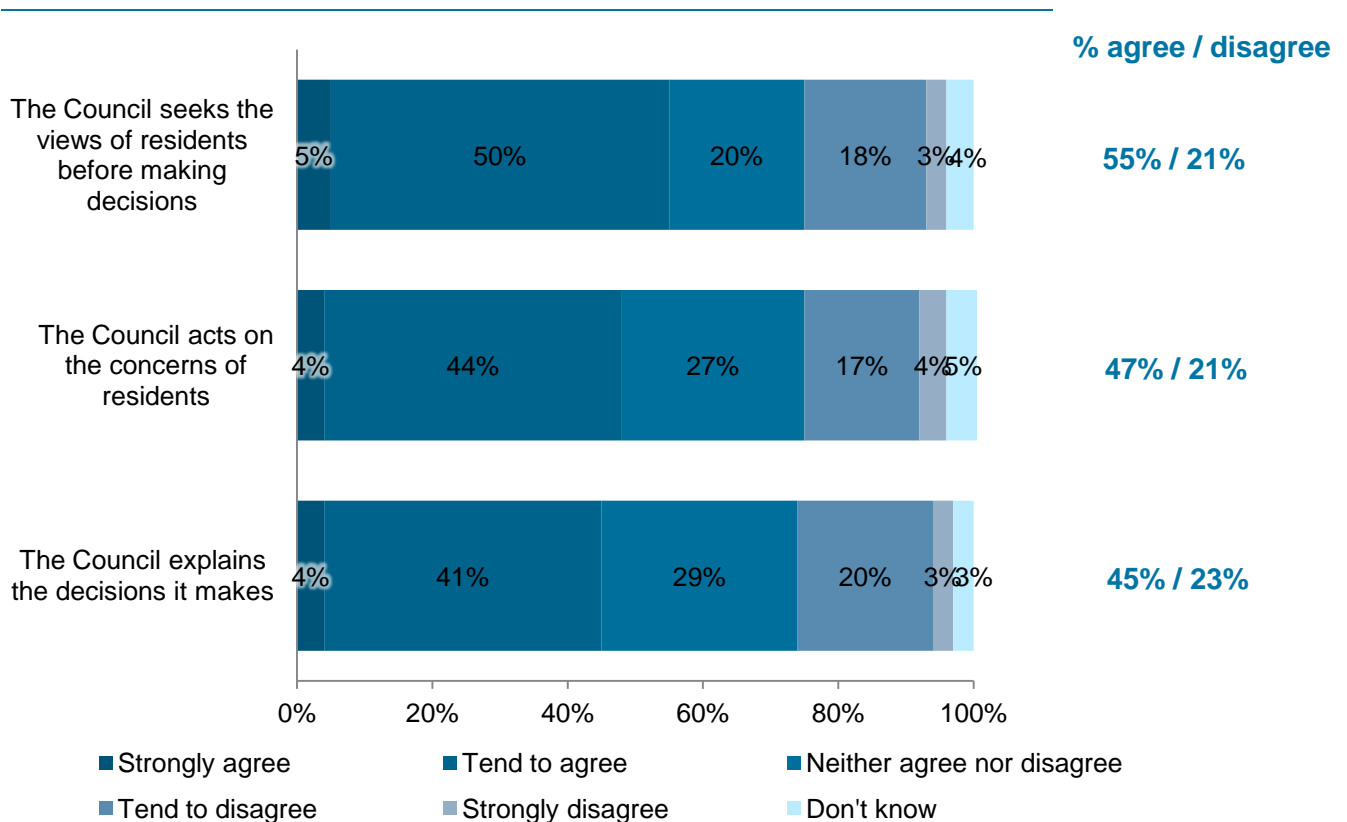
## Perceptions of Merton Council

This insight into awareness and understanding of the Council’s budget pressures can be used as a means by which to analyse more general perceptions of the Council. A fuller understanding of the budgetary situation appears to be correlated with more positive perceptions of the Council:

- Those who state that they understand the scale of the savings required over the next few years are significantly more likely to be satisfied with how the Council runs things (70%) compared to those who do not have this understanding (60%);
- 70% of those who agree that they understand the scale of required savings agree that the Council provides value for money compared to 51% of those who do not understand the scale of savings required.

Given that financial pressures necessitate difficult decisions, a bank of statements was also included in the survey to examine perceptions of how the Council navigates these decisions. Residents are more likely to agree than disagree that the Council seeks residents’ views before making decisions, that it acts on residents’ concerns, and that it explains decisions. However, no more than 5% strongly agree or strongly disagree with any of these propositions, again suggesting that many residents may not be fully engaged with these issues.

**Figure 14: The budget savings Merton Council has had to make means that it will be faced with tough decisions in the future. In this context do you agree or disagree that...? (All responses)**

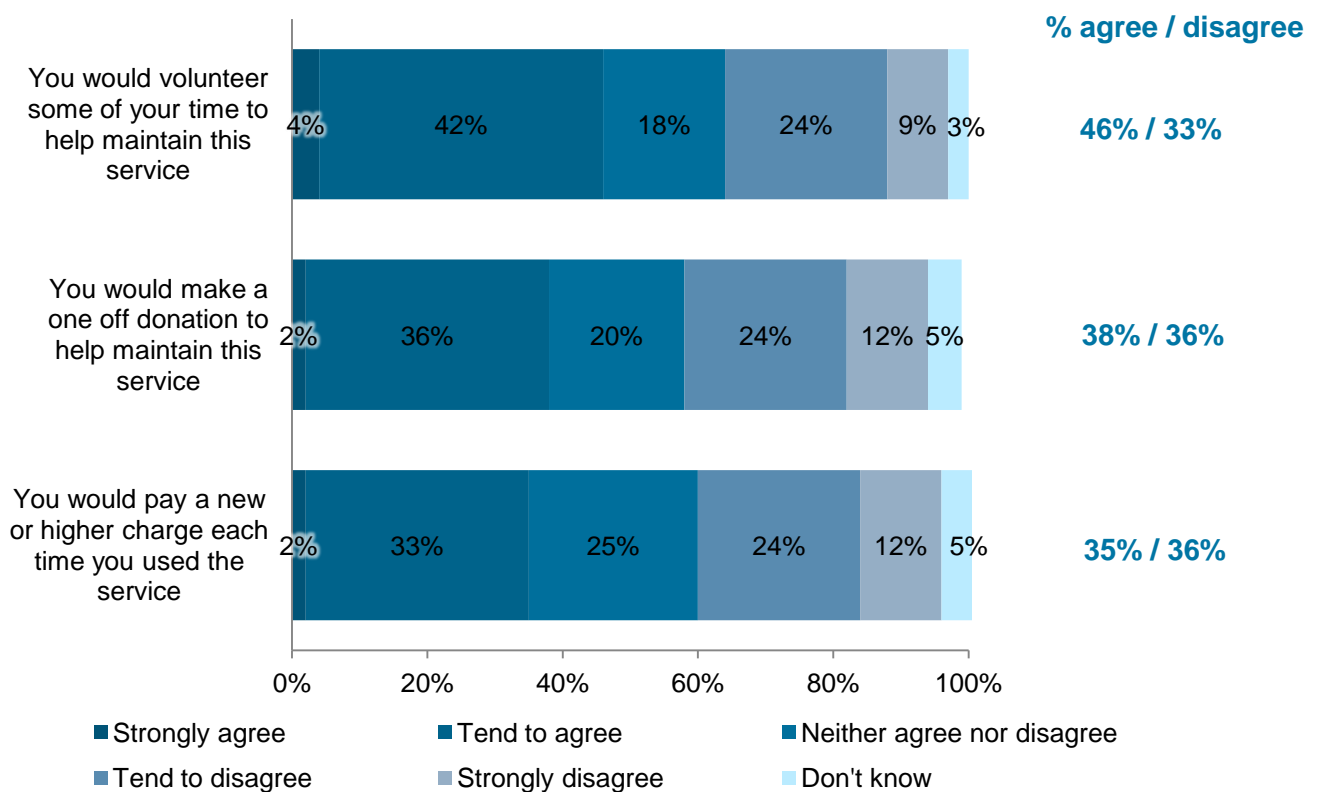


Unweighted sample base: 1,020

The design of this survey deliberately did not touch on the specifics of budget numbers, nor the services that have been affected previously or might be in the future. However, a question was asked in which residents were asked for their potential response if a service they cared about was at risk of being cut. In this scenario, residents are more likely to agree than disagree that they would volunteer some of their time to help maintain the service (46% cf. 33%). However, just 4% strongly agree, and it must also be recognised that this question was asked in the most general of terms without any reference to the practicalities of what such voluntary activity would entail. As discussed in Section 9, 20% of Merton residents have undertaken voluntary work in their local community in the last 12 months, so the figure of 46% would represent a major increase in such activity.

The options of making a one off donation, or paying a new or higher charge at the point of use, were also put to respondents. The proportion agreeing / disagreeing that they would be prepared to do this is similar, with just 2% strongly agreeing that they would be prepared to make either of these contributions. These results indicate that the scope the Council has for finding models of service delivery that are uncontroversial remains limited.

**Figure 15: If a service you cared about in your local area was at risk of being cut, how strongly do you agree or disagree that...? (All responses)**



Unweighted sample base: 1,020

## Perceptions of Merton Council

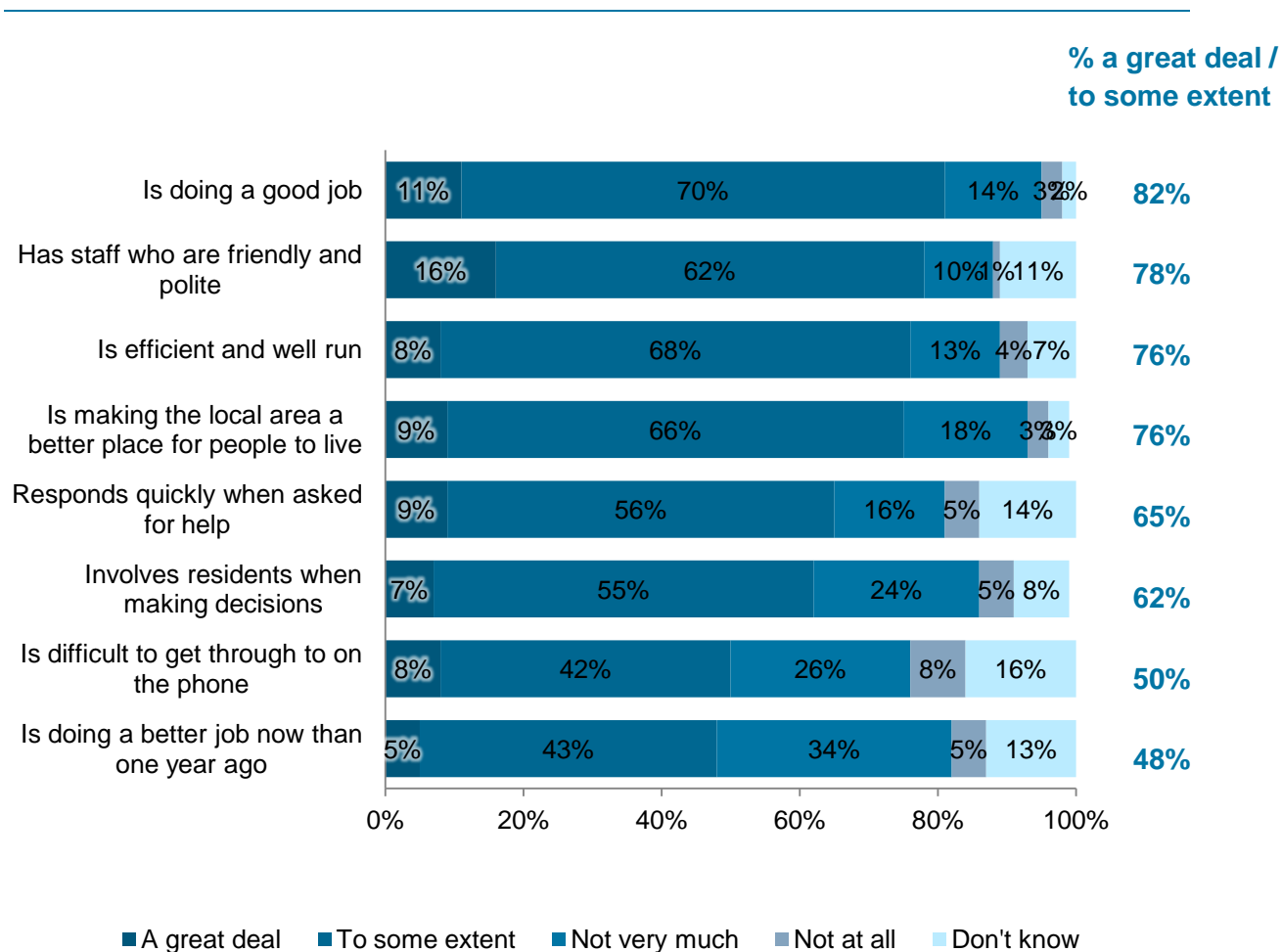
Probing these responses further shows that those who indicate that they understand the scale of the savings that the Council still has to make over the next few years are significantly more likely than those who are not to volunteer for a service they care about (55% cf. 38%); to make a one off donation (49% cf. 21%); and to pay more at the point of service use (48% cf. 18%).

## 6 Perception of the Council and its services

### 6.1 Wider perceptions of Merton Council

When presented with a list of eight statements that could be used to describe Merton Council, more residents agree than disagree that these statements are correct (a great deal / to some extent). This is positive for all statements except for Merton Council being difficult to get through to on the phone. Residents most commonly agree that Merton Council is doing a good job (82%); has staff who are friendly and polite (78%); is efficient and well run (76%); and is making the local area a better place for people to live (76%).

**Figure 16: To what extent do you think these statements apply to your Borough? Merton Council...**



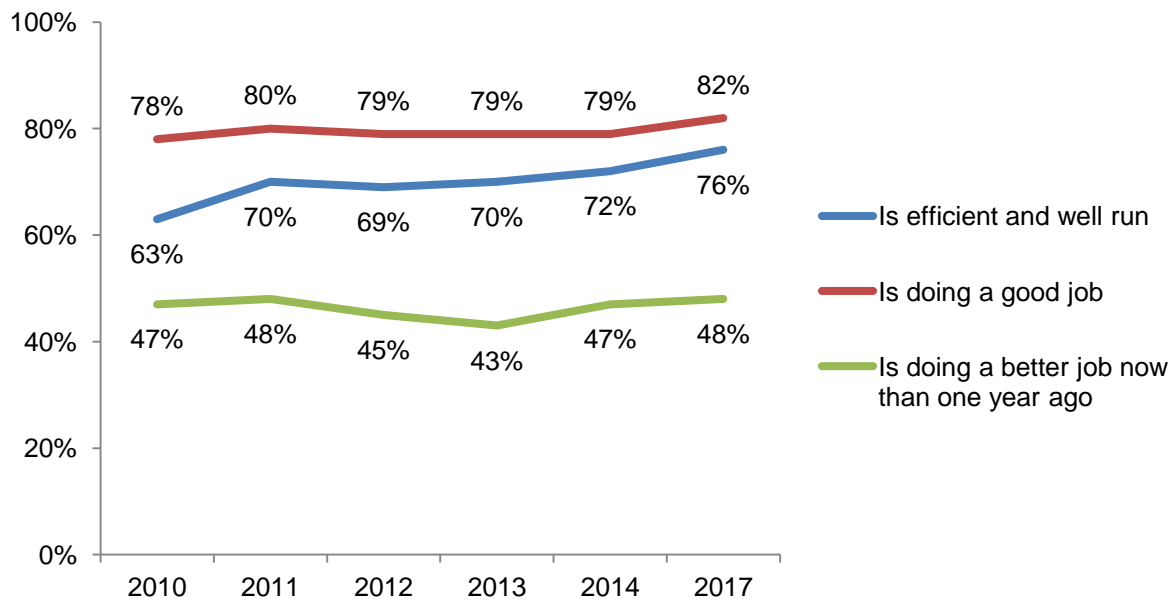
Unweighted sample base: 1,020

## Perception of the Council and its services

All these statements can be tracked over time as far back as 1995 / 1999. For brevity, the findings from 2010 onwards are shown here. The proportion stating that the Council is doing a good job is at its highest level to date (both on the period shown and over the extended time period referred to), but has not changed significantly compared to 2011 - 2014 findings. Agreement that the Council is efficient and well run is also at its highest level to date over the extended time period, and is up significantly compared to previous waves.

Perceptions that the Council is doing a better job compared to a year ago are in line with previous findings.

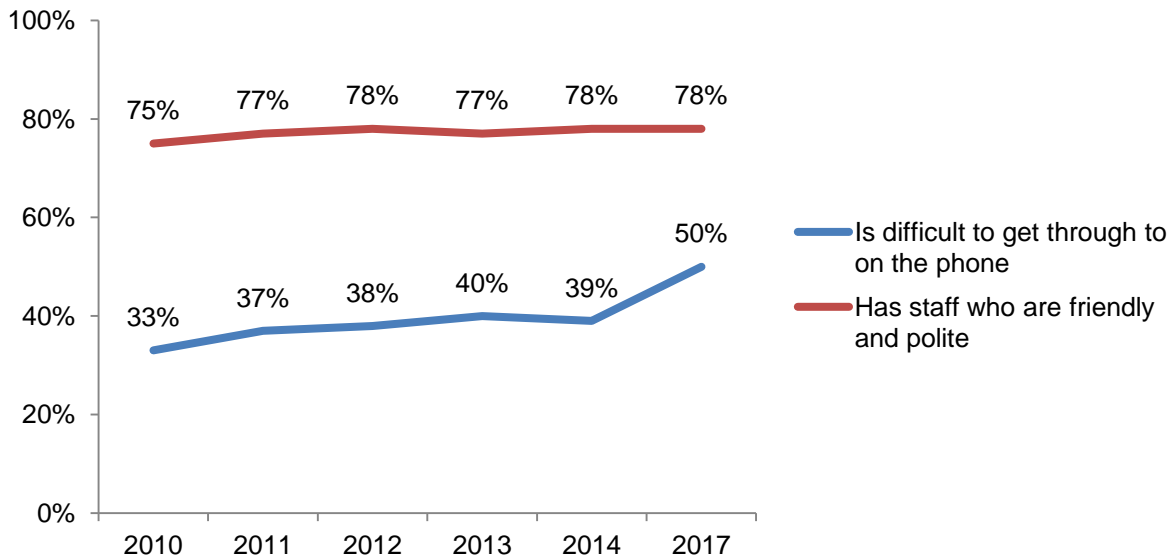
**Figure 17: Overall perceptions of Merton Council - Proportion stating a great deal / to some extent - Tracking over time (All responses)**



Unweighted sample bases vary

Perceptions of Council staff as friendly and polite have remained stable over time; however, the proportion feeling that the Council is difficult to get through to on the phone has increased significantly compared to previous findings.

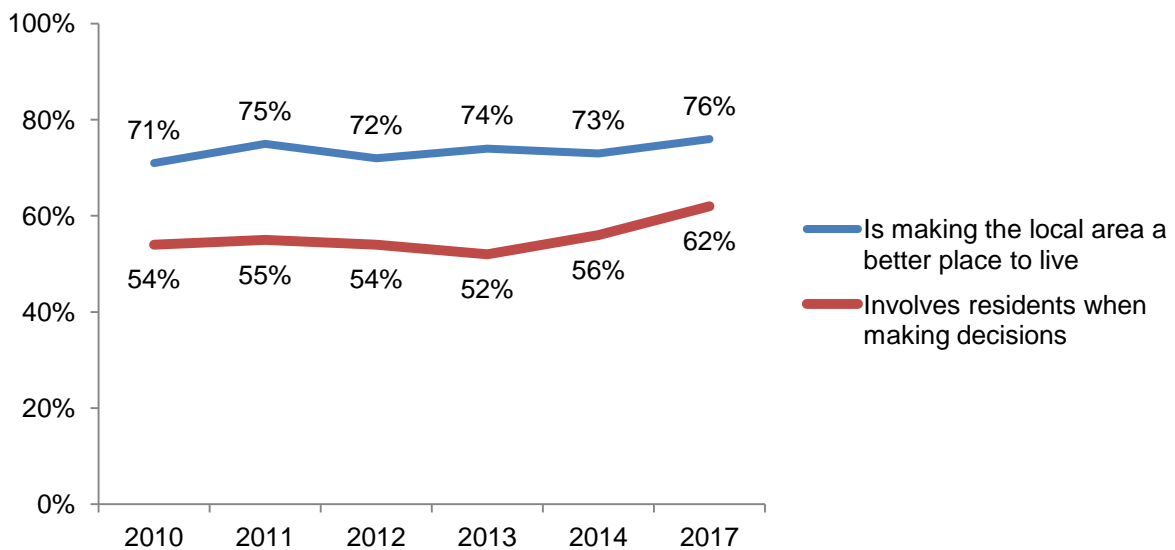
**Figure 18: Customer service perceptions of Merton Council - Proportion stating a great deal / to some extent - Tracking over time (All responses)**



Unweighted sample bases vary

The proportion stating that the Council is making the local area a better place to live has not altered significantly compared to previous findings; however, the proportion stating that the Council involves residents when making decisions is at its highest level to date (on the period shown and also extending back to 1995), with significant improvement compared to previous findings.

**Figure 19: The Council making the local area a better place for people to live / involving residents when making decisions - Proportion stating a great deal / to some extent - Tracking over time (All responses)**

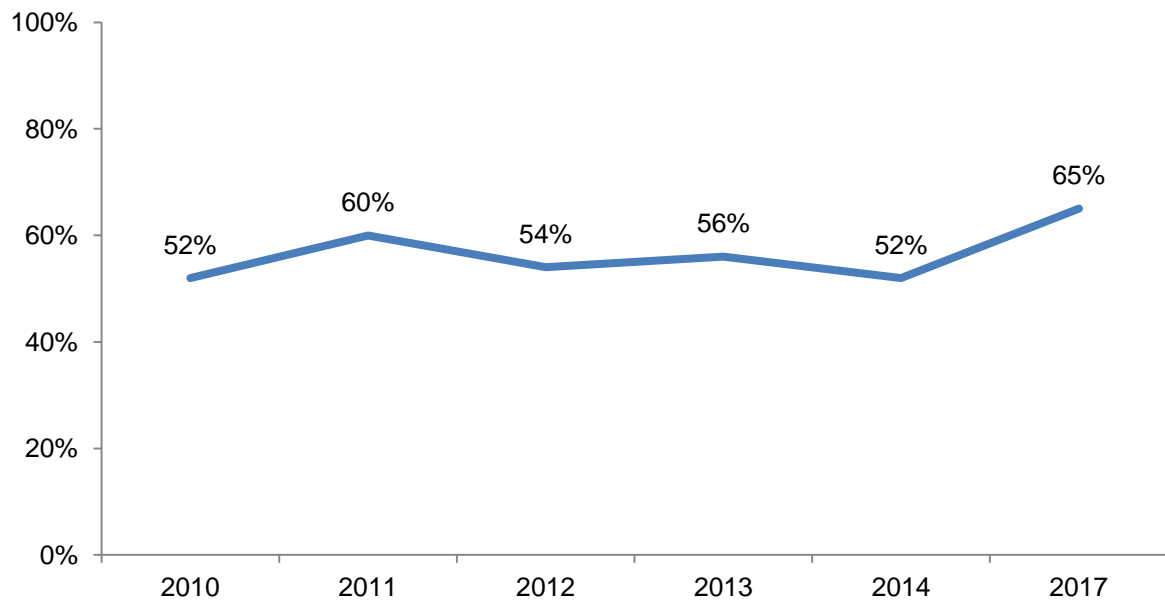


Unweighted sample bases vary

## Perception of the Council and its services

Similarly the proportion agreeing that the Council responds quickly when asked for help is at its highest level to date (going back to 1995), and significantly higher compared to previous findings.

**Figure 20: The Council responding quickly when asked for help - Proportion stating a great deal / to some extent - Tracking over time (All responses)**



Unweighted sample bases vary

## 6.2 Views on specific areas of Council delivery

Respondents were then asked to give their views on specific local services in their area. The responses overleaf are based on all service users; in the case of street lighting, refuse collection, street cleaning, and road / pavement repair this is defined as all respondents, whilst responses for the other services shown are based just on those stating that they or other household members use the service. As a result of this, it should be noted that the base size for secondary education is relatively low (55). Responses in connection with nursery / primary / secondary education are all shown just for users of such services where they are provided by the Council (see Section 6.3).

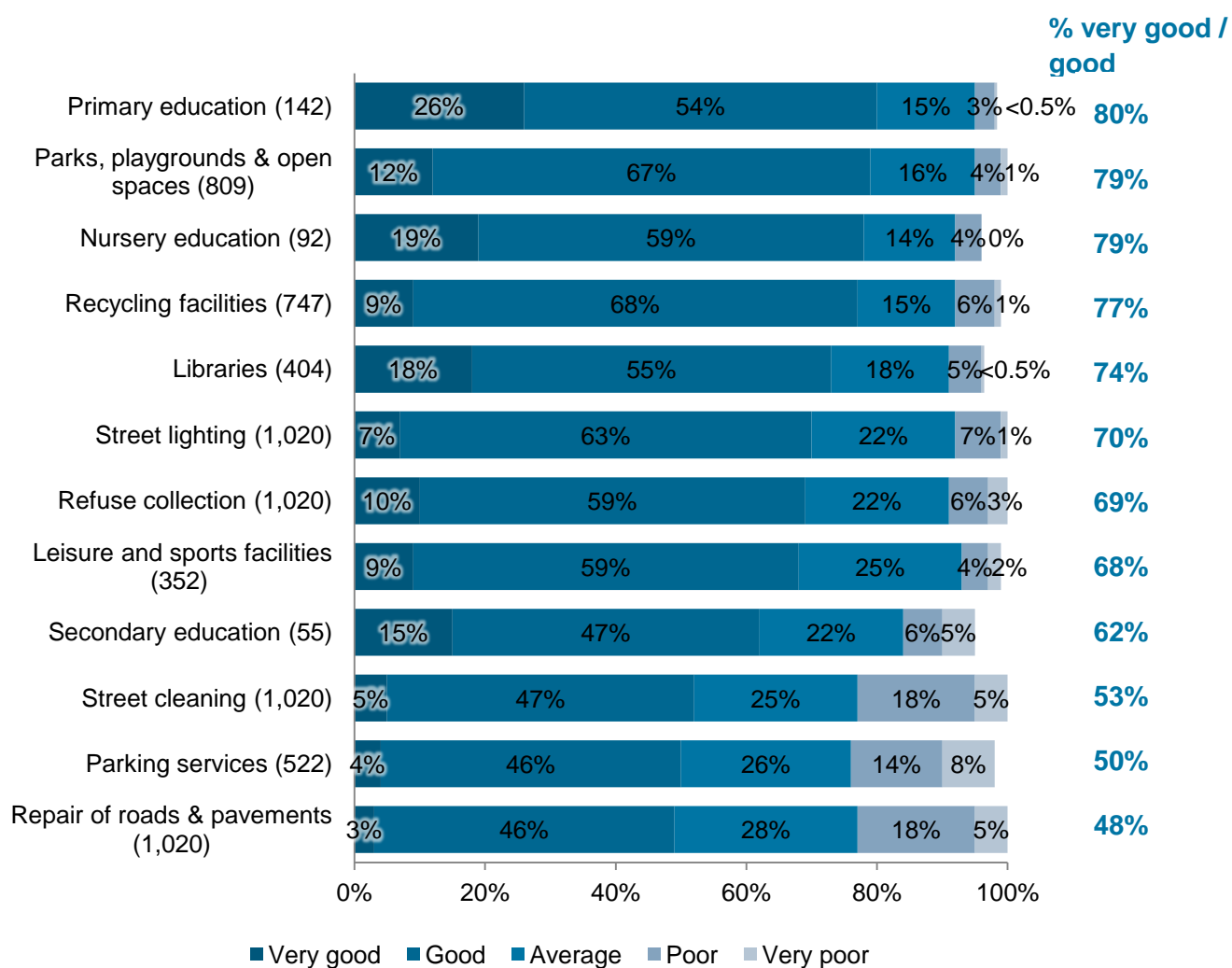
For all these services, service users are more likely to give a very good / good rating than poor / very poor. No more than 8% give a rating of very poor for any service.

Responses are particularly positive in relation to primary and nursery education and parks / playgrounds / open spaces; and least positive in relation to street cleaning, parking services, and road / pavement repair. The relatively low ratings given to road / pavement repair and street cleaning may be a cause for concern given how many residents 'use' these services. As discussed in Section 5.1.1, litter / poor street cleaning is the leading cause of dissatisfaction with the Council, suggesting that this should be an area for focus. As discussed later in this section, the main areas of [relatively] poor perceptions in this area relate to how the Council deals with dog fouling, litter, and fly tipping, whereas perceptions of how the Council deals with graffiti are mostly positive.

A 'don't know' option was also available and coded by up to 5% of service users.



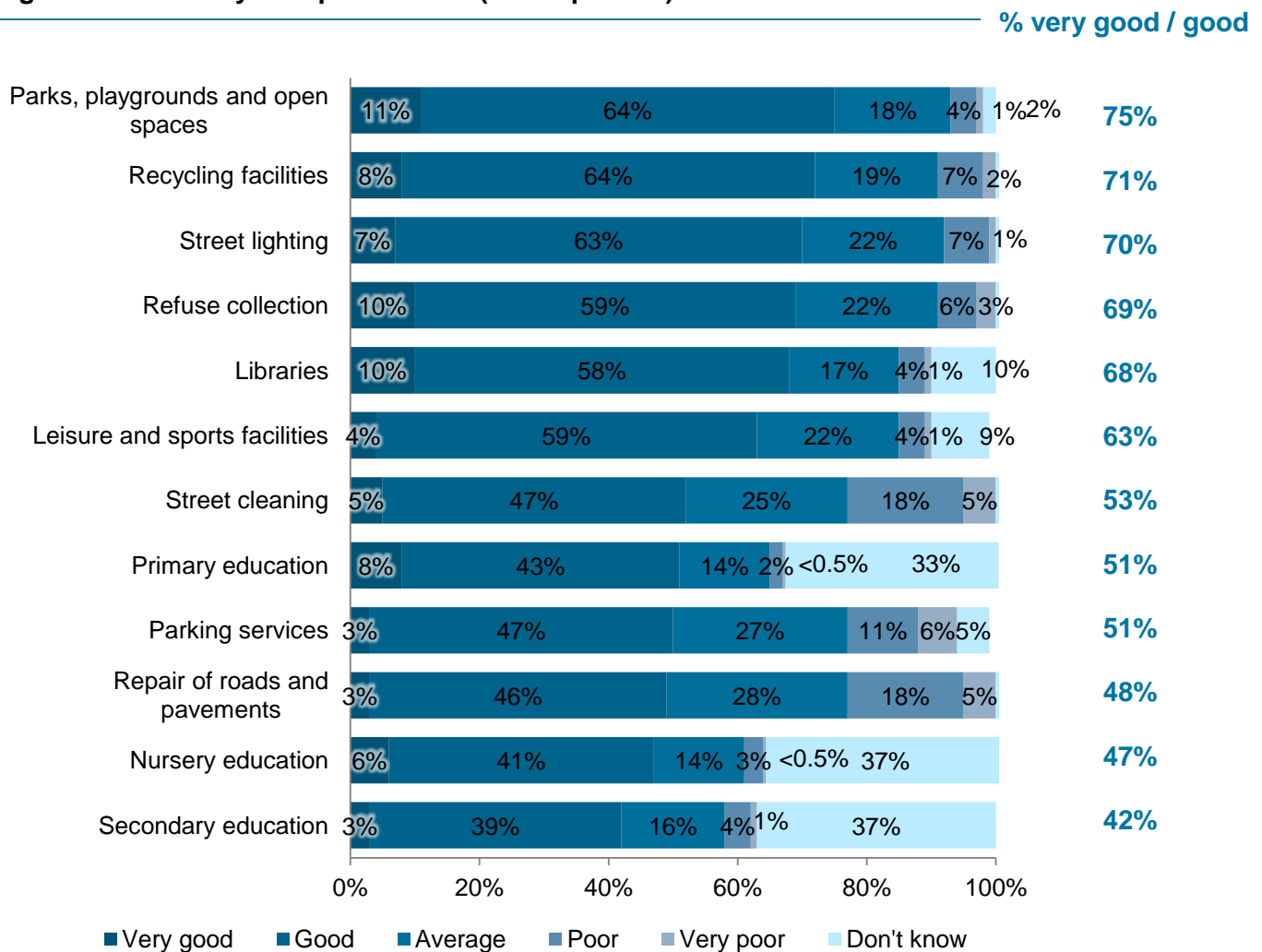
**Figure 21: What is your opinion of...? (All service users)**



Unweighted sample bases in parentheses

Responses are also shown below based on all respondents, including non-users. Don't know responses are shown, as a third or more of respondents gave this response in relation to nursery, primary, and secondary education. Chiefly as a result of these responses, nursery and secondary education has the lowest proportion giving a rating of very good or good. Parks, playgrounds, and open spaces, and recycling facilities, remain amongst the most-highly rated local services even when the views of non-users are included.

**Figure 22: What is your opinion of...? (All responses)**



Unweighted sample base: 1,020

## Perception of the Council and its services

The table below then compares the proportion of service users (as defined in Figure 21) giving a positive rating in the latest findings compared to 2014. It should be noted that in 2017 this equates to a rating of Very good / good whereas in 2014 the figure shown is the proportion giving a rating of Excellent / very good / good. Comparisons between the two sets of findings should therefore be treated with caution. All significant changes compared to 2014 are highlighted.

**Table 5: Comparison of service satisfaction against 2014 (All service users)**

	2014 (%)	2017 (%)	Percentage point change
Primary education	77%	80%	+3
Parks, playgrounds & open spaces	78%	79%	+1
Nursery education	81%	79%	-2
Recycling facilities	75%	77%	+2
Libraries	82%	74%	-8
Street lighting	71%	70%	-1
Refuse collection	70%	69%	-1
Leisure and sports facilities	63%	68%	+5
Secondary education	69%	62%	-7
Street cleaning	54%	53%	-1
Parking services	40%	50%	+10
Repair of roads & pavements	42%	48%	+6
<b>User sample bases vary</b>			

The table below shows the same findings based on all responses (both service users and non-users).

**Table 6: Comparison of service satisfaction against 2014 (All responses)**

	2014 (%)	2017 (%)	Percentage point change
Parks, playgrounds and open spaces	72%	75%	+3
Recycling facilities	72%	71%	-1
Street lighting	71%	70%	-1
Refuse collection	70%	69%	-1
Libraries	66%	68%	+2
Leisure and sports facilities	44%	63%	+19
Street cleaning	54%	53%	-1
Primary education	44%	51%	+7
Parking services	35%	51%	+16
Repair of roads and pavements	42%	48%	+6
Nursery education	33%	47%	+14
Secondary education	33%	42%	+9
Unweighted sample base	1,084	1,020	

## Perception of the Council and its services

As respondents were asked to give their responses in relation to their area, the findings for this question can also be analysed spatially to pinpoint locations where there is a perceived need for service improvement. As discussed in Section 8.2, half (49%) of Dundonald / Trinity / Abbey residents, and two-thirds (66%) of Ravensbury / St Helier / Cricket Green residents, cite rubbish or litter lying around as a problem in their local area. In keeping with this, Dundonald / Ravensbury residents are the least likely to rate street cleaning in their area as very good / good (43% cf. 46%), and are significantly more likely compared to the average to rate this service as very poor / poor (both 29%).

Other significant differences compared to the total by area, and constituency, are highlighted in the table below. Services with a small base size for one or more areas are excluded; base sizes for the figures shown below are at least 51.

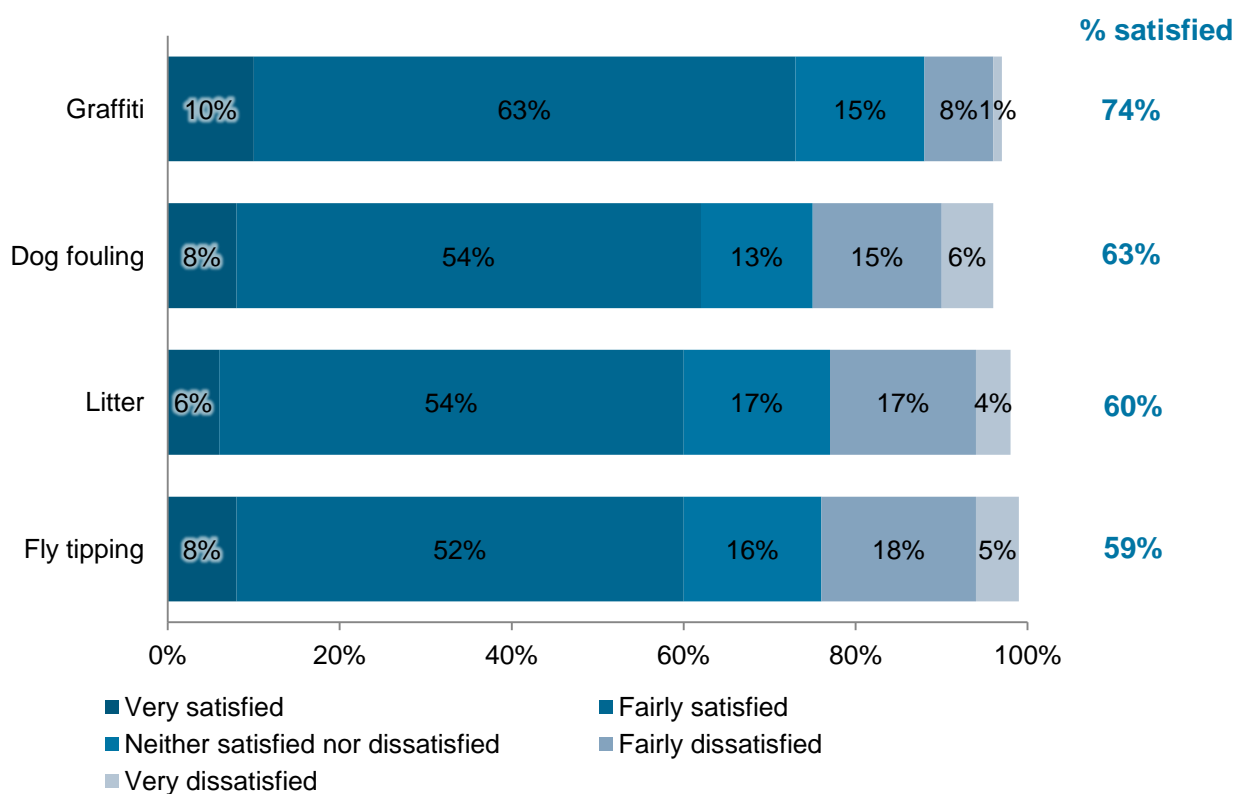
**Table 7: Proportion rating local services as very good / good - By constituency and area (All service users)**

	Total	Constituency		Area					
		Mitcham & Morden	Wimbledon	Village	Dundonald	Cannon Hill	Lavender Fields	Ravensbury	Colliers Wood
Refuse collection	<b>69%</b>	70%	67%	61%	69%	75%	64%	77%	68%
Street cleaning	<b>53%</b>	54%	51%	51%	43%	60%	55%	46%	60%
Street lighting	<b>70%</b>	67%	72%	70%	70%	78%	62%	63%	72%
Repair of roads and pavements	<b>48%</b>	51%	45%	43%	39%	55%	45%	49%	59%
Parks, playgrounds and open spaces	<b>79%</b>	79%	78%	77%	80%	83%	69%	89%	68%
Recycling facilities	<b>77%</b>	81%	75%	76%	79%	77%	69%	86%	75%
Parking services	<b>50%</b>	54%	47%	49%	49%	53%	34%	59%	54%

Respondents were also asked to consider how the Council deals with specific environmental issues. Three-quarters (74%) express satisfaction with how the Council deals with graffiti; around six in ten are satisfied in relation to dog fouling, litter, and fly tipping.

A 'don't know' option was also available and coded by up to 2% of respondents.

**Figure 23: How satisfied are you with the way the council deals with...? (All responses)**

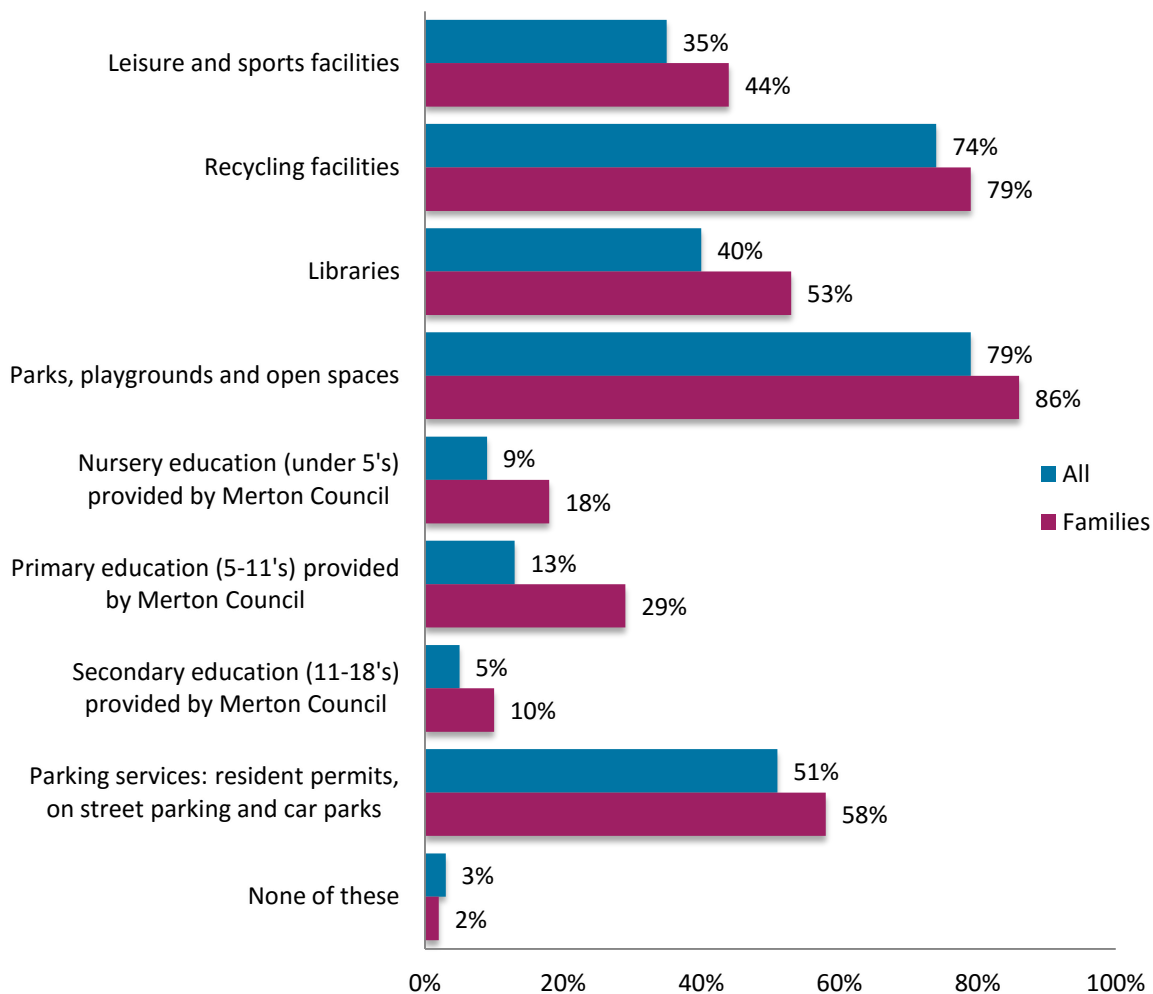


Unweighted sample base: 1,020

### 6.3 Use of local services

Asked which of a list of local services they (or other members of the household) use nowadays, three-quarters or more state they use parks, playgrounds, and open spaces (79%) and recycling facilities (74%). Families (i.e. residents with child[ren] aged under 16) are significantly more likely, compared to the average, to use each of the services shown.

**Figure 24: Which of these services provided locally do you or members of your household use nowadays? (All responses)**



Unweighted sample bases: All: 1,020, Families: 392

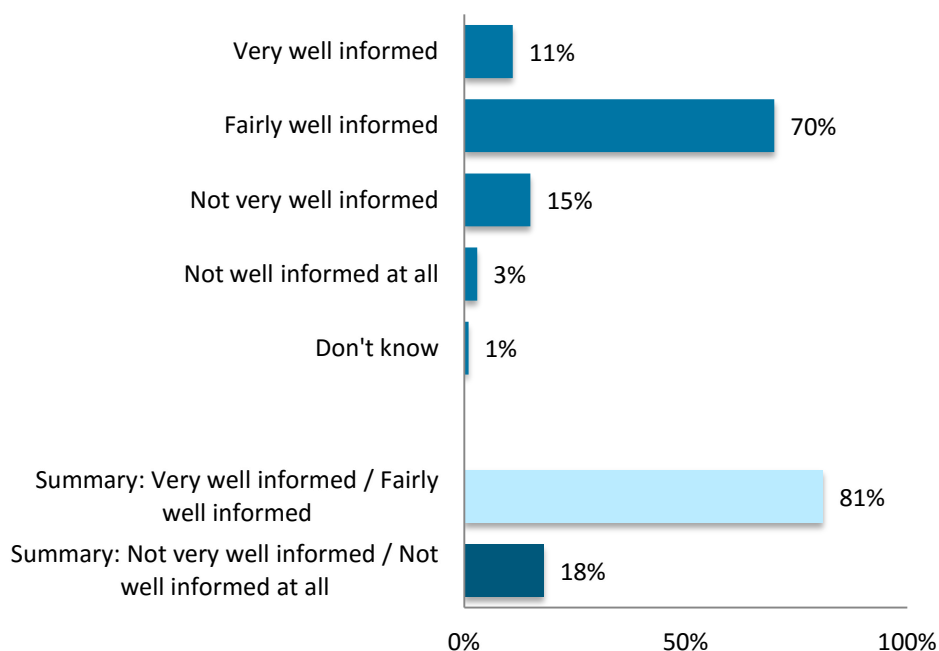
## 7 Communications and information

### 7.1 Feeling informed

The extent to which residents receive and understand the messages that Councils provide can have a key influence on how they perceive that authority. On this basis a question about how well Councils keep residents informed is included in the standard LGA question set. Eight in ten Merton residents (81%) currently feel well informed about Merton Council’s services and benefits, including 11% who feel very well informed. Approaching one in five (18%) do not feel well informed, with most of these feeling not very well informed (15%).

There are no significant differences in the summary responses by age group. Disabled residents record broadly similar responses in terms of feeling very / fairly well informed (78%) and not very / not at all well informed (20%); however this group is significantly more likely compared to non-disabled residents to feel not well informed at all (7% cf. 2%).

**Figure 25: Overall, how well do you think Merton Council keeps residents informed about the services and benefits it provides? (All responses)**

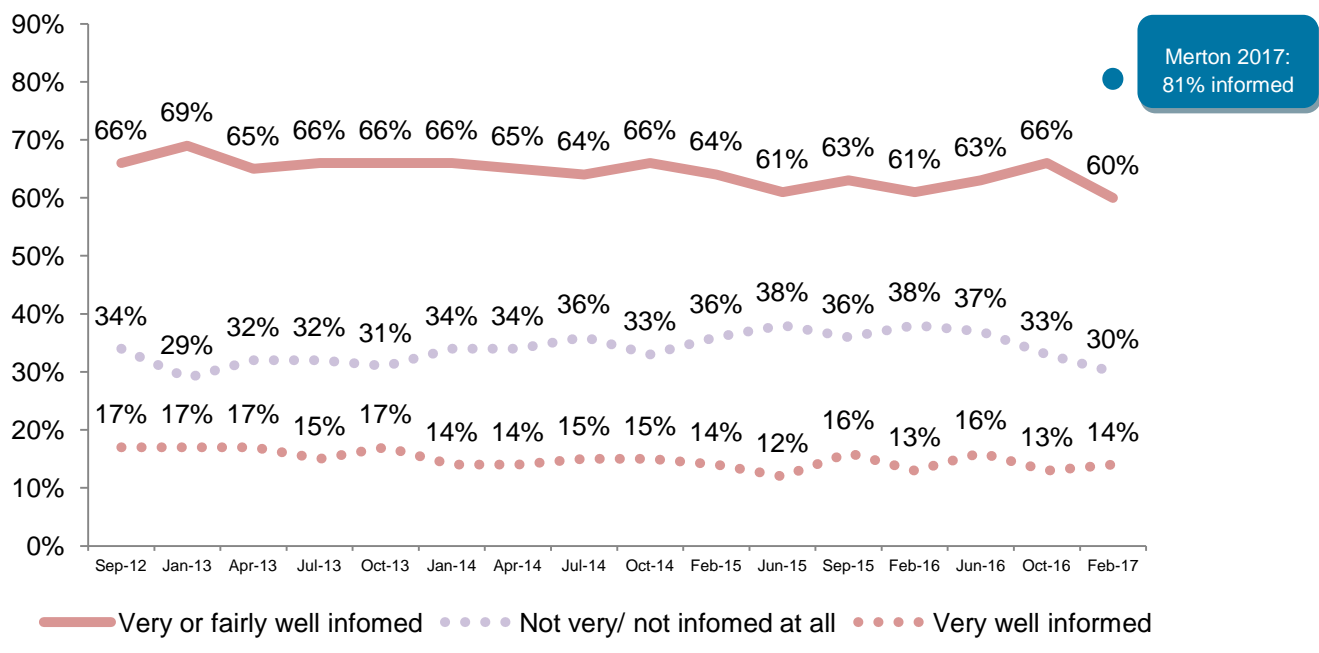


Unweighted sample base: 1,020



The proportion of residents who feel informed about Merton Council’s services and benefits is markedly higher compared to the latest benchmark derived from LGA polling (81% cf. 60%). As with other measures, the proportion of Merton residents giving the most positive response on this measure is however behind the benchmark (11% very well informed cf. 14%).

**Figure 26: National trends in being kept informed about Council services and benefits – LGA Polling**



Looking at the interaction between residents feeling informed and overall satisfaction with the Council shows a positive association. Among those who feel very or fairly well informed about Council services and benefits 72% are satisfied with the way Merton Council runs things. This is significantly higher than the 43% who are satisfied among residents who feel less well informed.

## 7.2 Key sources of information about Merton

Respondents were presented with a list of local information sources and were asked which they currently use to keep them informed about what’s happening in Merton. As the table overleaf indicates, the most-mentioned sources are produced by the Council: *My Merton* (43%), the Council website (33%), and Council information leaflets (33%). Almost one in three also refer to the *Wimbledon Guardian* (31%). The most-used sources for each age group are shaded in the table below, with figures significantly higher than the total **highlighted**. The top two or three sources for each age group are also Council-produced, although residents aged 65+ are least likely to mention the Council website (12%) and significantly more likely compared to the average to mention Council information leaflets (40%). The *Wimbledon Guardian* is mentioned by at least three in ten of each age group apart from 18-24 year olds (16%).

**Table 8: Which of the following ways do you use to keep you informed about what's happening in Merton? (All responses)**

	Total	18 to 24	25 to 44	45 to 64	65+
Merton Council website	<b>39%</b>	39%	<b>46%</b>	39%	12%
Wimbledon Guardian weekly newspaper	<b>31%</b>	16%	30%	35%	37%
Wimbledon Guardian website	<b>5%</b>	4%	6%	5%	2%
Wimbledon SW19 online newsletter	<b>3%</b>	2%	3%	2%	3%
Time and Leisure magazine	<b>16%</b>	7%	13%	<b>22%</b>	16%
My Merton the council's quarterly publication	<b>43%</b>	22%	42%	44%	<b>53%</b>
Twitter	<b>3%</b>	6%	4%	2%	1%
Facebook	<b>7%</b>	<b>13%</b>	<b>10%</b>	4%	1%
South West Families Magazine	<b>2%</b>	1%	2%	3%	2%
Evening Standard	<b>9%</b>	6%	7%	<b>12%</b>	9%
BBC London	<b>10%</b>	13%	11%	10%	6%
Radio Jackie	<b>2%</b>	0%	2%	2%	1%
Metro	<b>9%</b>	12%	10%	9%	4%
ITV London	<b>4%</b>	<b>9%</b>	3%	3%	4%
Darling Magazine	<b>2%</b>	2%	1%	<b>3%</b>	2%
South West Londoner website <sup>16</sup>	<b>1%</b>	0%	1%	<b>2%</b>	0%
Posters and banners displayed in Merton	<b>16%</b>	18%	16%	14%	19%
Information leaflets provided by the council	<b>33%</b>	42%	30%	32%	<b>40%</b>
Other	<b>4%</b>	4%	4%	4%	5%
Unweighted sample base	<b>1,020</b>	78	461	326	149

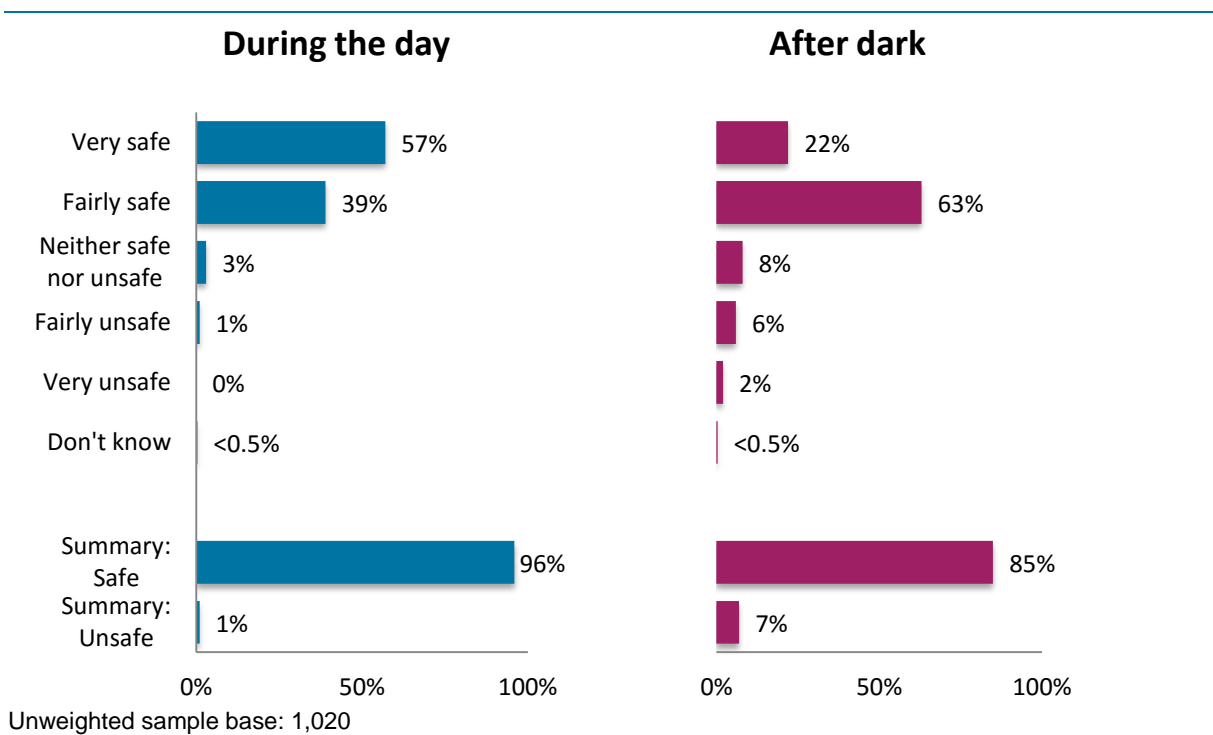
## 8 Safety, neighbourhood issues, and community cohesion

As discussed in Section 4.1, neighbourhood perceptions are less positive amongst residents of Mitcham and Morden. Reasons for this may include issues around safety and anti-social behaviour; these issues, and perceptions of community cohesion, are explored in this section.

### 8.1 Feeling safe

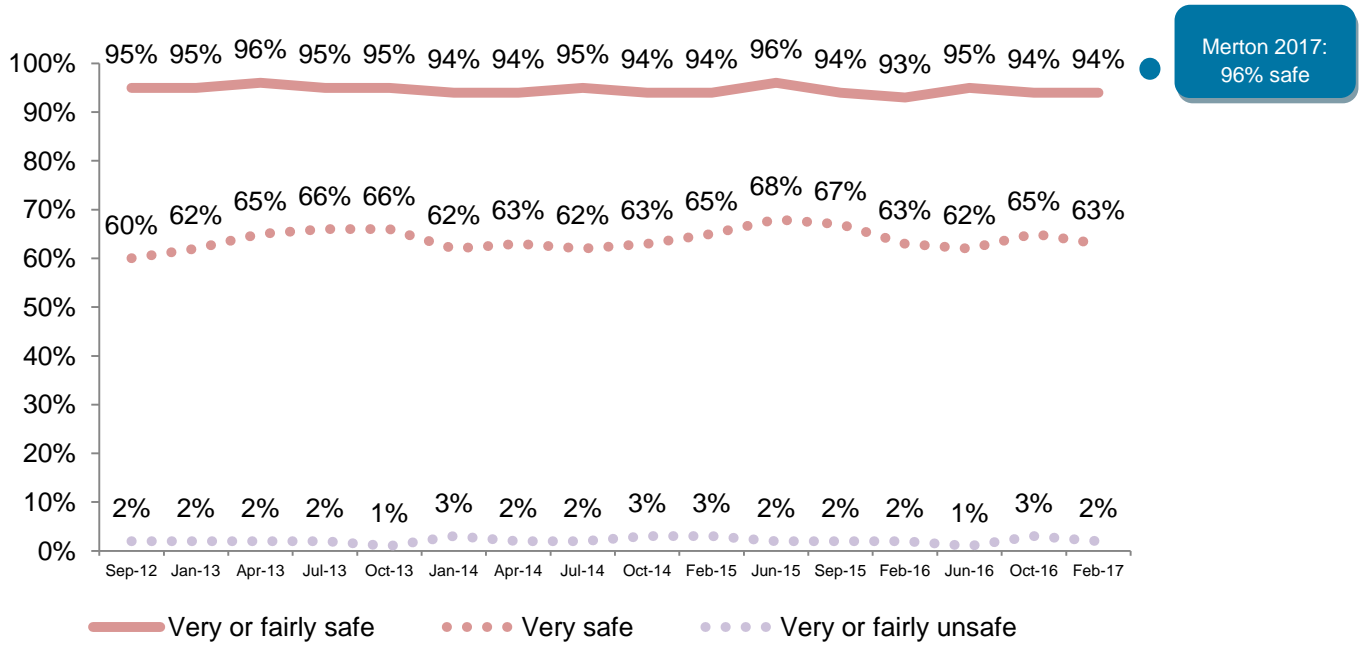
Asked how safe they feel when outside in their local area during the day, almost all (96%) feel safe, with no respondents stating they feel very unsafe. After dark, 85% feel safe, although most of these feel fairly safe (63%) as opposed to very safe (22%).

**Figure 27: How safe or unsafe do you feel when outside in your local area...? (All responses)**



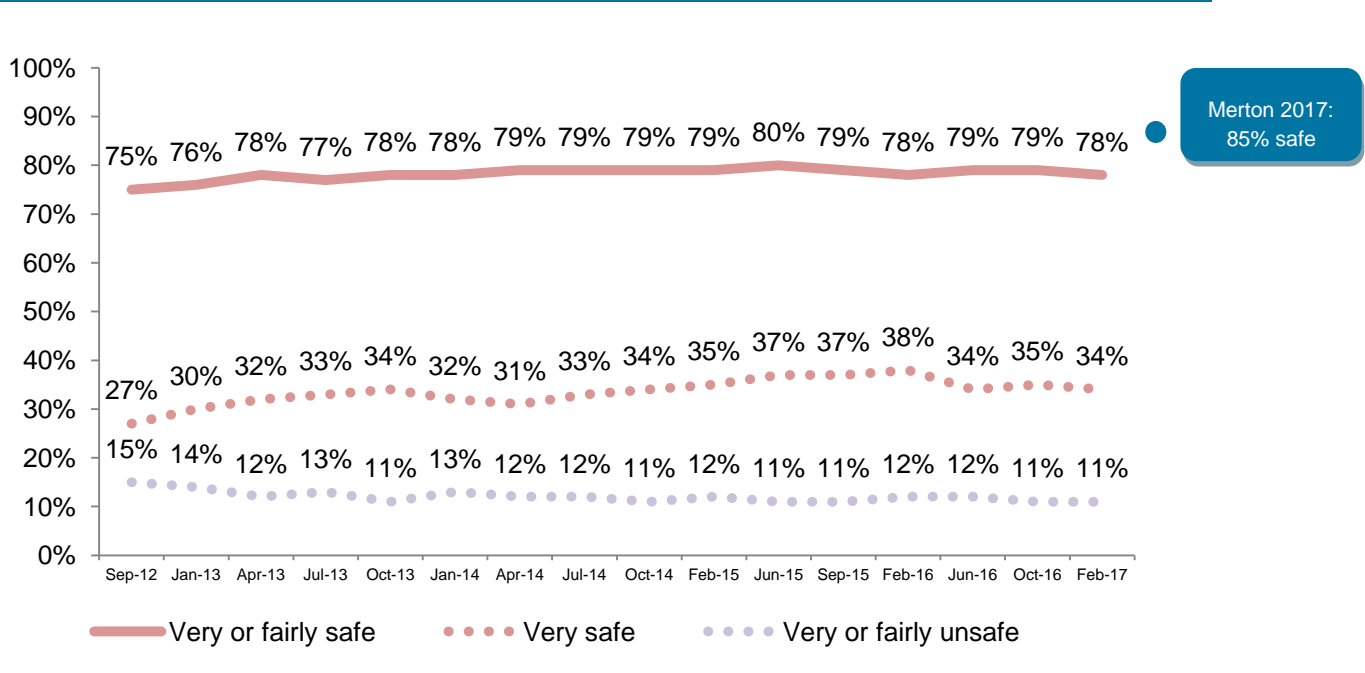
The proportion of Merton residents feeling safe during the day (96%) is in line with LGA benchmarking (94%), although the proportion of Merton residents feeling very safe is a little lower (57% cf. 63%).

**Figure 28: National trends in feelings of safety DURING THE DAY - LGA Polling**



The proportion of residents feeling safe after dark is ahead of LGA benchmarking (85% cf. 78%); however, the proportion feeling very safe is markedly lower (22% cf. 34%).

**Figure 29: National trends in feelings of safety AFTER DARK - LGA Polling**



## Safety, neighbourhood issues, and community cohesion

These findings can then be broken down spatially and by gender, age group, and disability:

During the day, at least nine in ten within each of these groups feel safe, including all those interviewed in Dundonald / Trinity / Abbey and Ravensbury / St Helier / Cricket Green;

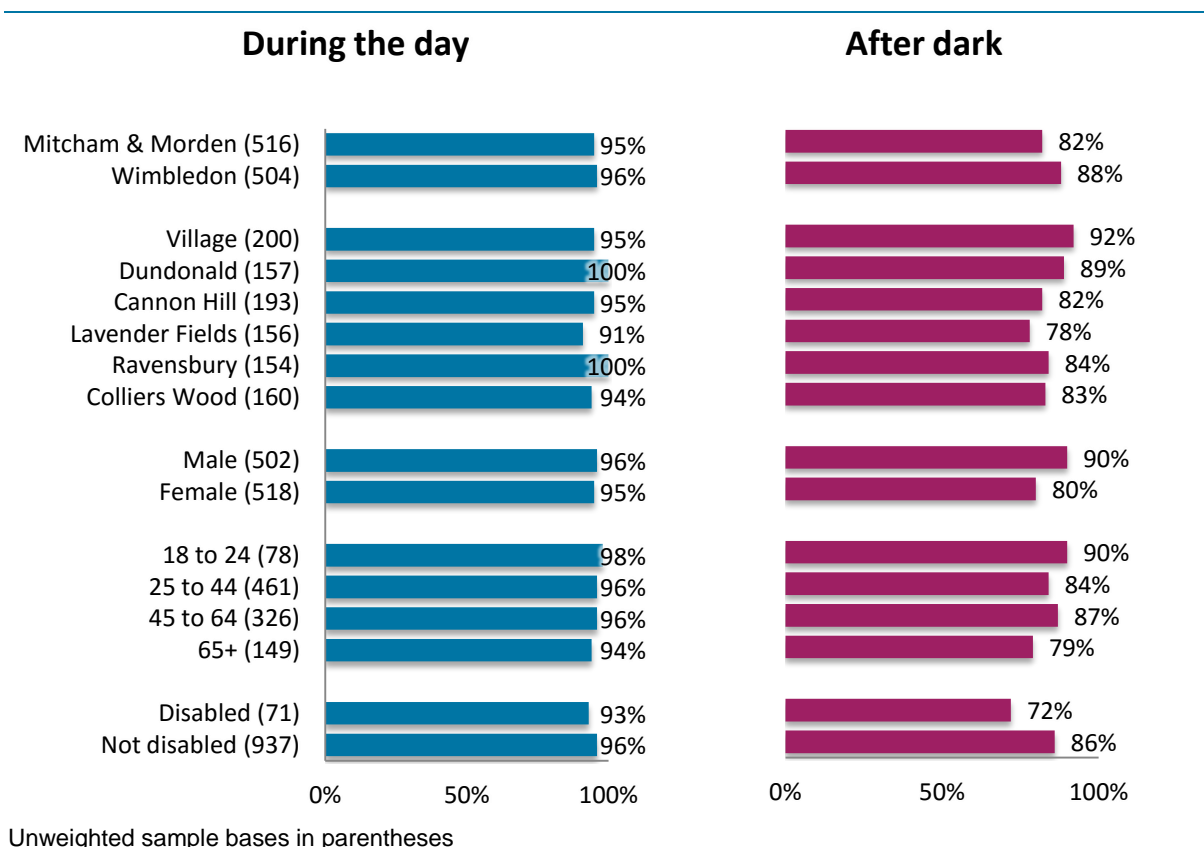
After dark, Mitcham and Morden residents are significantly less likely, compared to Wimbledon, to feel safe (82% cf. 88%). It should be noted that the proportion feeling *unsafe* is similar for both constituencies (8% cf. 7%). The lower levels of perceived safety in Mitcham and Morden are driven chiefly by responses in Lavender Fields / Pollards Hill / Figge's Marsh, where 78% feel safe and 13% unsafe.

Female residents are also significantly less likely to feel safe after dark compared to male (80% cf. 90%), with 11% of female residents feeling unsafe at this time.

By age group, residents aged 65+ are significantly less likely, compared to the average, to feel safe after dark (79%); however this is driven by a higher volume of 'neither' responses from this group (14%). For each age group, 7% to 8% feel unsafe after dark.

Disabled residents are significantly less likely to feel safe after dark compared to non-disabled residents (72% cf. 86%). Whilst this group is also more likely to feel unsafe (13% compared to 7% of non-disabled residents), this difference is not statistically significant.

**Figure 30: Proportion feeling very / fairly safe - By key demographics (All responses)**



## 8.2 Neighbourhood issues

Respondents were then read a list of neighbourhood issues and asked to rate the extent to which these are problems in their local area. Of the issues listed, residents are most likely to describe rubbish or litter as a very or fairly big problem (37%), although just 7% describe this as a very big problem. Significant differences, compared to the total, are highlighted in the table below; it will be seen from this that Mitcham and Morden residents are significantly more likely to report noisy neighbours or loud parties, people using or dealing drugs, and groups hanging around the streets. Reports of the issues listed are, in general, most common amongst residents of Ravensbury / St Helier / Cricket Green.

**Table 9: Proportion describing issues as a very / fairly big problem in their local area (All responses)**

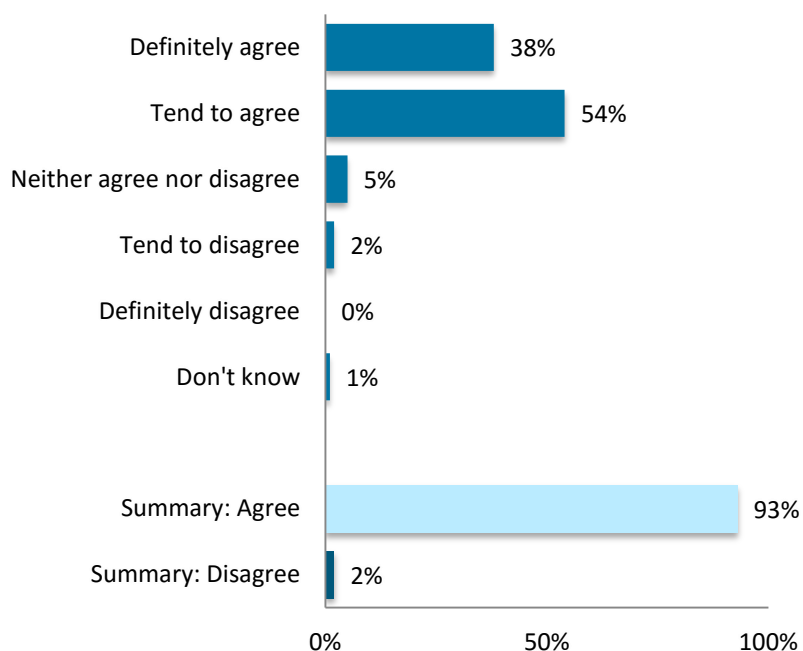
	Total	Constituency		Area					
		Mitcham & Morden	Wimbledon	Village	Dundonald	Cannon Hill	Lavender Fields	Ravensbury	Colliers Wood
Noisy neighbours or loud parties	11%	13%	8%	10%	4%	8%	13%	22%	7%
Rubbish or litter lying around	37%	39%	34%	25%	49%	35%	33%	66%	16%
Vandalism, graffiti & other deliberate damage to property / vehicles	9%	9%	8%	6%	6%	10%	9%	17%	5%
People using or dealing drugs	11%	15%	7%	4%	11%	4%	13%	18%	18%
People being drunk or rowdy in public places	17%	17%	17%	4%	33%	14%	13%	19%	23%
Groups hanging around the streets	19%	23%	15%	2%	27%	20%	16%	28%	22%
<b>Unweighted bases</b>	<b>1,020</b>	<b>516</b>	<b>504</b>	<b>200</b>	<b>157</b>	<b>193</b>	<b>156</b>	<b>154</b>	<b>160</b>

### 8.3 Community cohesion

Residents were also asked whether their local area is a place where people from different ethnic backgrounds get on well together. Most (93%) agree this is the case. Just 2% disagree, with none of those interviewed stating that they 'definitely disagree'.

Perceptions on this measure have improved compared to 2014, when 89% stated that they agreed and 7% disagreed. However, it should be noted that the word 'ethnic' was added to the questionnaire on this iteration of the research, and on previous waves the 'don't know' option was extended to read 'Don't know / too few people / all same background'. Comparisons against previous findings should therefore be treated with caution.

**Figure 31: To what extent do you agree or disagree that your local area is a place where people from different ethnic backgrounds get on well together? (All responses)**

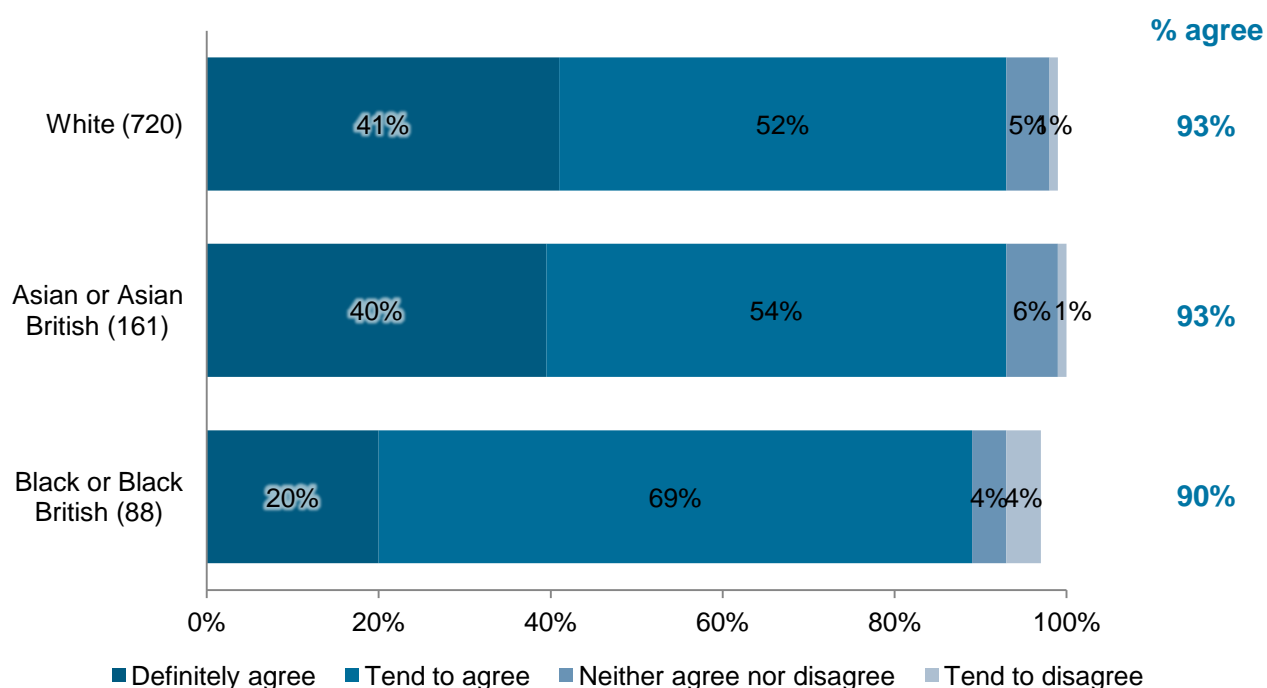


Unweighted sample base: 1,020

These findings are shown below split by broad ethnic groups for whom there is sufficient data. At least nine in ten of each of the groups shown agree that people from different ethnic backgrounds get on well together in their local area. However, black / black British residents are significantly less likely compared to white or Asian / Asian British residents to agree strongly. Black or black British residents are also significantly more likely compared to white residents to disagree (4% cf. 1%), although as discussed no residents of any ethnicity strongly disagree.

The option of 'don't know' was coded by no more than 2% of the groups shown.

**Figure 32: To what extent do you agree or disagree that your local area is a place where people from different ethnic backgrounds get on well together? - By ethnic group (All responses)**



Unweighted sample bases in parentheses



## 9 Voluntary work

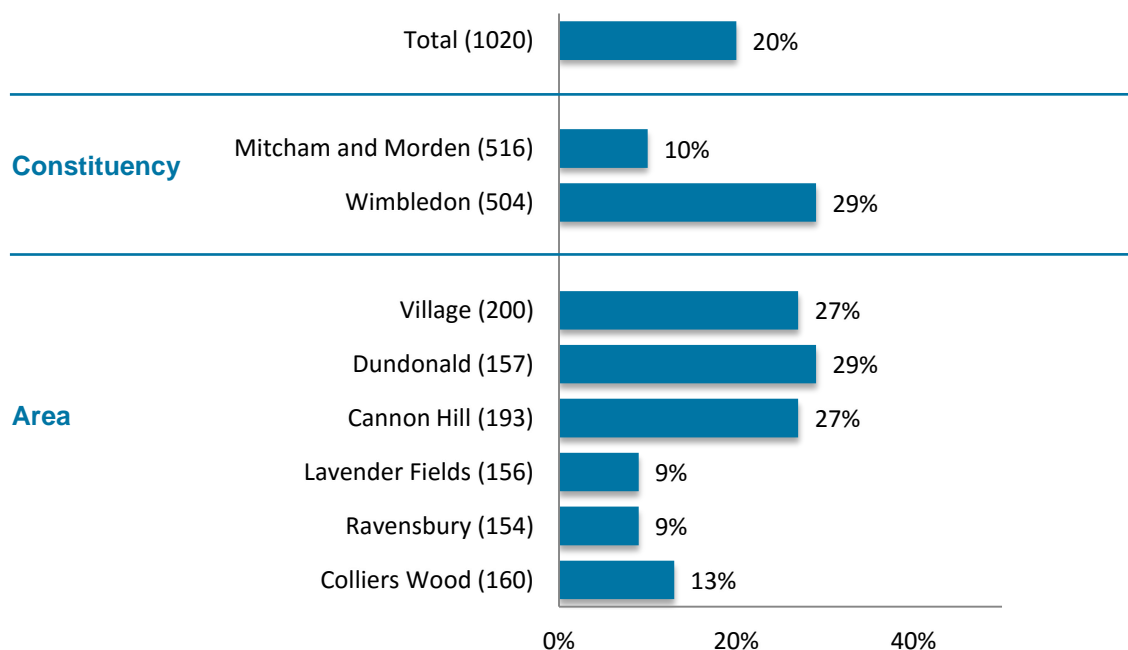
The voluntary / third sector is increasingly seen as a possible way of delivering services currently delivered by the Council that are vulnerable to budget cuts. The Council already partners with organisations such as Volunteer Centre Merton, Rethink Mental Illness, Carers Support Merton, Imagine Independence, Merton Mencap, and Merton Voluntary Service Council; as discussed in Section 5.5, up to half of Merton residents are also prepared in principle to volunteer their time to help maintain local services.

With this in mind, respondents were asked whether or not they have undertaken any unpaid activity / voluntary work in the last 12 months in their local community. One in five (20%) have done this. Levels of volunteering are higher amongst groups who are more likely to be 'settled' in their local community, for example:

- Residents who have lived in Merton for 5-10 years (21%) or 10+ years (22%);
- Residents who own their home (23%);
- Residents aged 45-64 (24%) or 65+ (21%).

Spatially, there are significant differences in levels of volunteering. Wimbledon residents are significantly more likely to have volunteered compared to Mitcham and Morden residents (29% cf. 10%). This is reflected in the levels of volunteering at a more local level, as the figure below indicates.

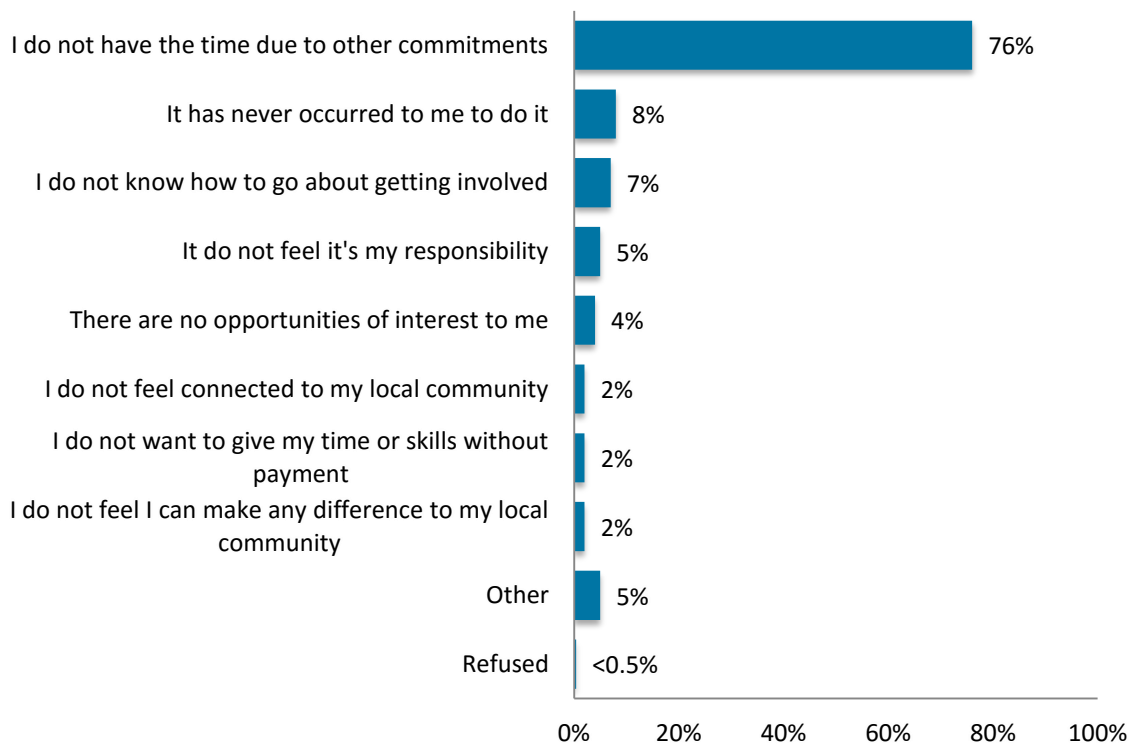
**Figure 33: Proportion volunteering in the last 12 months (All responses)**



Unweighted sample bases in parentheses

Residents who have not volunteered in the last 12 months were asked to state why, from a given list of reasons. Multiple responses to this question were allowed. Much the most common reason given is lack of time due to other commitments (76%). Unsurprisingly, this is particularly likely to be cited by residents who are economically active (81%) or who have children (80%); however, this reason is much the most common reason given by any of the demographic or area groupings mentioned in this report (at least 56%).

**Figure 34: Why do you think you have not participated in any community activity in the last 12 months? (All responses, those not volunteering in the last 12 months)**



Unweighted sample base: 829

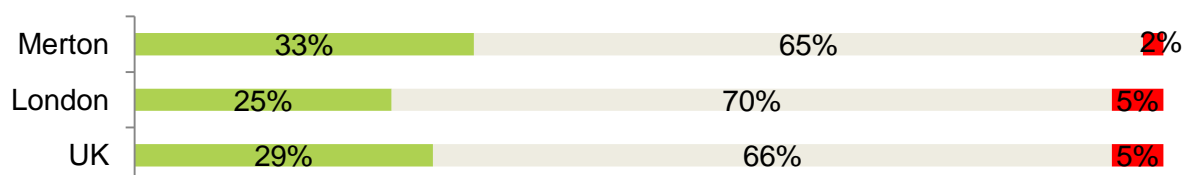
## 10 Health and Wellbeing

Standard questions used by the Office of National Statistics to measure wellbeing were added to the 2017 survey. These questions sought responses on a 0-10 scale on issues such as happiness and anxiety, with numeric responses grouped together to determine whether the respondent has a low, medium or high feeling of wellbeing (see note within graph overleaf for groupings).

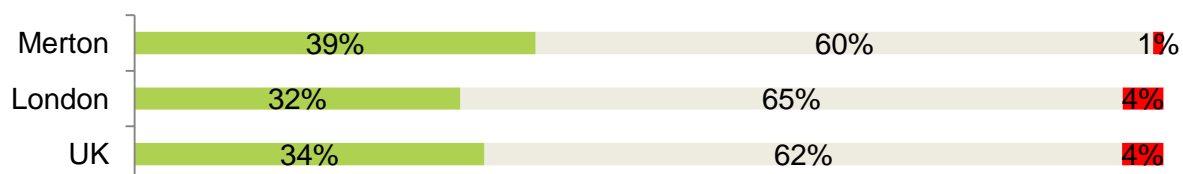
As the figure below indicates, Merton wellbeing measures compare favourably to London and UK-wide benchmarks.

**Figure 35: Wellbeing measures**

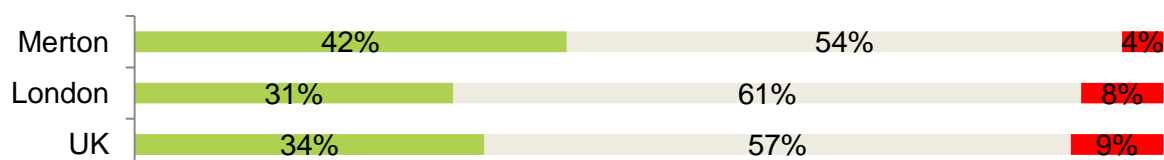
**Q24a. Overall, how SATISFIED are you with your life nowadays?**



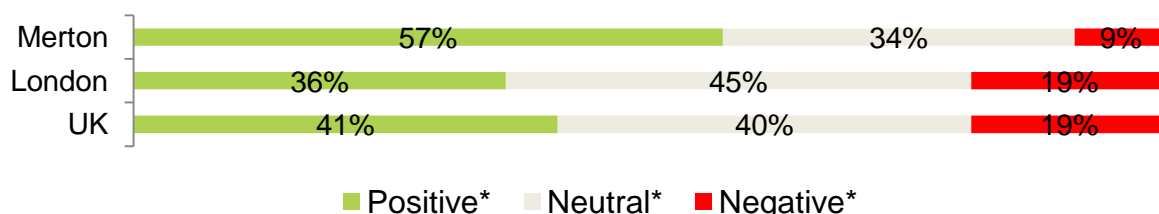
**Q24b. Overall, to what extent do you feel the things you do in your life are WORTHWHILE?**



**Q24c. Overall, how HAPPY did you feel yesterday?**



**Q24d. Overall, how ANXIOUS did you feel yesterday?**



\* For Q24a-c, Positive = 9-10, Neutral = 5-8, Negative = 0-4

For Q24d, Positive = 0-1, Neutral = 2-5, Negative = 6-10

Base: All respondents (1,020)

UK / London benchmarks taken from ONS 2014-15 Wellbeing dataset

When looking at these ratings split by age there are few significant differences. Residents aged 25-44 are significantly more likely compared to the average to state that they feel the things they do in their life are worthwhile (43% rating 9-10). Conversely, residents aged 18-24 and 65+ are significantly more likely than 25-44 year olds to give a low rating on this measure, although no more than 4% in each group give this set of responses. 18-24 year olds are also significantly more likely compared to the average to give a low rating in terms of life satisfaction (5% cf. 2% overall).

As the table below indicates, the responses given by disabled residents are in general less positive compared to non-disabled residents.

**Table 10: Feelings of different aspects of life by age and disability**

	Total	Age				Disability	
		18 to 24	25 to 44	45 to 64	65+	Yes	No
<b>Satisfaction with your life nowadays?</b>							
Summary: Low (0-4)	2%	5%	1%	2%	3%	7%	2%
Summary: Medium (5-8)	65%	71%	64%	65%	65%	65%	65%
Summary: High (9-10)	33%	24%	35%	34%	32%	28%	34%
<b>Feel the things you do in your life are WORTHWHILE?</b>							
Summary: Low (0-4)	1%	4%	<0.5%	1%	4%	7%	1%
Summary: Medium (5-8)	60%	62%	57%	61%	63%	62%	59%
Summary: High (9-10)	39%	33%	43%	38%	33%	31%	40%
<b>How HAPPY did you feel yesterday?</b>							
Summary: Low (0-4)	4%	5%	3%	4%	5%	13%	3%
Summary: Medium (5-8)	54%	51%	53%	56%	56%	46%	54%
Summary: High (9-10)	42%	44%	44%	41%	39%	41%	43%
<b>How ANXIOUS did you feel yesterday?</b>							
Summary: Low (0-1)	9%	8%	10%	8%	8%	13%	8%
Summary: Medium (2-5)	34%	32%	34%	35%	35%	43%	33%
Summary: High (6-10)	57%	59%	56%	57%	58%	44%	58%

Colours signify difference to the total sample. Red colour is when a figure is significantly more negative, green when the figure is significantly more positive. Colour coding is not applied to the 'medium' band.

## 11 Young people

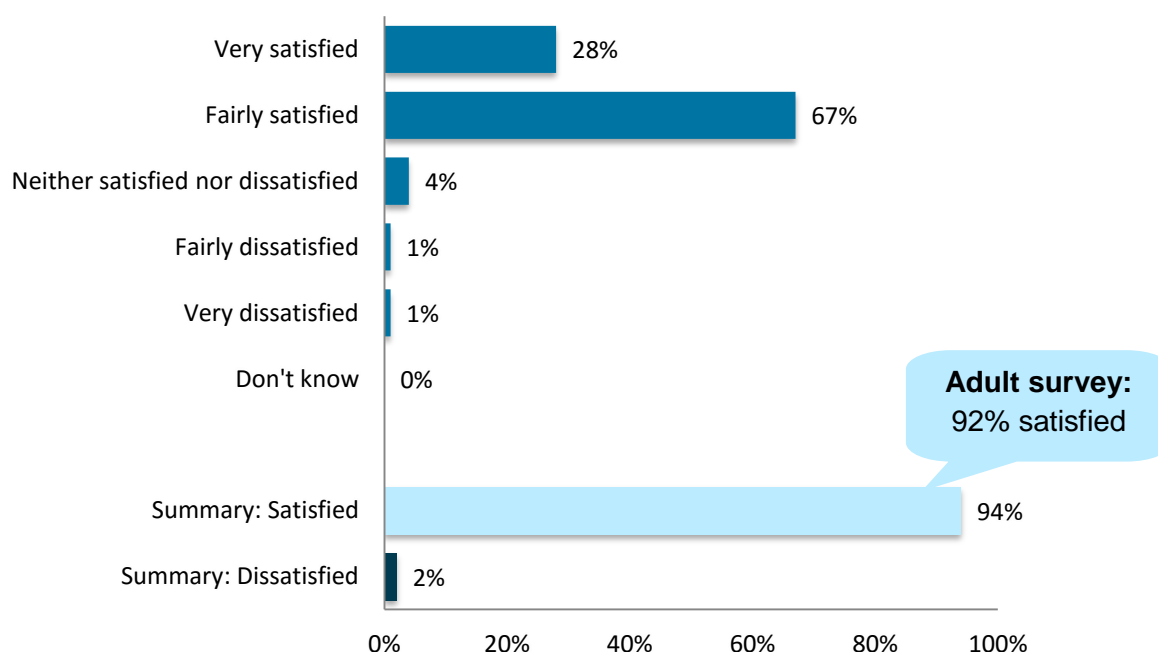
This section details findings from the research carried out amongst 11-17 year olds.

### 11.1 Local area as a place to live

The vast majority of young people in Merton are satisfied with their local area as a place to live (94%). Of these, approaching three in ten (28%) are very satisfied. Just 2% are dissatisfied with their local area as a place to live to any extent.

The same question was asked on the survey of adults (Section 4.1), with very similar findings (92% satisfied with local area as a place to live).

**Figure 36: Overall, how satisfied or dissatisfied are you with your local area as a place to live? (All responses)**



Unweighted sample base: 252

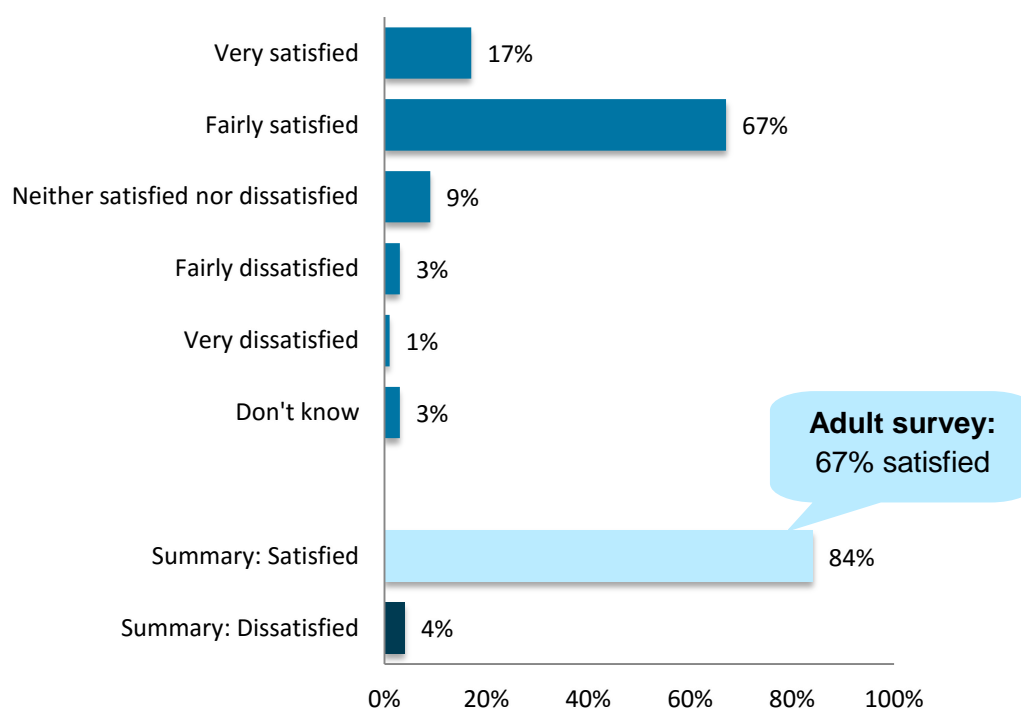
The findings can also be analysed by 11-15 year olds compared to 16-17 year olds. On this comparison, 11-15 year olds record significantly higher levels of satisfaction (96% cf. 90%) and significantly lower levels of dissatisfaction (1% cf. 5%).

## 11.2 Perceptions of Merton Council

Respondents were then asked to rate the way the Council runs things, having first been reminded of some of the Council’s responsibilities (*Where you live Merton Council is responsible for the collection of bins, street sweeping and cleaning, schools and education, road maintenance and social care*). Most (84%) are satisfied on this measure, with just 4% dissatisfied. This compares favourably to the findings from the survey of adults, where 67% were satisfied.

There are no significant differences in perceptions when comparing 11-15 year olds and 16-17 year olds.

**Figure 37: Overall, how satisfied or dissatisfied are you with the way Merton Council runs things? (All responses)**



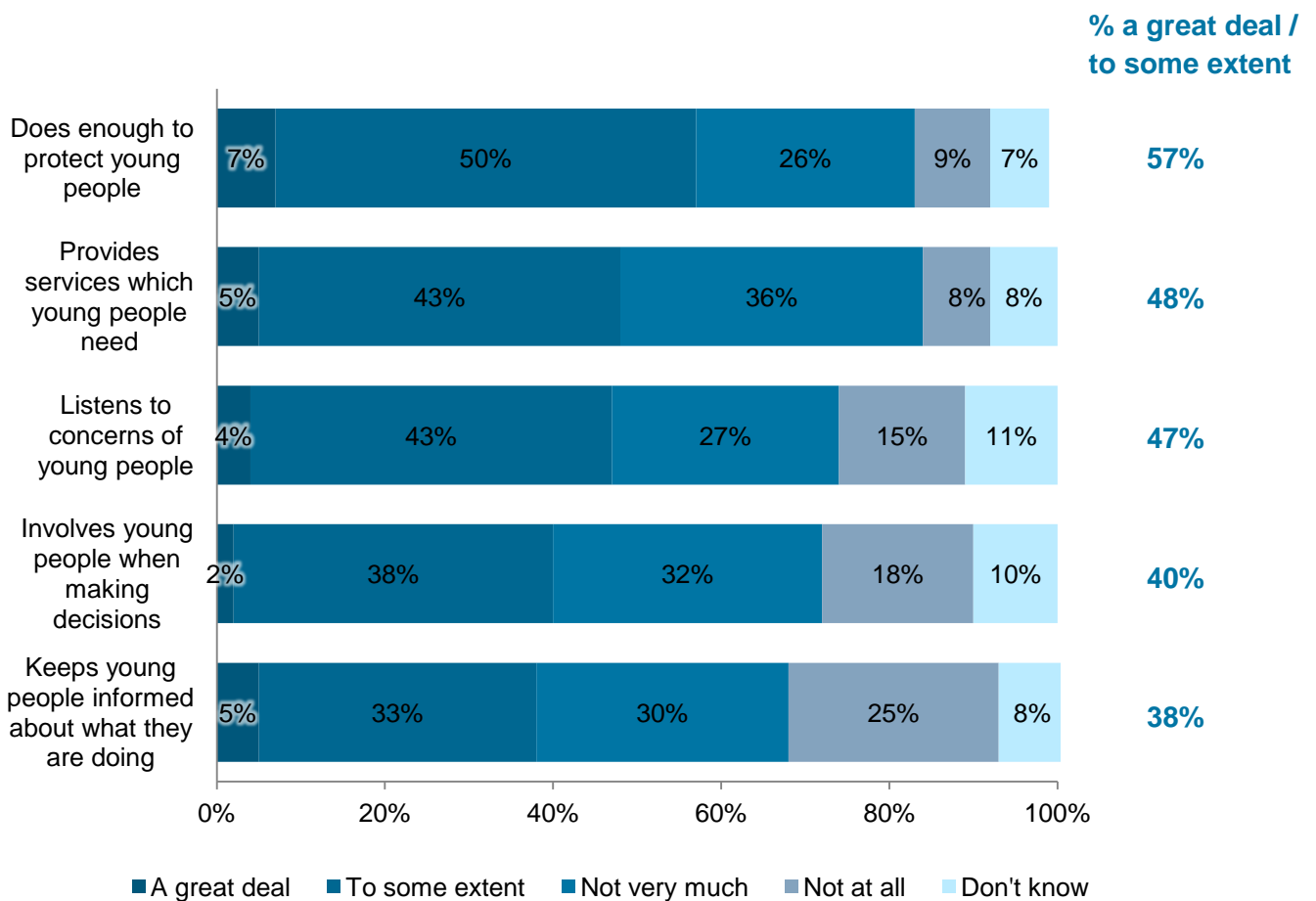
Unweighted sample base: 252

### 11.3 The Council and young people

Respondents were then asked to rate the Council on a series of more specific measures relating to services and communications, specifically in the context of young people. Perceptions are most positive in relation to service metrics, i.e. doing enough to protect young people and providing services which young people need. By contrast, on the engagement metrics shown - listens to concerns of young people, involves young people when making decisions, keeps young people informed about what they are doing - at least 15% state that the Council does not do this at all. Perceptions are least positive in relation to keeping young people informed about what the Council is doing, with one in four (25%) stating that the Council does not do this at all.

It should also be noted that no more than 7% state that the Council does any of these 'a great deal'.

**Figure 38: These are some things which other people have said about their council. To what extent do you think these statements apply to your Borough? (All responses)**



Unweighted sample base: 252

Analysis by age group indicates that 11-15 year olds' perceptions of how the Council interacts with young people are more positive than 16-17 year olds; all measures where there are significant differences between the two groups are detailed below:

- Involves young people when making decisions: 11-15 year olds are significantly more likely to believe that the Council does this a great deal / to some extent (45% cf. 31% of 16-17 year olds).
- Keeps young people informed about what they are doing: 11-15 year olds are significantly more likely to believe that the Council does this a great deal / to some extent (42% cf. 28% of 16-17 year olds). 16-17 year olds are also significantly more likely to believe the Council does not do this at all (35% cf. 20%).



## 11.4 Concerns

From a given list, respondents were asked to select up to three issues that they are personally concerned about. An average of 2.1 issues were selected, with 13% stating that they were concerned about none of the given issues. The main issues concerning young people in Merton - approaching a quarter or more - are gangs (29%), crime (24%), and litter / dirt in the streets (23%).

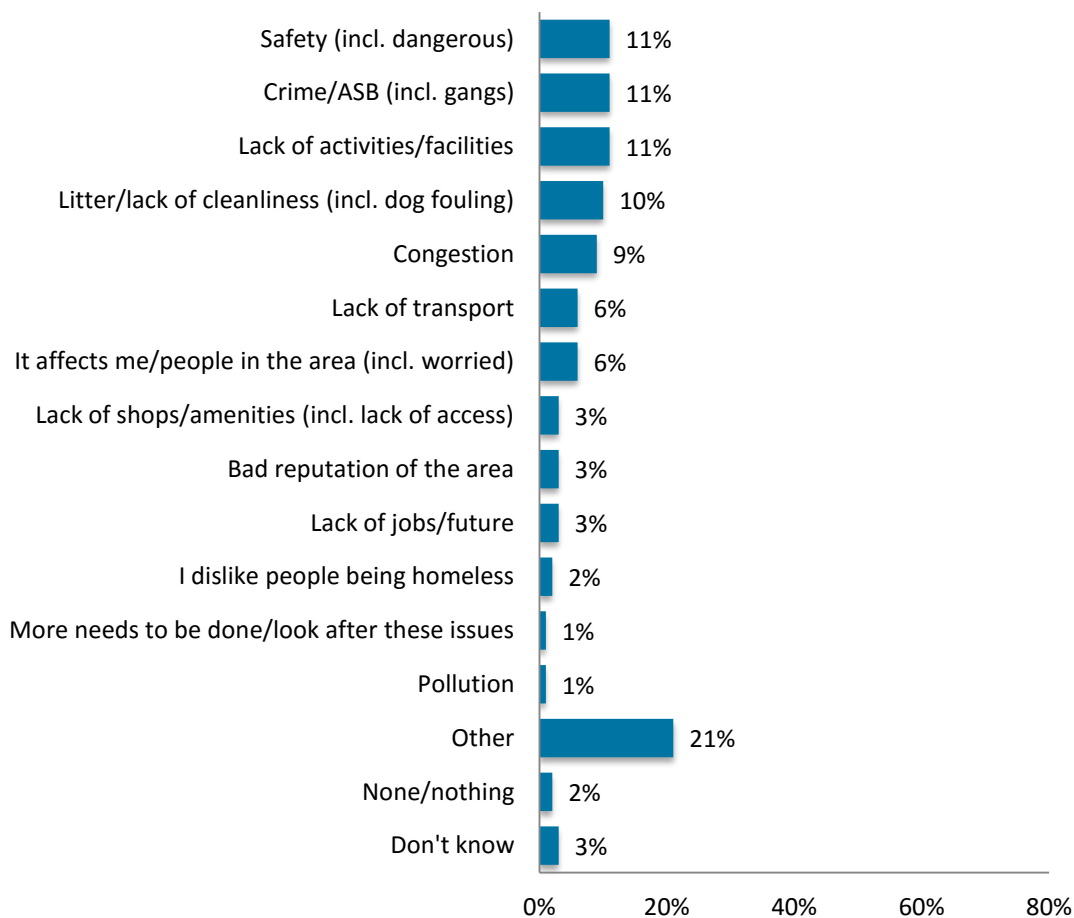
Breaking these findings down further, gangs, crime, and litter / dirt in the streets are also the leading issues of concern to 11-15 year olds. At least one in five 16-17 year olds also mention these three issues as concerns, but one in four also identify a lack of fun things to do (25%), and a lack of jobs (24%). 16-17 year olds are also significantly more likely compared to 11-15 year olds to mention standard of education and local housing as concerns, although these issues are still mentioned by a relatively low proportion of this group (10%).

**Table 11: Which three of these are you personally most concerned about? (All responses)**

	Total	11-15	16-17
Gangs	29%	<b><u>32%</u></b>	20%
Crime	24%	25%	22%
Litter\dirt in the streets	23%	23%	23%
Lack of fun things to do. (e.g. sports / cinema etc)	18%	15%	<b><u>25%</u></b>
Traffic congestion	16%	15%	18%
Pollution of the environment	14%	12%	17%
Bullying	12%	13%	9%
Lack of jobs	11%	6%	<b><u>24%</u></b>
Anti-social behaviour / bad behaviour in public	11%	12%	6%
Poor public transport	9%	8%	12%
Not enough being done for young people	7%	7%	9%
Drug use and pushers	7%	8%	3%
Lack of shopping facilities	7%	6%	10%
Poverty / homeless people	6%	6%	6%
Standard of education	5%	3%	<b><u>10%</u></b>
Local housing	5%	2%	<b><u>10%</u></b>
Access and/or quality of health care	2%	2%	2%
Other	1%	1%	0%
None of these	13%	15%	9%
Don't know	2%	2%	2%
Unweighted sample base	<b>252</b>	<b>165</b>	<b>87</b>

As an open-ended question, respondents identifying any areas of concern were asked why they are most concerned about these issues. No consistent theme emerges from these responses, which are summarised below. Concerns about safety, crime / ASB, lack of activities / facilities, litter / lack of cleanliness, and congestion are expressed by one in ten respondents at this question, in line with the issues identified earlier in this section.

**Figure 39: Can you explain why you are most concerned about these issues? (All responses, those concerned about any issue)**



Unweighted sample base: 216

## 11.5 Health and safety

In relation to safeguarding, respondents were shown a list of possible sources of help if they were worried about their health and safety and asked to select which they might use. Multiple responses were allowed. Much the most common response is family members (92%), followed by teachers (29%), and police (24%). This pattern of responses is seen for both 11-15 year olds and 16-17 year olds, although the latter are also significantly more likely than 11-15 year olds to refer to websites (11% cf. 1% of 11-15 year olds).

**Table 12: If you were worried about your health or your safety which of these sources of help do you think you might use? (All responses)**

	Total	11-15	16-17
Family member	92%	93%	89%
Teacher	29%	<b>32%</b>	20%
Police or other emergency service	24%	24%	24%
NSPCC / Childline / other national helpline	8%	9%	6%
Websites	4%	1%	<b>11%</b>
Youth workers	4%	3%	4%
Community leaders, such as religious leaders	1%	<0.5%	2%
Other	4%	3%	7%
Prefer not to say	1%	1%	1%
Unweighted sample base	<b>252</b>	<b>165</b>	<b>87</b>

## 11.6 Perceptions of local services

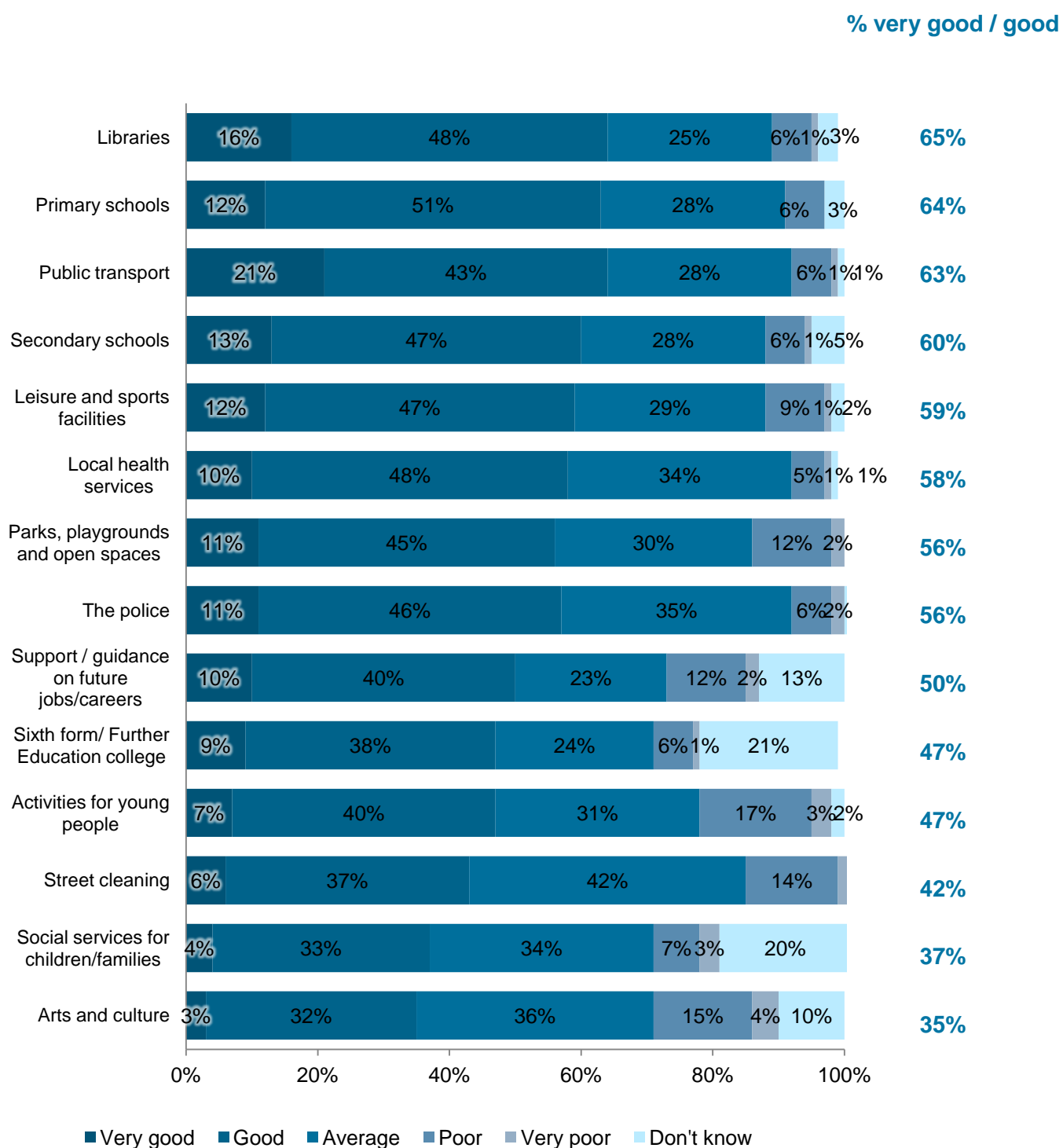
Respondents were also asked to rate a series of local services in their area. Given the greater constraints on time for the young person's survey, these findings cannot be filtered on service users; responses in connection with primary / secondary / further education, etc may not relate to Council-provided services.

Young people are more likely to consider each of the services listed as very good / good than very poor / poor. For each of the given services, no more than 4% give a rating of very poor. The relatively low proportion rating further education / social services positively is largely driven by the higher level of don't know responses for these services. Aside from these services, fewer than half rate arts and culture, street cleaning, and activities for young people positively, with 16% - 20% rating these services as very poor or poor. The relatively low ratings given to street cleaning reflect young people's concerns about litter / dirt in the streets (Section 11.4). As discussed in Section 6.2, adults' perceptions of street cleaning are also less positive compared to most other services.

There are no significant differences in perceptions of local services by age group other than for the following services:

- Sixth form / further education college: 16-17 year olds are significantly more likely to rate this service as very good (17%, cf. 6% of 11-15 year olds), although this may be driven primarily by the lower proportion of 'don't know' responses amongst 16-17 year olds (9% cf. 26%).
- Activities for young people: 11-15 year olds are significantly more likely to rate this service as very good / good (52% cf. 37%).
- Arts and culture: 11-15 year olds are significantly more likely to rate this as very good / good (39% cf. 25%).

**Figure 40: What is your opinion of...? (All responses)**

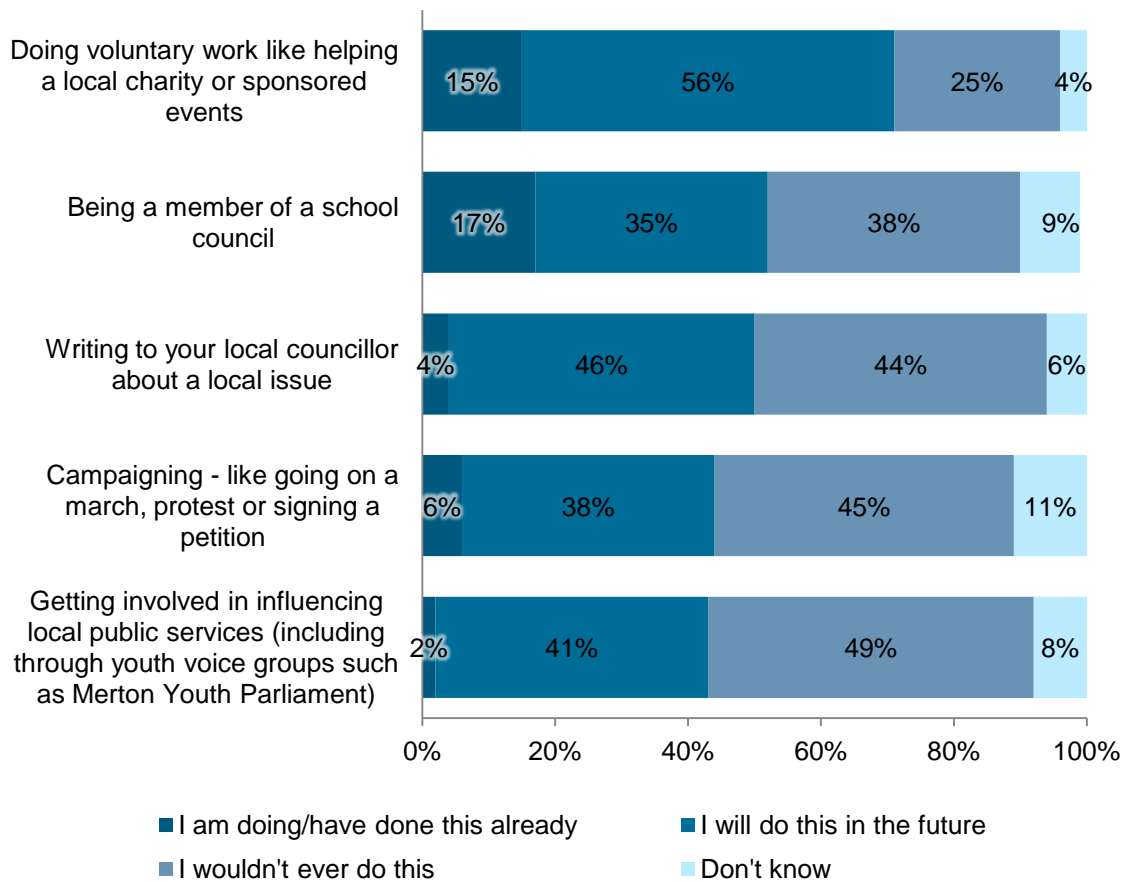


Unweighted sample base: 252

### 11.7 Getting involved

Of a list of possible ways to get involved in their community, current or previous engagement is highest in terms of doing voluntary work (15%) and being a member of a school council (17%). However, in addition to this, for each activity at least one in three (35%) state that they will do this in the future.

**Figure 41: Which of the following activities have you ever done, would consider doing in the future or would not consider doing? (All responses)**



Unweighted sample base: 252

There are no significant differences by age group, other than in relation to being a member of a school council. Unsurprisingly, 16-17 year olds are significantly less likely to state that they will do this in the future (19% cf. 42% of 11-15 year olds), whilst being slightly more likely to be doing this currently or have done this in the past (21% cf. 16% of 11-15 year olds).

## 11.8 Activities out of school hours

As discussed in Section 11.4, approaching one in five young people in Merton are concerned about a lack of fun things to do. On the theme of such activities for young people, respondents were asked if they attend any of a list of activities out of school hours. Those stating that they no longer attend school (10%) are excluded from all findings in this section. The most popular activities, for each age group, are sports and gym (mentioned by 45% of all respondents), libraries and parks (39%), and after school clubs (36%). As the table below indicates, 16-17 year olds are significantly less likely compared to 11-15 year olds to go to after school clubs, or drama, dance, or music.

15% do not attend any of the given activities. Of those expressing concern about a lack of fun things to do, the proportion not engaging in any of these activities is similar (18%), and this group is marginally more likely than other young people to engage in sports and gym; drama, dance, or music; and youth club. However, it should be noted that the base for this group in these findings consists of just 41 responses.

**Table 13: Do you attend any of the following activities out of school hours? (All responses, those still at school)**

	Total	11-15	16-17
Sports and Gym	45%	45%	44%
Libraries and Parks	39%	38%	42%
After school club	36%	<b><u>39%</u></b>	24%
Drama Dance or Music	18%	<b><u>21%</u></b>	8%
Youth Club	9%	10%	4%
Breakfast club	7%	8%	3%
Scout/adventure/Cadet groups/girl guides	7%	8%	5%
Other	3%	3%	1%
Don't attend any	15%	13%	20%
Don't know	1%	0%	<b><u>3%</u></b>
Unweighted sample base	<b>226</b>	<b>163</b>	<b>63</b>

Respondents were also shown a list of activities and facilities and asked which, if any, they would like to attend out of school hours. Up to two responses were allowed. For each age group, the most popular activities, etc are a place to meet my friends and other people (40% of all young people), and sports activities (37%). Around one in four also mention a place for play and hobbies (28%), a place for music, art, and drama (27%), and a place to do homework (25%).

A similar pattern of responses is apparent amongst those who earlier expressed concern about a lack of fun things to do.

**Table 14: Which of these activities would you like to attend out of school hours? (All responses, those still at school)**

	Total	11-15	16-17
A place to meet my friends and other people	40%	39%	44%
Sports Activities	37%	38%	34%
A place for play and my hobbies	28%	29%	27%
A place for Music, Art and Drama	27%	28%	23%
A place to do my homework	25%	23%	30%
Parks and playgrounds	17%	18%	13%
A place where adults will listen to my problems	4%	3%	<b>10%</b>
A place where adults will organise activities for me and my friends	3%	3%	4%
Other	0%	0%	0%
Would not like to attend any	1%	1%	0%
Don't know	2%	3%	0%
Unweighted sample base	<b>227</b>	<b>164</b>	<b>63</b>



## 12 Adult survey respondent profile

The table below shows the composition of the adult survey sample prior to the application of weights.

Demographic	Proportion (Unweighted %)	Sample base (Unweighted)
<b>Gender</b>		
Male	49%	502
Female	51%	518
<b>Age</b>		
18 – 24	8%	78
25 – 34	26%	266
35 – 44	19%	195
45 – 54	20%	203
55 – 64	12%	123
65 – 74	8%	83
75 – 84	5%	51
85 +	1%	15
Refused	1%	6
<b>Tenure</b>		
Owner occupier	62%	634
Rented from Housing Association	10%	97
Rent from private landlord	25%	257
Shared ownership	<0.5%	3
A residential home	<0.5%	3
Other	2%	17
Refused	1%	9
<b>Time in borough</b>		
6 months to 1 year	7%	67
Over 1 and up to 2 years	7%	69
Over 2 and up to 5 years	15%	152
Over 5 and up to 10 years	14%	147
More than 10 years	57%	584
Don't know	<0.5%	1
<b>Ethnicity</b>		
British	51%	561
Irish	1%	14
Any other white background	13%	145
White and Black Caribbean	<0.5%	1

<b>White and Black African</b>	1%	2
<b>White and Asian</b>	1%	3
<b>Other Mixed /multiple ethnic background</b>	3%	8
<b>Indian</b>	6%	52
<b>Pakistani</b>	4%	39
<b>Bangladeshi</b>	1%	11
<b>Chinese</b>	2%	13
<b>Other Asian</b>	5%	46
<b>Caribbean</b>	5%	45
<b>African</b>	5%	43
<b>Arab</b>	<0.5%	5
<b>Other ethnic group</b>	2%	26
<b>Refused</b>	1%	6
<b>Consider self disabled</b>		
<b>Yes</b>	7%	71
<b>No</b>	92%	937
<b>Prefer not to say</b>	1%	12
<b>Household composition</b>		
<b>One adult under 60</b>	5%	52
<b>One adult aged 60 or over</b>	6%	68
<b>Two adults both under 60</b>	15%	144
<b>Two adults, at least one 60 or over</b>	11%	115
<b>Three or more adults, 16 or over</b>	20%	200
<b>1-parent family with child/ren at least one under 16</b>	4%	37
<b>2-parent family with child/ren at least one under 16</b>	35%	355
<b>Other</b>	2%	27
<b>Prefer not to say</b>	2%	22
<b>Occupation</b>		
<b>Employee in full-time job (30 hours plus per week)</b>	51%	470
<b>Employee in part-time job (Under 30 hours per week)</b>	12%	104
<b>Self employed - full or part time</b>	7%	67
<b>On a government supported training programme, e.g. Modern apprentice</b>	*%	1
<b>Full-time education at school, college or university</b>	2%	39
<b>Unemployed and available for work</b>	4%	38
<b>Permanently sick/disabled</b>	1%	16

## Adult survey respondent profile

<b>Wholly retired from work</b>	13%	160
<b>Looking after the home</b>	7%	104
<b>Doing something else</b>	1%	11
<b>Prefer not to say</b>	1%	10

## Appendix: Statement of Terms

### **Compliance with International Standards**

BMG complies with the International Standard for Quality Management Systems requirements (ISO 9001:2008) and the International Standard for Market, opinion and social research service requirements (ISO 20252:2012) and The International Standard for Information Security Management ISO 27001:2013.

### **Interpretation and publication of results**

The interpretation of the results as reported in this document pertain to the research problem and are supported by the empirical findings of this research project and, where applicable, by other data. These interpretations and recommendations are based on empirical findings and are distinguishable from personal views and opinions.

BMG will not publish any part of these results without the written and informed consent of the client.

### **Ethical practice**

BMG promotes ethical practice in research: We conduct our work responsibly and in light of the legal and moral codes of society.

We have a responsibility to maintain high scientific standards in the methods employed in the collection and dissemination of data, in the impartial assessment and dissemination of findings and in the maintenance of standards commensurate with professional integrity.

We recognise we have a duty of care to all those undertaking and participating in research and strive to protect subjects from undue harm arising as a consequence of their participation in research. This requires that subjects' participation should be as fully informed as possible and no group should be disadvantaged by routinely being excluded from consideration. All adequate steps shall be taken by both agency and client to ensure that the identity of each respondent participating in the research is protected.



With more than 25 years' experience, BMG Research has established a strong reputation for delivering high quality research and consultancy.

BMG serves both the public and the private sector, providing market and customer insight which is vital in the development of plans, the support of campaigns and the evaluation of performance.

Innovation and development is very much at the heart of our business, and considerable attention is paid to the utilisation of the most up to date technologies and information systems to ensure that market and customer intelligence is widely shared.

