

# Merton Council Overview and Scrutiny Commission



Date: 20 February 2018

Time: 7.15 pm

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

## AGENDA

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**This is a public meeting – members of the public are very welcome to attend.  
The meeting room will be open to members of the public from 7.00 p.m.**

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## Overview and Scrutiny Commission membership

### Councillors:

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

### Substitute Members:

Agatha Mary Akyigyina OBE  
Michael Bull  
John Dehaney  
Daniel Holden  
John Sargeant

### Co-opted Representatives

Helen Forbes, Parent Governor  
Representative - Secondary and Special  
Sector  
Colin Powell, Church of England diocese

### Note on declarations of interest

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

### What is Overview and Scrutiny?

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

Scrutiny's work falls into four broad areas:

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

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

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

# Agenda Item 3

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

## OVERVIEW AND SCRUTINY COMMISSION

25 JANUARY 2018

(7.15 pm - 9.40 pm)

PRESENT: Councillors Peter Southgate (in the Chair), Peter McCabe, Mike Brunt, Brenda Fraser, Sally Kenny, Dennis Pearce, Oonagh Moulton, David Williams, Suzanne Grocott and John Dehaney

Co-opted Member Helen Forbes

ALSO PRESENT: Councillor Mark Allison (Deputy Leader and Cabinet Member for Finance) and Edith Macauley MBE (Cabinet Member for Community Safety, Engagement and Equalities)

Caroline Holland (Director of Corporate Services) and Julia Regan (Head of Democracy Services)

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

Apologies were received from Councillor Hamish Badenoch (substituted by Councillor Suzanne Grocott), Councillor Abigail Jones (substituted by Councillor John Dehaney) and from co-opted member Colin Powell.

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

There were no declarations of pecuniary interest.

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

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

### 4 BUSINESS PLAN UPDATE 2018-2022 (Agenda Item 4)

Members agreed to take agenda items 4,5 and 7 together.

#### Savings proposals for Corporate Services

(set out on pages 20-34 and 48-56 of the consultation pack)

The Director of Corporate Services, Caroline Holland, introduced the proposals for replacement, deferred and new savings. Caroline Holland outlined some of the reasons for the deferral and replacement of some of the savings, particularly in relation to proposals for shared services. She said that every effort had been made to minimise the impact on both internal and external customers but that there would be some impact.

Members scrutinised each of the savings proposals and asked detailed questions to clarify some of the detail, baseline budgets and context. In particular, members asked

for more detail on savings that would result in post deletions. Caroline Holland said that turnover should minimise the need for redundancies.

Members noted the dividend received from CHAS. Caroline Holland said that there may be further dividends and that the Financial Monitoring Task Group would be receiving a report on CHAS at its next meeting.

In response to questions, Caroline Holland undertook to provide additional information on CSREP 2018-19 (11) the baseline budget for the Audit and Investigations Service (p30 of the consultation pack). ACTION: Director of Corporate Services.

Members noted that a further £3.2m savings in 2019-22 would be required to meet the target for Corporate Services. Caroline Holland said that the January report to Cabinet showed a lower shortfall for 2019/20 and that the refresh of the council's Target Operating Model should also help with the delivery of savings.

Service plans (pages 258-270 and 288 of the consultation pack)

Members noted that the service plans provide a useful context for budget scrutiny.

Councillor Edith Macauley, Cabinet Member for Community Safety, Engagement and Equalities, said that the service plan for Safer Merton assumed that the level of demand would not change very much but that this was being carefully monitored and would be updated as appropriate. She said that the Police had put in additional resources to respond to increased reporting of domestic abuse.

Caroline Holland provided further detail in response to questions about the service plans for Corporate Services:

- Human Resources – the predicted overall number of council staff will be affected by staff transferring in and out of shared services and TUPE arrangements. The refresh of the Target Operating Model will enable current assumptions to be adjusted.
- Infrastructure and Transactions – the 13<sup>th</sup> floor is let to CLCH and the 14<sup>th</sup> is part let to CHAS and part to CLCH. The council is looking to release further floors through flexible and mobile working.

Capital budget (pages 38 and 40, main agenda pack)

Caroline Holland identified and explained the purpose of the largest items in the corporate services capital programme. She said that an update on the customer contact programme would be provided to the Commission at its meeting on 20 February, including information on capital costs.

In response to a question about why the capital programme was so much larger for 2018/19 than for subsequent years, Caroline Holland said that there were a number of large capital projects coming to a crucial point at the same time, including Morden Leisure Centre, Harris Academy Morden and the Mitcham and Morden Area Regeneration Programmes.

Caroline Holland undertook to provide some additional information in response to questions on items listed on page 41:

- Where the secondary school autism unit will be located (capital funding proposed for 2018/19)
- What parking improvements are included within the £60,000 capital funding proposed for 2019/20

#### Medium term financial strategy (MTFS)

The Chair asked Caroline Holland to introduce the December and January Cabinet reports and to highlight the changes that had been made since the publication of the December report.

Caroline Holland said that the December report to Cabinet included a larger than expected increase in the council tax base (number of households) and set out departmental savings proposals to address the budget gap. The January report was prepared after the Local Government Finance Settlement for 2018/19 had been received. The MTFS was adjusted accordingly to take the settlement and other pertinent information into account as set out in the report. Cabinet will receive an update in February on the business rates retention pilot proposals for London.

Caroline Holland drew the Commission's attention to the budget gaps set out on page 115 of the main agenda pack and to the updated capital strategy, treasury management strategy and workforce strategy contained in the January report.

In response to questions, Caroline Holland said that in terms of the budget gap Merton was probably in the middle compared to other London boroughs; that government have increased the proportion by which council tax can be raised without triggering a referendum and that an additional 1% on council tax would raise about £800,000.

The Commission RESOLVED to forward the following comments and recommendations to Cabinet:

1. The Commission would like to commend officers, in particular the Director of Corporate Services, for their initiative in recent years in producing a four year Medium Term Financial Strategy that enables the council to take a longer term view;
2. The Commission notes that in looking ahead, it is clear that there will be a substantial budget gap in 2020/21 and beyond;
3. The Commission accepts that in identifying proposed savings for future years there will be a need for some of these to be revised for a variety of reasons as the implementation date gets closer;

4. The Commission recommends that Cabinet should encourage officers to be entrepreneurial and pursue innovative solutions, subject to an acceptable level of risk, as a preferable alternative to simply ceasing to provide services;

5. The Commission recommends that Cabinet should anticipate and start to plan for 2020/2021 now, through scenario planning that will evolve over the course of the next four years. The Overview and Scrutiny Commission is keen to support this process;

6. The Commission recommends that Cabinet recognise the importance of effective and appropriately planned project management to ensure the council achieves projects on time and maximises the potential savings from these projects.

5 BUSINESS PLAN UPDATE - CABINET REPORT 15 JANUARY 2018  
(Agenda Item 5)

6 SCRUTINY OF THE BUSINESS PLAN - COMMENTS AND  
RECOMMENDATIONS FROM SCRUTINY PANELS (Agenda Item 6)

The Commission RESOLVED to forward the comments and recommendations from the Panels to Cabinet.

The Commission also RESOLVED to forward the minutes of the Panels' January budget scrutiny meetings to Cabinet.

In accordance with Rule 16.5 of Part 4A of the Council's Constitution, the Chair adjourned the meeting at 20:45 and reconvened the meeting at 21:05.

7 SAVINGS PROPOSALS CONSULTATION PACK (Agenda Item 7)

8 REPORT OF THE RECRUITMENT AND RETENTION OF TEACHERS  
SCRUTINY TASK GROUP (Agenda Item 8)

The Commission RESOLVED to endorse the task group's report and to forward it to Cabinet for approval and implementation of the recommendations.

9 WORK PROGRAMME (Agenda Item 9)

The Commission RESOLVED to agree the work programme with the addition of an item at the meeting on 21 March on the findings of the Communities and Local Government Select Committee report on the effectiveness of local authority overview and scrutiny committees.

10 FINANCIAL MONITORING TASK GROUP - PUBLIC MINUTES OF MEETING  
HELD ON 14 NOVEMBER 2017 (Agenda Item 10)

The Commission noted the minutes of the Financial Monitoring Task Group's meeting on 14 November 2017.

11 FINANCIAL MONITORING TASK GROUP EXEMPT MINUTES FROM 14  
NOVEMBER MEETING (Agenda Item 11)

The Commission noted the minutes of the Financial Monitoring Task Group's meeting on 14 November 2017.

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# Agenda Item 4

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## OVERVIEW AND SCRUTINY COMMISSION

30 JANUARY 2018

(7.15 pm - 9.25 pm)

PRESENT: Councillors Peter Southgate (in the Chair), Peter McCabe, Brenda Fraser, Abigail Jones, Sally Kenny, Dennis Pearce, Oonagh Moulton, David Williams, Michael Bull, John Dehaney and Daniel Holden

Co-opted Member Helen Forbes

ALSO PRESENT: Councillor Ross Garrod (Cabinet Member for Street Cleanliness and Parking)

Charles Baker (Waste Strategy and Commissioning Manager), Graeme Kane (Assistant Director of Public Space, Contracting and Commissioning), Chris Lee (Director of Environment and Regeneration) and Julia Regan (Head of Democracy Services)

Scott Edgell, Contract Director, Veolia  
Annie Baker, Strategic Partnership Manager, South London Waste Partnership

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

Apologies were received from Councillor Hamish Badenoch (substituted by Councillor Daniel Holden) and Councillor Mike Brunt (substituted by Councillor John Dehaney). Apologies were also received from co-opted member Colin Powell.

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

There were no declarations of pecuniary interest.

### 3 CALL-IN OF THE RESIDUAL WASTE CONTAINER SIZE (Agenda Item 3)

The Chair reminded all present that the purpose of the call-in was to determine whether Cabinet's decision on 15 January was flawed in relation to the council's principles of decision making and, if so, to demonstrate where it fell short. The Chair therefore instructed the meeting should relate solely to Cabinet's decision relating to the size of the waste containers and that any points relating to previous decisions taken by Cabinet, including on the decision to adopt wheeled bins as the method of delivery, would be ruled out of scope.

The Chair invited Councillor Michael Bull to speak as a signatory to the call-in request. Councillor Michael Bull said that he believed that Cabinet's decision had been flawed in relation to the principles of proportionality, openness and consultation. He said that Cabinet's report had not considered how the use of different sized bins

would impact on street cleanliness or what the safety implications would be for residents and operatives. Councillor Bull said there had been a lack of engagement with residents on this issue. He was concerned by the lack of publication of an updated equalities impact assessment with the Cabinet report. In conclusion, he urged the Commission to look closely at Cabinet's decision.

In response to questions from members, Councillor Michael Bull made some additional points:

- As there had been no formal consultation on bin size, he would welcome more information on what informal feedback had been provided
- He urged Cabinet to take residents' views in to account and to offer a range of sizes during consultation
- He contended that smaller bins would be easier for residents and operatives to handle, particularly when leaning over to take out bags, also that smaller bins may encourage a higher level of recycling
- He asked why the assisted collection scheme had not been mentioned in Cabinet's report

The Chair asked Chris, Lee Director of Environment and Regeneration, to clarify the handling method that would be adopted. Chris Lee confirmed that the bins would be attached to the vehicle and tipped in automatically, there would be no need for operatives to remove refuse bags from the wheeled bins.

The Chair invited the registered speakers to address the Commission:

Hilary Morris, Battle Area Residents Association

Hilary Morris read out her written statement – this was laid round at the meeting and has been published on the website alongside these minutes.

In summary, Hilary Morris stated that the colour of the bins had not been addressed in the Cabinet report, that she understood that black was proposed and that residents would prefer to have brown or green. She suggested that 120litre or 80litre bins would be adequate to meet the needs of most households, with an option to request a larger size. She expressed concern at the waste of plastic that would be incurred by issuing households with too large a bin and suggested that the bins could be rolled out area by area so that unwanted bins from one area could be used in the next.

In response to questions from members, Hilary Morris said that she had considered the point that people might not be good at estimating how much rubbish they produce and that is one reason why she has proposed an area by area rollout. She also said that she had not been aware of any consultation on bin size (she had first heard of the proposal at a Community Forum meeting) and that residents were not happy about the move to wheeled bins.

Scott Edgell, Contract Director, Veolia, was asked whether bins smaller than 180 litres can be picked up by the vehicle. He said that the lifts could be used for 120 litre containers but that to do so would require a manual override to be activated on the automatic sensors and that this would increase time spent on refuse collection.

#### Daniel Goode, Merton Matters

Daniel Goode said that the council would be moving to wheeled bins and a fortnightly collection despite opposition from residents. He said that the decision to have 180 litre sized bins was based on a flawed pilot and that many questions remained unanswered including the impact on street cleanliness, clutter on the street and how elderly and disabled people would cope with the bins. He also asked what had happened to the proposal on Bell-orb bins.

Daniel Goode made some additional points in response to questions:

- the one ward pilot was too small and didn't reflect the council's plans for service delivery
- more work should be done to assess what residents actually need
- waste being left in containers for two weeks is a cause of concern

#### Nell Allen-Alexander, No Wheelies Please Merton

Nell Allen-Alexander provided a written statement – this was laid round at the meeting and has been published on the website alongside these minutes.

In summary, Nell Allen-Alexander said that the No Wheelies Please campaign had been started because residents felt that the council wasn't listening to their views. Her concern in relation to the size of the bins was more large bins would be ordered than were needed and that the council should survey residents to find out what size each household required. Nell Allen-Alexander drew the Commission's attention to the number of single-occupancy households that would need smaller bins and the need to offer option of shared bins to multiple-occupancy households.

In response to questions, Nell Allen-Alexander said that she would like the whole of Merton to be properly consulted, along the lines of the sample questionnaire she provided with her written submission. Her contention was that smaller bins, such as Bell-orbs, would be more appropriate and that residents should be allowed to keep existing dustbins if they wished.

#### Paula Bailey, Merton Age UK

Paula Bailey said that her main concerns were the lack of consultation and the level of complexity involved with sorting rubbish and putting it into a number of different bins. She said that elderly people take pride in their front gardens and would not wish to have unsightly large bins that would be difficult to manoeuvre. She said that 35% of the over 65s live alone and so would have no-one to help them to move the bins.

In response to questions, Paul Bailey said that Age UK members had not been consulted on bin size and that many were unaware of the assisted bin service. She

said that many older people do not use computers and so had not seen the information about the assisted bin service on the council's website – she suggested that information could be included in My Merton. She said that Age UK would be happy to host meetings and put up posters but cautioned that this would not reach all elderly people in the borough and that other methods would also be required.

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

Lyla Adwan-Kamara said that she was concerned that “bin day” already presented hazards on the pavement for disabled people and that the proposed changes would aggravate this by increasing the number of bins, even though she had received assurances that bins would be collected from inside the property and returned to the same place. She urged the Commission to establish what mechanisms would be put in place for reporting pavement issues.

Lyla Adwan-Kamara said that the size and weight and need to sort waste might cause difficulties for some people and therefore she welcomed the fact that the assisted collection was available on request and without proof of need.

In response to questions, Lyla Adwan-Kamara said that one third of disabled people did not use computers and therefore suggested that the phone number for the assisted collection scheme should be put on the bins. She said that the number of people using the assisted collection would be likely to increase if larger bins were provided. She said that she had met with the Cabinet Member for Street Cleanliness and Parking and with council officers to discuss the proposals and raise issues and that she had received assurances in relation to the assisted collection scheme.

#### Cabinet Member response

The Chair invited Councillor Ross Garrod, Cabinet Member for Street Cleanliness and Parking, to respond to the points made by Councillor Michael Bull and each of the witnesses.

Councillor Ross Garrod welcomed the opportunity that the call-in had provided for a range of views to be aired and discussed. He said that Cabinet's decision had been a pragmatic one that was taken in the context of the council's budget constraints and that addressed the shortcomings of the black bag collection system and associated litter on the streets. He confirmed that the bins would be collected from the boundary of each property and returned to the same place. He said that he had spoken to a number of local organisations and apologised that he had not met with Merton Age UK and said that he would make contact with them.

Councillor Ross Garrod said that research by WRAP and the findings of the Merton pilot showed that smaller bins encourage people to throw less away, hence the proposal to start with smaller bins rather than larger ones. He said that there was a tendency for people to under-estimate the amount of rubbish they produce. He recognised that households have different needs and confirmed that the scheme would be flexible so that large families could have a larger bin and that multiple occupancy households could request a large shared bin. Similarly a smaller 140 litre bin could be provided according to need and individual circumstances.

Councillor Ross Garrod made additional points in response to questions:

- households with 5 or more members can request a larger bin and this will be delivered if they meet the criteria
- there is a recognition that the numbers using the assisted collection service may increase (Scott Edgell, Contract Director, Veolia confirmed that Veolia was aware of this and that uptake would be formally documented in future whereas at present there were a number of informal arrangements made with crews)
- there will be a big communications exercise in the lead up to the delivery of the wheeled bins and this will include information about the assisted collection scheme. Scott Edgell added that a pack would be provided with each bin to give information, including pictures, on where to put the bin so that it could be seen by the bin operatives
- wheeled bins will not be used where properties front directly onto the pavement – visits have been made with ward councillors to identify properties that may be unsuitable for wheeled bins
- obstacles on the pavement and other issues can be reported online or by phone. If bins are persistently left out on the pavement by householders, the council will make efforts to contact them to request that the bins be stored off the pavement.

Chris Lee, Director of Environment and Regeneration, said that no council had consulted on bin size and that to ask residents to estimate the quantity of waste they produce would probably provide inaccurate information. He said that the proposed system was based on evidence of what works in other places that would maximise recycling rates and be cost effective for the council.

In response questions about costs and savings, Scott Edgell, Veolia, said that once the bin size has been finalised, an order will be placed by Veolia and 6-7,000 will be delivered each week. He said that Veolia was experienced in rollouts and would be able to achieve cost savings through economies of scale, low prices and standardisation where possible.

In response to concerns about the amount of plastic waste generated through households not being able to keep existing bins, Chris Lee said that the service delivery method is based on speed and accuracy – consistency of bin colour will ensure bins are easy to spot and that there is no confusion between recyclables and landfill refuse. Scott Edgell added that it was important for the bins to be automatically loaded and that many of the bins currently in use were not suitable for this. Scott Edgell undertook to look into options for recycling discarded bins.

#### Discussion by the Commission

Commission members discussed the evidence received and varying views were expressed about whether the proposals relating to bin size were sufficiently flexible and whether consultation specifically on size should have been undertaken. There

was also a difference of opinion as to whether the decision on size should be referred back to Cabinet.

The Commission then voted on a motion proposed by Councillor David Williams and seconded by Councillor Daniel Holden to reject Cabinet's decision:

“it is proposed that the Commission should refer the decision on bin size back to Cabinet, asking Cabinet to address issues raised by the lack of consultation and to determine issues such as the number of residents requiring assisted collections, the number of households in multiple occupation, the necessity to provide plastic bags for cardboard and paper waste, space conflict where residents have existing wheeled bins that will be made redundant, and that resources would be better used by identifying in advance the proportion of different bin sizes and not all 180 litres.”

There was a recorded vote. Councillors David Williams, Daniel Holden and Oonagh Moulton voted in favour. Councillors Dennis Pearce, Brenda Fraser, John Dehaney, Sally Kenny, Abigail Jones and Peter McCabe voted 6 against. The motion fell, therefore Cabinet's decision was upheld.

## Overview and Scrutiny Commission

**Date: 20 February 2018**

Wards: All

### **Subject:**

Lead officer: Sophie Ellis, Assistant Director of Business Improvement

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

Contact officer: Sophie Ellis, Assistant Director of Business Improvement

### **Recommendations:**

- 
1. That the Commission comments on the progress of the Customer Contact Programme
- 

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

- 1.1. This report outlines the progress and issues related to the Customer Contact Programme since its last report to the Commission on 20 September 2017.

## **2 BACKGROUND**

- 2.1. The Customer Contact programme is delivering the key technology and re-designed processes to support the council's Customer Contact Strategy, aimed at meeting the changing needs of our customers for access to services, and in particular for services accessed via the internet. This strategy focuses on two key outcomes: firstly, to improve service users' experience of accessing council services, and secondly to reduce the cost of those services by encouraging people to self-serve, and by responding to customer enquiries the first time that they are raised. This will reduce unnecessary effort for residents, and 'avoidable' work for staff.
- 2.2. In March 2015 the council awarded a contract to General Dynamics IT Ltd (henceforth GDIT) to deliver this technology and support the associated changes in business process design. There have been delays in the delivery of functionality and a number of items of functionality are still in development.
- 2.3. Direct savings targets have deliberately not been attached to the programme itself because the improvements provided will be translated into efficiencies by all services across the council. On this basis the programme underpins a number of savings captured in the Medium Term Financial Strategy.

### **3 PROGRESS IN DELIVERING THE PROGRAMME**

3.1. Whilst there has been progress on the programme, it continues to experience significant delays. The council has deployed the mechanisms within the contract to alert GDIT to their concerns over these delays and secure their resolution, as a result of which commercial negotiations are underway

#### **What has been delivered?**

3.2. The Commission may recall that in September 2016 the programme had delivered:

- Hosted hardware, infrastructure (servers, cables, firewalls etc.) and associated technology (connections to the council's existing systems and networks) to support the new systems;
- Configuration of the software itself to Merton's requirements;
- An IT system that contact centre staff will use to record and deal with customer enquiries online, in person, and over the telephone;
- Updated (non-transactional, static) content for the new 'beta' website;
- Redesigned processes and operating system for an on-line waste service, entirely driven from within the CRM system (Waste Pathfinder) and available to customers in a beta website.
- A new transactional website, designed to ensure customers can easily access information and services on all devices, including mobile phones.
- Streamlining of microsites (discrete portals or websites provided by different systems to facilitate access to services provided by different systems).
- Redesigned and automated 75 processes within Traffic and Highways.
- Redesigned and automated 8 processes within the Building Control service.
- Redesigned and automated 27 processes within Parks and Greenspaces pathfinder, including the provision for customers to book and pay for courses, events and spaces online.
- Redesigned and automated 6 processes within the Property function.
- Redesigned and automated three processes related to Mayoral Charity Events to allow online bookings.

3.3. Since the last update, the programme has focused on:

- Amending the waste processes to take account of the new integrations required with Veolia's IT systems, rectifying issues with processes.



- Finalising elements of functionality on the website that were not available at the point it went live (events calendar, authoring tool, secure pages for microsites).
- Launching the council's new intranet platform.
- Commercial negotiations – the Commission will want to note that in recent weeks these have absorbed the majority of effort on the programme and this has impacted on the rate of progress in delivering the final elements set out in the above list.

### **Work in progress**

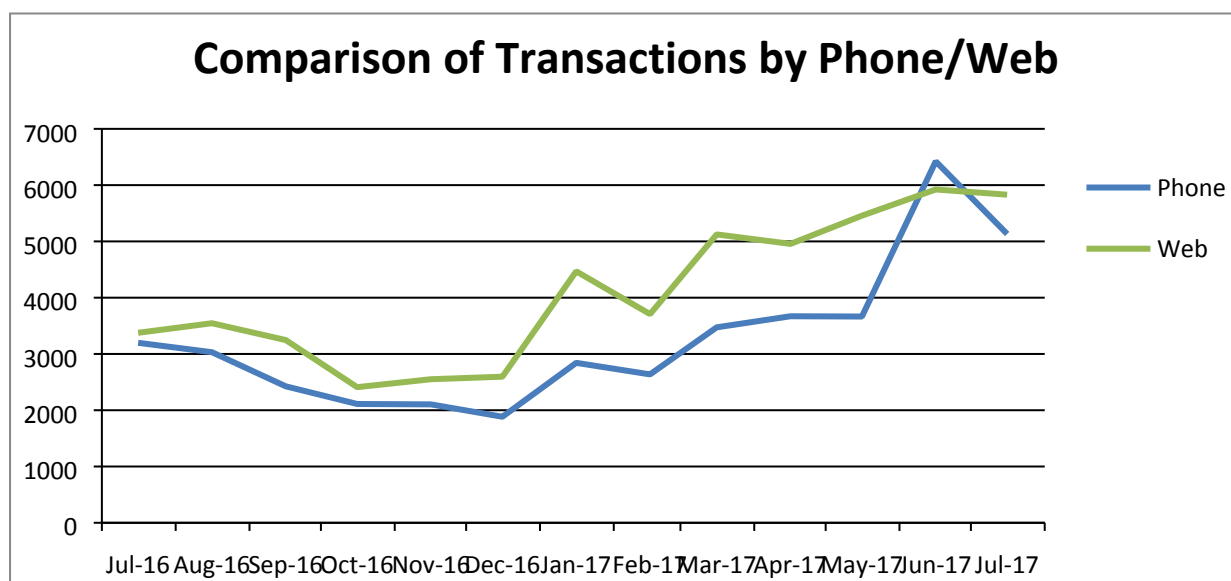
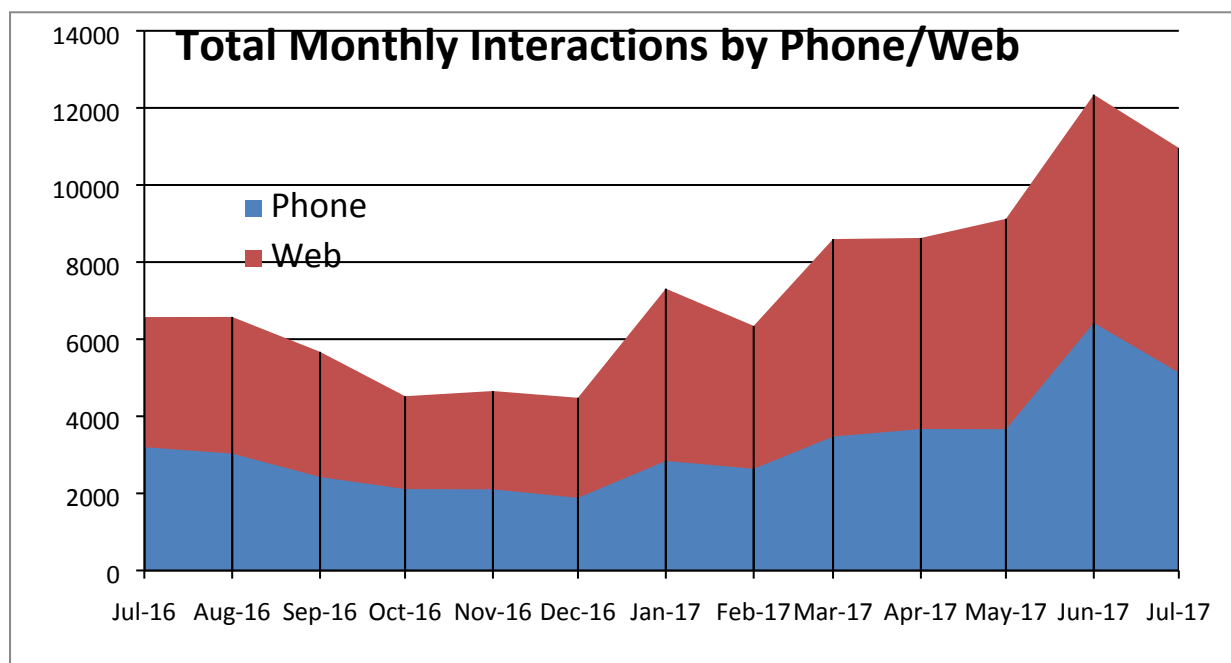
3.4. Officers continue to work closely with GDIT to achieve the remaining deliverables of the programme, as follows:

- Redesign and automation of 15 Complaints & FOI processes, allowing customers to submit FOIs online Complaints.
- Website – work is ongoing to complete the rebranding of the website, with some pages that have been redesigned with the new 'look and feel' yet to be published. Additional resources have been identified to complete this work over the coming weeks.
- Refining and improving existing online website processes to take account of feedback from customers and Members (for example introducing the option for customers to report fly tips without providing personal details).
- Customer account – the functionality that allows customers to create an 'account' that allows them to track their interactions in a single place is in development. This involves some complexity as it involves the integration of several systems. This is because the council has specified that it wants the best experience for its customers by avoiding them having to have multiple accounts, usernames and passwords for the various systems in use for different services. The account is required to provide seamless integration for customers so they can view their Council Tax, Parking and Libraries information – each of which is provided through a separate system.
- Parking bay suspensions – customer requests to be automated.

3.5. Work is also ongoing to ensure that the same level of customer experience is available following the altered delivery arrangements set in place through the South London Waste Partnership Phase C project. This has necessitated new system integrations (with systems used by Veolia and idverde) and the reconfiguration of some processes. There have been a number of challenges associated with the complex technical interfaces required and the adoption of new/different operating systems within delivery partners.

## 4 UPTAKE

4.1. The take-up of the new system has confirmed that there is high demand for such on-line services by Merton residents.



4.2. The high level of uptake of the new automated processes offers reassurance that for many residents the design of the system is intuitive. Notwithstanding this, feedback from a number of residents and Members suggest that there is room for further improvement of these – it was always the intention of the programme that feedback from users would be sought and improvements made to the automated processes on the basis of this. As an example of this, on the basis of feedback the processes for reporting issues that are not related to a specific customer or property are being amended so that customers do not need to provide personal details.

- 4.3. These improvements are being implemented but not as quickly as officers would like; this is largely a consequence of the delays to implementation; GDIT have stated an intention to prioritise work to complete the functionality set out in Item 3.4 above over work to improve existing processes. Officers are working to address this, utilising the mechanisms available in the contract. Work is also underway to develop the skills and knowledge within the council to reduce reliance on GDIT for these improvements so that they can be processed more quickly.
- 4.4. Requests from commercial 'apps' such as Fix My Street and Love Clean Streets continue to be accepted and processed through the relevant service areas to ensure customers are not disadvantaged by these delays and can use the method of reporting that is most suitable to them.

## **5 CONSULTATION UNDERTAKEN OR PROPOSED**

- 5.1. The governance arrangements for the programme have ensured that services across the organisation are fully engaged in the development of the approach in general, and in the design of Pathfinders in particular.
- 5.2. Governance for the programme consists of a Programme Board chaired by Caroline Holland, Corporate Services Director (programme sponsor) and including representation from each of the departments. The programme also reports monthly to the Merton Improvement Board which draws its membership from across the organisation.
- 5.3. An engagement and communication plan is in place. Service and customer groups are being engaged as part of the programme using a phased approach to ensure any necessary change is well planned communicated and embedded.
- 5.4. The new website has been designed to encourage feedback from users, Since its launch in July 2016 we have received over 2095 pieces of feedback ranging from compliments, issues with the interactive web forms, comments on look and feel of the new design and other non-web related issues. Wherever possible remedial action was taken to correct problems within 48 hours, including improving accessibility to the search functionality.

## **6 TIMETABLE**

- 6.1. The Programme Board agreed a revised implementation plan presented by GDIT in September 2015. The milestones set out in this plan have not been met and subsequent correction plans presented to the Board by GDIT were rejected by the Council as they were not deemed realistic or acceptable.
- 6.2. As part of the commercial negotiations underway the Council has requested a realistic plan that confirms dates for delivery of final elements of functionality; GDIT have undertaken to provide this in February.
- 6.3. The contract term of three years expires in May 2018 and the Council has agreed with GDIT that alternative hosting and maintenance provisions will be made. Officers are, therefore, currently exploring the best option for ongoing support and hosting for the technology. It will be necessary for the Council to negotiate a short contract extension to ensure business continuity

through this transition phase. Officers are working with GDIT to establish and facilitate this.

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

- 7.1. The Customer Contact Programme is important for the overarching transformation of the organisation as part of the Outstanding Council Programme. Funds have already been earmarked through allocated reserves to facilitate the programme. This planned one-off investment is expected to achieve ongoing revenue savings that will benefit the council each year.
- 7.2. The programme is key to the achievement of planned savings through self-service and channel shift and the aspirations set out in a number of service target operating models (TOMs) are dependent on the technology the programme will introduce.
- 7.3. The initial programme budget of £2.3m was approved by Cabinet on 12th July 2012. The programme is currently forecasting an overspend, but this is not yet confirmed as it will depend on the outcome of discussions underway with the provider regarding Milestone Compliance, potential claims for delay, scoping of discrete items within or outside the project, and the ongoing dispute resolution process.
- 7.4. The Customer Contact Programme Board will continue to review the interdependency between proposed MTFS savings and the programme and monitor their delivery.

## **8 LEGAL AND STATUTORY IMPLICATIONS**

- 8.1. The South London Legal Partnership has worked closely with the programme team in developing a suitable contract with the chosen supplier.
- 8.2. They are also providing support to the current contract dispute process where the council are seeking compensation as a result of delays in implementation.
- 8.3. There may be some impact on the provision of some statutory services, e.g. regulatory services, but this will be established and managed through the engagement of the relevant services and will depend on whether specific processes can feasibly be delivered through different channels and by different means.
- 8.4. Discussions to consider and agree the actions to be taken to address the delays are commercial in confidence and therefore the detail of these and associated negotiations cannot, at this stage, be disclosed unless the Commission want to receive a verbal update, in closed session, at this meeting.

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

There are not expected to be any human rights issues from the programme. An Equalities Impact Assessment has been completed and is being updated at key points in the programme. Community and other key stakeholder groups will be engaged as part of the programme and any implications will be managed with the relevant officers in the Council.

Customers expectations will be managed and mediated access made available to those vulnerable or with limited on-line capacity.

**10 CRIME AND DISORDER IMPLICATIONS**

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

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

All risks, assumptions, issues and dependencies are being actively managed as part of the programme. There are not expected to be any Health and Safety implications

11.1.

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

- None

**13 BACKGROUND PAPERS**

13.1. None.

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## Overview and Scrutiny Commission

**20 February 2018**

Agenda item: Shared Services and Outsourced Services in Merton Task Group

Wards: All

### **Subject:**

Lead officer: Ged Curran, Chief Executive

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

Contact officer: Sophie Ellis, Assistant Director of Business Improvement

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### **Recommendations:**

- A. That the Commission comment on progress in the implementation of the agreed recommendations.
  - B. That the Commission comment on the documents in Appendices B and C.
- 

## **1 PURPOSE OF REPORT**

- 1.1. The purpose of this report is to set out the Executive Response and Action Plan to the Overview and Scrutiny Commission to report on progress against the agreed recommendations of the Shared and Outsourced Services in Merton Task Group.
- 1.2. The draft guiding principles and business case guidance for services considering alternative delivery options are also presented for consideration and comment by the commission as per the Action Plan.

## **2 BACKGROUND**

- 2.1. At their meeting on 14 November 2016 Cabinet considered the final report and accepted the recommendations resulting from the task group review of shared and outsourced services in Merton.
- 2.2. At the Overview and Scrutiny Commission meeting on 7 March 2017 the corresponding executive response and action plan was presented. At the Overview and Scrutiny Commission meeting on 6 July 2017 a progress report was presented, updating the Commission on work undertaken for each of the recommendations

## **3 EXECUTIVE RESPONSE**

- 3.1. The table below provides a further update on each of the actions within the agreed plan.

- 3.2. The Commission are asked to comment on the draft guiding principles as set out in Appendix B (relating to Recommendation 3) and the toolkit as set out in Appendix C (relating to recommendation 4).



Recommendation	Action Agreed	Timeline	Update
<p><b>Recommendation 1</b></p> <p>That the Corporate Management Team (CMT) should have a more clearly defined mandate and process to embed challenge on models of service delivery at a senior level within the organisation. This will ensure that there is more specific challenge to service managers as well as internal peer review.</p>	<p>As part of a planned review the TOM process is to be strengthened so that more direct, dedicated support – with facilitated sessions where required – to be made available to service managers as part of the TOM review/development process.</p> <p>DMTs will continue to routinely review (as part of their TOM action plan review) actions set out against the ‘organisation’ layer to review whether planned changes to delivery models need to be amended/updated.</p> <p>As part of the biannual reports already presented to Merton Improvement Board, DMTs will be asked to expressly report on progress against the ‘organisation’ layer and how it is being kept under review and MIB provide constructive challenge.</p>	<p>Late 2017</p>	<p>The biennial Target Operating Model refresh process was launched in December 2017. With oversight from Merton Improvement Board (MIB) and CMT the process has been strengthened to ensure a consistently robust corporate approach to the review of service delivery under the direction of each DMT.</p> <p>CMT had previously issued a Statement of Direction directing TOM Authors (service leads) of the need to challenge existing service delivery models. The Head of Commercial Services has produced a process and guidance for service leads on ‘make or buy’ reviews, which are to be scheduled as part of the TOM process as a crucial aspect of the ‘organisation’ layer.</p> <p>The TOM guidance has been refreshed to reflect an explicit requirement for service leads to expand on how reviews of delivery models have been and will continue to be undertaken. The Head of Commercial Services (in her role as Organisation Layer Lead), will act as a dedicated point of contact to support departments through this process and work directly with service leads to plan a programme of make-or-buy reviews for departments over the five-year lifespan of the TOM as appropriate.</p>
<p><b>Recommendation 2</b></p> <p>That decision making on the establishment of proposed shared and outsourced services is strengthened through the production of a standardised business case that is presented to the Corporate Management Team and to Cabinet (or the relevant individual Cabinet Member for smaller services) for approval. This business case should be clearly evidenced and should include financial modelling to set out options and alternatives as well as details of other expected benefits so that vigorous challenge can be provided prior to a formal decision being made.</p>	<p>A set of guiding principles will be created to inform and support the development of bespoke business cases, along with clear questions that must be answered within each business case.</p>	<p>June 2017</p>	<p>A set of guiding principles has been drafted based on our own learning as a council – through discussions with officers within the organisation who have established shared or outsourced services – and guidance from CIPFA.</p> <p>These principles have been designed to supplement the existing business case template that forms part of the Merton Approach to Projects (MAP) internal project management methodology. MAP is based on PRINCE2 principles and techniques, and the business case includes two mandatory appendices: a detailed financial appendix as well as benefit profile(s).</p> <p>Use of the template together with the principles will ensure that business cases for proposed shared and outsourced services will be standardised and robust. Managers will have access to tools guiding them through the relevant issues, and decision-makers will be able to see the necessary information to provide challenge to the proposals.</p>
<p><b>Recommendation 3</b></p> <p>That a draft of the business case template is brought to the Overview and Scrutiny Commission for discussion prior to finalising it.</p>	<p>The guiding principles and questions will be presented to OSC for discussion.</p>	<p>TBC with Head of Democratic Services</p>	<p>The business case template (including appendices) and guiding principles are presented with this update. See Appendix A and B for details.</p>
<p><b>Recommendation 4</b></p> <p>That Cabinet should ensure there is support provided to service managers who are</p>	<p>A checklist will be developed drawing on the experience of services that have already transitioned to alternative delivery models.</p>	<p>August 2017</p>	<p>A toolkit for use by services considering a shared service arrangement has been drafted that signposts users to existing resources, suggests early conversations with specific points of contact across the business, and</p>

Recommendation	Action Agreed	Timeline	Update
exploring the feasibility of establishing a new shared or outsourced service so that these managers can draw on learning and expertise that already exists within the council. This should take the form of an on-line resource such as a checklist of issues to consider and contact details of officers who can provide advice and support. The resource should also include guidance on developing and complying with the standardised business case for the service as set out in recommendation 2 above.			provides further reading and tips. See Appendix C for details.  Guidance on developing and complying with the business case template is available on the intranet.
<p><b>Recommendation 5</b></p> <p>That the Corporate Management Team should ensure that service managers have a mandatory appraisal objective to familiarise themselves with best practice elsewhere and consider how best to incorporate this in their service delivery.</p>	<p>CMT will continue to deliver the agreed programme of leadership development over the coming 18 months.</p> <p>The TOM development/refresh process will be refined for its next iteration to include more direct, dedicated support and challenge as per response to Recommendation 1 above.</p>	<p>Ongoing to mid 2018</p> <p>June 2017</p>	<p>The programme of leadership development continues to be delivered to managers across the organisation.</p> <p>The TOM refresh guidance has been refined to include more direct, dedicated support and challenge as per response to Recommendation 1 above.</p>
<p><b>Recommendation 6</b></p> <p>That the Corporate Management Team should ensure that a training or briefing resource is developed for officers in those corporate teams (such as HR, IT, finance and facilities) so that they understand the delivery model and likely support requirements of the council's shared services.</p>	<p>Work will be undertaken with representatives from services currently working in shared arrangements to develop a briefing resource for officers in corporate teams.</p>	<p>July 2017</p>	<p>Interviews were carried out with managers from four service areas (Libraries, Waste Services, Legal and Regulatory Services) who had already been involved in discussions around moving to shared or outsourced services. Although not all had decided to move to new arrangements, their experiences enabled requirements to be captured for a number of support services – HR, Finance, IT and Facilities, as well as suggestions for where this support may need to be enhanced.</p> <p>The findings of these interviews have been combined into a briefing resource for staff in those support services. Together with the toolkit, this will be reviewed by Corporate Services DMT for completeness before publication as part of the TOM process.</p>
<p><b>Recommendation 7</b> That the Overview and Scrutiny Commission should invite the Chief Executive to present a report annually to set out how challenge has been embedded, what choices have been made by service managers on models of service delivery, what changes resulted from the challenge process and what options were rejected and why.</p>	<p>The Chief Executive, working with CMT, will respond to the invitation with a report drawing on the mechanisms set out within this report to provide an overview of how alternative delivery models are being considered and changes resulting from this process.</p>	<p>July</p>	<p>This update, together with the previous update in July 2017, responds to this recommendation. Updates on choices for service delivery will be reported after the TOM process.</p>
<p><b>Recommendation 8</b> That the Overview and Scrutiny Commission (or relevant Panel) should receive a report on the proposed</p>		<p>Ongoing</p>	<p>CMT continues to discharge this recommendation through the forward plan mechanisms which highlights to the Commission any significant decisions on</p>

Recommendation	Action Agreed	Timeline	Update
<p>establishment of large or strategically important shared or outsourced services at a point in time when there is an opportunity to have some influence on its development. There should be further reports to review the operation, performance and budget of the service 15 months after the start date and when the agreement is due for review.</p>			<p>service reconfiguration.</p>

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

- 4.1. The work to develop guiding principles and supporting materials has involved officers across the organisation with experience of selecting and implementing alternative delivery models and a number of managers providing key corporate services.
- 4.2. The Commission are asked to comment on draft guiding principles and business case guidance for services considering alternative delivery options (Appendices B and C).

#### **5 TIMETABLE**

- 5.1. The table within this report sets out the timescales for delivery.

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

- 6.1. The council faces considerable financial pressure in current and future years. The delivery of the activities set out in this executive response will ensure the organisation continues to deliver services in the most efficient and effective way.

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

- 7.1. Changes to service delivery models will have legal and statutory implications (e.g. TUPE and delegation of statutory functions). Consideration of this will be incorporated within the proposed guidance/supporting information to be developed to ensure this is adequately accounted for and managed on a case by case basis.

#### **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. Changes to service delivery models will require careful assessment and management of risk. Consideration of this will be incorporated within the

proposed guidance/supporting information to be developed to ensure this is adequately accounted for and managed on a case by case basis.

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

- 11.1. Appendix A: Business Case (template, financial spreadsheet and benefit profile)
- 11.2. Appendix B: Guiding Principles for a Shared or Outsourced Service
- 11.3. Appendix C: Building a Shared or Outsourced Service Toolkit

**12 BACKGROUND PAPERS**

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

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**Project name:**

Project manager	
Project sponsor	

**Version control**

Originally created: [dd/mm/yy]	Created by:
Date of sign off: [dd/mm/yy]	Signed off by:

Revision date	Version no.	Summary of changes	Sign off date
[dd/mm/yy]	v0.1	[draft]	
[dd/mm/yy]	v1.0	[signed off]	

**Distribution list**

Name	Title	Date

**1. Project description**

[Issues to consider include: What is the problem or issue you are facing? What are you proposing? What are the drivers? Why now?]

**2. Target Operating Model (TOM) reference**

[Link to Departmental TOM (include page reference) and / or any other relevant corporate strategies]

**3. Business need**

[Why do you really need to do this? What are you expecting to happen? What will be different? What might happen if you don't do it?]

**4. Benefit summary (Benefit profiles attached as Appendix A)**



[Provide details of each key benefit in a benefit profile, and attach them as an appendix to this Business Case. For each benefit where you have completed a profile, supply the benefit name, category, and owner in the table below. Quality is more important than quantity. These do not necessarily have to be financial. If you have identified other benefits that are not as significant, or are not quantifiable, please describe them briefly in free text below the table.]

Benefit name	Category	Benefit owner
	Choose an item.	
	Choose an item.	
	Choose an item.	

### 5. Options considered

[Set out the options that have been explored including 'do nothing', and explain the advantages and disadvantages of each one. You may find a PESTLE analysis useful to help you do this – Political, Economic, Social, Technological, Legal, and Environmental]

Option	Advantages	Disadvantages
1. Do nothing		
2.		
3.		

#### Recommended option

[Recommend one course of action, explaining why it is preferable to the others]

### 6. Resources (Financial spreadsheet attached as Appendix B)

#### Financial

[Include all costs – capital (one-off) and revenue (ongoing). Identify the source of the funding, and clearly indicate what is included and / or excluded from the Medium Term Financial Strategy]

Total = £

#### Internal

[What level of input are you going to require from colleagues across Merton? Consider who will need to be part of your project team and how much time they will need to dedicate to this. Is your project going to require time and engagement from services





across the Council? You will need to discuss with the managers of those services so staff can be made available at a mutually convenient time. Also give thought to how much support you will require from Corporate Services teams – speak to relevant service managers about your project to understand whether you will need them, and if so, how much time they think will be necessary.

Consider the following service areas in particular: Communications, Corporate Change, Continuous Improvement, Customer Contact, HR, Information Governance, IT – Service Delivery, IT – Systems, IT – Training, Facilities Management, Finance, Legal, Procurement, Transactions].

### 7. Comments and sign off

<b>Business comments</b>	[name and job title]	[comments from relevant Business Partner(s)]
<b>Financial comments</b>	[name and job title]	[comments from relevant senior financial adviser(s) or Assistant Director Resources]
<b>Technical Design Authority (TDA)</b>	[date of TDA meeting / outcome of TDA decision, or n/a if not relevant]	
<b>Project comments</b>	[name and job title]	[comments from project sponsor or Director]
<b>Continuous Improvement comments</b>	[name and job title]	[comments from member of the Continuous Improvement Team if being submitted to MIB or TDA]

### 8. Appendices

Appendix A: Benefit profile(s)

Appendix B: Financial spreadsheet

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Description	[Project name]																			
	Year 1 (2018-19)				Year 2 (2019-20)				Year 3 (2020-21)				Year 4 (2021-22)*				Total			
	Capital (£)	Revenue (£)	Internal		Capital (£)	Revenue (£)	Internal		Capital (£)	Revenue (£)	Internal		Capital (£)	Revenue (£)	Internal		Capital	Revenue	Internal	
		Days	Cost (£)			Days	Cost (£)			Days	Cost (£)			Days	Cost (£)			Days	Cost	
																	0	0	0.0	0
																	0	0	0.0	0
																	0	0	0.0	0
																	0	0	0.0	0
																	0	0	0.0	0
																	0	0	0.0	0
<b>Total expenditure</b>	0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0.0	0
																	0	0		
																	0	0		
																	0	0		
<b>Total income / savings</b>	0	0			0	0			0	0			0	0			0	0		
<b>Net expenditure (expenditure - income)</b>	0	0			0	0			0	0			0	0			0	0		
<b>Amount already funded in Medium Term Financial Strategy (MTFS)</b>																	0	0		
<b>Additional funding required</b>	0	0			0	0			0	0			0	0			0	0		
<b>Confidence of projection</b>	Capital	Revenue	Internal		Capital	Revenue	Internal		Capital	Revenue	Internal		Capital	Revenue	Internal					
<b>Total net resource requirement</b>	Capital (£)	Revenue (£)	Capital + Revenue (£)		Internal Days	Internal Cost (£)														
	0	0	0		0.0	0														

\* Assumes Recurs 2021-22 and onwards

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[Please use this template to capture your project's key benefits. If there is more than one key benefit you may need to complete more than one profile. There may be other benefits that your project will deliver which you do not think are as important – you should reference these in your Business Case but you do not need to complete profiles for them.]

<b>Project name</b>	
<b>Benefit name</b>	[Short and easy to understand: for example 'increased customer satisfaction']
<b>Benefit category</b>	Choose an item. [Select one category from the drop down list above. Please do not create your own category. For a description of the benefit categories, see the next page]
<b>Benefit description</b>	[How will things be different?]
<b>Benefit owner</b>	[Usually a manager responsible for service delivery]
<b>Benefit sponsor</b>	[Usually the Project Sponsor or another senior manager]
<b>TOM or service plan reference</b>	[Give a specific reference to page or paragraph. Also indicate how it will contribute towards Merton becoming <a href="#">London's Best Council</a> by 2020]

<b>Metric</b>	[Use existing KPIs where possible, and make it SMART: <b>S</b> pecific, <b>M</b> easurable, <b>A</b> chievable, <b>R</b> elevant, <b>T</b> imebound]
<b>Baseline</b>	[Give the current or most recent performance (provide dates) so there is a basis for comparison]
<b>Risks to realisation</b>	[What other factors might prevent the benefits from being realised? These may not necessarily be in your control]
<b>Benefit realisation dependencies</b>	[What needs to happen / what other activities need to take place to make sure the benefits can be realised? These may not necessarily be in your control]
<b>Benefit forecast and monitoring</b>	[Give a timeline of when you expect these benefits will be realised, and how and when performance will be monitored. This might be annually, quarterly, or monthly]

<b>Benefit owner sign off</b>	[confirmation and date of sign off]
<b>Benefit sponsor sign off</b>	[confirmation and date of sign off]



**Benefit categories**

These categories are aligned with the outcomes set out in the [Business Plan 2015-2019](#), and are also used in service planning.

No.	Category	Description
1	Improved efficiency (savings)	There are cashable savings which can be deducted from budget lines.
2	Improved effectiveness	We are doing more for the same or lower cost. The effectiveness of people, services, and outputs has been improved without increasing the budget.
3	Economic outcomes	There are economies of scale (e.g. in procurement, ways of working, shared services, etc.). There is maximised income or reduced risk of loss of income.
4	Improved reputation	The reputation of Merton is protected or enhanced.
5	Improved customer experience	Customer satisfaction and resident wellbeing has improved. Our diverse population has equal access to services and vulnerable people are protected.
6	Improved staff skills and development	The capability and capacity of our workforce has increased.
7	Risk reduction and compliance	There is compliance with legislation, disaster recovery, and business continuity plans. Or the avoidance of loss, incurrance of legal action or costs.
8	Improved sustainability	There is improved environmental sustainability e.g. waste minimisation, pollution control, recycling, energy saving, etc.
9	Infrastructure renewal	Existing assets have been replaced or renewed. This does not apply to new infrastructure work.



This document is designed as a supplement to the Merton Approach to Projects (MAP) methodology. It is especially for use when developing a business case for shared or outsourced service arrangements because it contains guiding principles to ensure that you are considering the right things.

It uses and builds on the seven dimensions of change identified by CIPFA as central to establishing successful shared services, and is based on the lessons we have learned as a council from our own experiences.

<p><b>Purpose</b></p>	<p>The business case...is clear about what the service is trying to achieve. There is an accepted understanding about the objectives of the change and the effect they will have on the final proposals.</p> <p><u>Key questions</u></p> <ul style="list-style-type: none"> <li>- Are you trying to deliver 'more for less', or 'different for less'?</li> <li>- Is there an agreed vision of what you are trying to achieve?</li> </ul>
<p><b>Content &amp; processes</b></p>	<p>The business case ... is clear about what is actually provided by the service/s and sets out which elements will and will not be shared or outsourced. There is an understanding about the procedures that are followed and where they align and where they will need to be altered. Consideration is given to whether processes are as efficient as possible, prior to the move to share or outsource the service.</p> <p><u>Key questions</u></p> <ul style="list-style-type: none"> <li>- Have your Director and Lead Member given a steer about what should be in and out of scope?</li> <li>- Have you specified and prioritised the elements of the service that will be (or are intended to be) shared or outsourced?</li> <li>- Have you reviewed and leaned your current ways of working and exploited any in-house efficiency gains before you consider sharing or outsourcing?</li> </ul>
<p><b>Technology &amp; Information</b></p>	<p>The business case ... contains details of the tools people work with and how information is accessed. It is clear about any investment required to align or re-procure systems or IT infrastructure and has assessed the risk in sharing information in the proposed shared arrangements.</p> <p><u>Key questions</u></p> <ul style="list-style-type: none"> <li>- Have you discussed with your Business Systems Manager the impacts and implications of the proposed service</li> </ul>

## Business Case Development

### Guiding Principles for Shared or Outsourced Services Arrangements



	<p>delivery arrangements on your current back office systems?</p> <ul style="list-style-type: none"> <li>- Will you need to procure new software or hardware?</li> <li>- Have you completed a Privacy Impact Assessment (PIA) in conjunction with colleagues in the Information Governance team?</li> </ul>
<p><b>Organisational Structure</b></p>	<p>The business case ... has clarity on how leadership arrangements will change in the proposed structure. There are established lines of responsibility showing who reports to whom, who works with whom and spans of control.</p> <p><u>Key questions</u></p> <ul style="list-style-type: none"> <li>- If there are proposals for a shared service, will Merton be the lead partner? If not, what will the nature of our role be, and what will that mean for our reporting structure?</li> <li>- How have you established the willingness of the other organisation(s) to collaborate? Are senior stakeholders on board?</li> <li>- If there are proposals for an outsourced service, what impact will this have on the current organisational structure and reporting arrangements?</li> </ul>
<p><b>Job roles &amp; grades</b></p>	<p>The business case ... links the content above with information about the job roles that are required. There is agreement about the duties each person must carry out, their areas of responsibility and their authority to make decisions (the impact of any changes on salary scales has been acknowledged and costed).</p> <p><u>Key questions</u></p> <ul style="list-style-type: none"> <li>- Have you considered additional staffing implications such as training needs or recruitment costs?</li> </ul>
<p><b>Location</b></p>	<p>The business case ... has options for where work will be undertaken and whether relocation and commuting costs will be compensated for. The plans here take into account the One Public Space vision to rationalise public sector space and share with partners wherever feasible.</p> <p><u>Key questions</u></p> <ul style="list-style-type: none"> <li>- Where will staff be based or operate out of?</li> <li>- Will the new service delivery arrangements require Merton to provide more or less space for staff (as well as things like equipment)?</li> </ul>
<p><b>Employment relationship &amp; branding</b></p>	<p>The business case ... sets out who the employer will be and sets out the implications this may have on the employee's sense of identity. There are change management approaches in place to support this transition.</p>



## Business Case Development

### Guiding Principles for Shared or Outsourced Services Arrangements



	<p><u>Key questions</u></p> <ul style="list-style-type: none"> <li>- Have you liaised with the Corporate Change Manager to discuss the potential impacts of the proposed service delivery changes?</li> <li>- Have you factored these considerations (and any risks they pose) into your assessment of the options?</li> </ul>
<p><b>Staffing levels &amp; structures</b></p>	<p>The business case ... sets out whether staff will be transferred (or not) and the timescales and approach for this. It details how many posts are needed and whether staff are expected to work across organisational boundaries.</p> <p><u>Key questions</u></p> <ul style="list-style-type: none"> <li>- Have you consulted with colleagues in HR about any potential TUPE implications and costs?</li> <li>- Have you assessed the resources and time needed if a restructure is required?</li> </ul>
<p><b>Finance</b></p>	<p>The business case ... looks at detailed financial modelling for all options being considered, including full-life costs for each possible delivery model.</p> <p><u>Key questions</u></p> <ul style="list-style-type: none"> <li>- Does your modelling cover all possible economic considerations, such as the administrative costs of managing a provider (or another local authority's staff)?</li> <li>- Has your Service Financial Adviser (SFA) signed off your modelling?</li> </ul>

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# Building a Shared Service Toolkit

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A toolkit designed to support staff embarking on a shared service arrangement by bringing together existing resources and points of contact to help every step of the way.

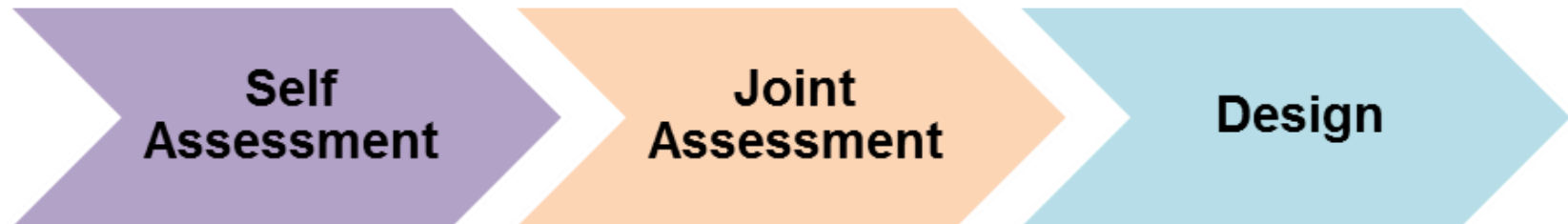


## Introduction

Deciding to embark on a shared service arrangement is an exciting prospect, but it may feel daunting. This quick reference guide is designed to make sure you have considered all the essentials, used the tools already at your disposal, and been signposted to the best people to speak to at each stage.

Shared services can be defined as collaboration between public sector bodies to deliver services or to provide facilities.

This document uses a three step model to help you plan your journey from single to shared service.



**Self  
Assessment**

**Joint  
Assessment**

**Design**

### **Step 1:**

You have started to think about becoming a shared service and you want to assess whether it is feasible.

### **Step 2:**

You have identified potential partners to share services with and you want to assess whether your aims are compatible.

### **Step 3:**

You are committed to becoming a shared service and ready to develop the business case for the change.

## Self Assessment

## Joint Assessment

## Design

If you answer YES to the questions below, it might be time to consider a shared service...



Are leaders committed to becoming a shared service?

Do you have the right relationships with the right people?



Are you good enough at what you do to make an attractive offer to others?



### Key tools:

Target Operating Models (TOMs) are used in Merton to plan services for the next five years. The 'Organisation Layer' will help you consider alternative delivery models.

Find out more [here](#).

### 10 Top Tips for Managers

You can access a more detailed version of this document with explanations of each tip [here](#).

- 1) Establish vision and trust
- 2) Build a collaborative advantage
- 3) Build your in-house capacity to share
- 4) Get lean before you share
- 5) Be clear about what you don't want to share
- 6) Be innovative
- 7) Be bold but realistic
- 8) Pick the right partner (or partners)
- 9) Learn from others
- 10) Be agile

Don't forget to hold early discussions to ensure relevant Councillors (Portfolio Members) are briefed and in touch with their counterparts in other boroughs

### Meet the LBM experts...

Believe it or not, Merton Council has been sharing services since 2009! This means we have a pool of experts who can discuss their experiences, help you avoid any pitfalls, and listen to your ideas.



Why not get in touch (and stay in touch!) with those that have done it all before?

**South London Legal Partnership**  
Paul Evans, Fiona Thomsen, & Paul Phelan  
**South London Waste Partnership / Phase C**  
Kathryn Wittams-Smith & Charles Baker  
**Regulatory Services**  
Paul Foster & John Hill



**Further reading** to help you think about the people side of change:

- Linda Holbeche's 'Reaping the Benefits of Mergers and Acquisitions'.
- Sue Cartwright & Cary Cooper, 'HR Know-how in Mergers and Acquisitions' published by CIPD.

Self  
Assessment

Joint  
Assessment

Design



### Key tools:

Merton Approach to Projects (MAP) methodology has a Project Plan template that can be used to draft the roadmap for your change.

Find out more [here](#).

### Lessons Learned

Shared arrangements are complex and will bring together two or more different ways of working.  
Seek early advice on...

- 1) Ensure all partners have **clear expectations** about what they all want prior to implementation
- 2) Joint scope – be clear about **which parts of the service you want (and do not) want to share**. Remember you can always expand the service later!
- 3) Joint **financial arrangements** - be clear about joint budgets, income and overheads.
- 4) Joint procurement strategies – **how will the shared service procure** its technology and kit?
- 5) Joint facilities – **is co-location essential** and will it incur extra costs (relocation & travel)?
- 6) Consulting with and managing the expectations of your **elected members**.

### Meet the LBM experts...



Your internal support network will be crucial at all stages but during the joint assessment, it is essential that you work with LBM corporate services to ensure that the requirements of your shared service can be supported.

Discuss and develop your plans in collaboration with the experts who can help you see the art of the possible!

#### IT Systems and Infrastructure

Clive Cooke, Richard Warren & Alkesh Dudakia

#### Finance (including budgets & pensions contacts)

Bindi Lakhani & Tom Bidwell

#### HR (TUPE, restructures, recruitment, etc.)

Kathryn Wittams-Smith

#### Procurement

Dawn Jolley & Charles Baker



**Further reading** to help you think about the organisational side of change:

- Esther Cameron & Mike Green, 'Making Sense of Change Management: A Complete Guide to the Models, Tools & Techniques of Organisational Change'.

## Self Assessment

## Joint Assessment

## Design

A specific focus on **culture** should be built into the development of any shared service.



Putting in place a robust shared **governance** framework to help steer the new service is vitally important.

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### Key tools:

Merton Approach to Projects (MAP) methodology has a [Business Case template](#).

Be sure to use the 'Guiding Principles for Shared Services' when writing your Business Case.

Find out more [here](#).

### Don't proceed without...

These lessons learned are summarised from the 'Four borough shared Legal Services close down report' by Gareth Young. You can read the full report [here](#).

- 1) Staff **ownership** – no matter how prescribed the change, the more staff can be involved in designing their new service, the better.
- 2) A **business case** detailing the **benefits** that can be expected. This must be **signed-off** before delivery commences.
- 3) A **budget** for **set up** costs that is signed off by all parties.
- 4) A **communications plan** to inform staff (& residents where applicable) of the changes to expect and the communications **channels** in place.
- 5) A **dedicated project manager** to coordinate the change and ensure adequate planning and oversight is in place.

### Meet the experts...

The services that you wish to share with will have their own pool of experts; those who have created and worked in shared services, and those in corporate roles supporting shared arrangements.

Remember to share your thoughts and concerns with these people as they will often be able to help you.



**It is good to rub, and polish our brain against that of others.**

*Michel Eyquem de Montaigne*



**Further reading** to help you think about the organisational structure side of change:

- [Sharing the Gain: Collaborating for cost-effectiveness](#), published by CIPFA.
- [Shared Services handbook](#), published by Deloitte

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**Meeting:** Overview & Scrutiny Commission  
**Date:** 20 February 2018  
**Subject:** Merton Registration Services  
**Lead Member:** Councillor Mark Allison  
**Lead officer:** Sean Cunniffe, Head of Customer Contact  
**Contact:** [sean.cunniffe@merton.gov.uk](mailto:sean.cunniffe@merton.gov.uk) - 020 8274 4901

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## **Recommendation:**

1. To acknowledge content within the report and feedback any observations on the work outlined to enhance the service and reputation of Merton Registration Services.
- 

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

- 1.1 The Overview & Scrutiny Commission (OSC) are asked to acknowledge the work of the Registration Service and consider whether or not it wishes to consider a further mini task group review.

## **2. BACKGROUND**

- 2.1 The responsibility for Registration Services was transferred from Crown Officers to local authority officers in December 2007. The General Register Office is part of Her Majesty's Passport Office (a division of the Home Office) and oversees civil registration in England and Wales.

We are required to provide the GRO with an annual report and service delivery plan. The returns for 2017 are attached as Appendix 1 and 2 together with the customer engagement strategy for 2017 as Appendix 3. The GRO responded to our 2017 return with:-

“It is welcoming to report the very good level of compliance against the statutory and operational standards and especially in meeting the national standard for birth registrations. In terms of deaths, I note the issues you have with the flow of MCCD paperwork and customer choice and also with the coronial service. Moreover, I note the excellent achievements around customer service with your high attainment levels for appointment waiting times.

Thank you for submitting your self-assessment against the PPCF framework. On the basis of your reported information, GRO has a sufficient level of assurance regarding compliance with the framework...”.

We are also members of the Local Registration Services Association (LRSA) that has been established to represent and co-ordinate the interests of its members on a national level. Its objectives are to assist and support service managers, enabling them to deliver efficient and effective registration services to their local communities, whilst continuing to develop service excellence and share best practice.

2.2 Merton Register Office is based in the Grade 2 listed building Morden Park House. It is set in a beautiful park with delightful marriage rooms and enables us to perform our statutory functions of the registration of Births, Deaths and Marriages.

The building was restored with the help of the Heritage Lottery Fund. The interior has a number of contemporary features including a marble paved entrance hall, a grand imperial type staircase with wrought iron balustrades and other contemporary fittings.

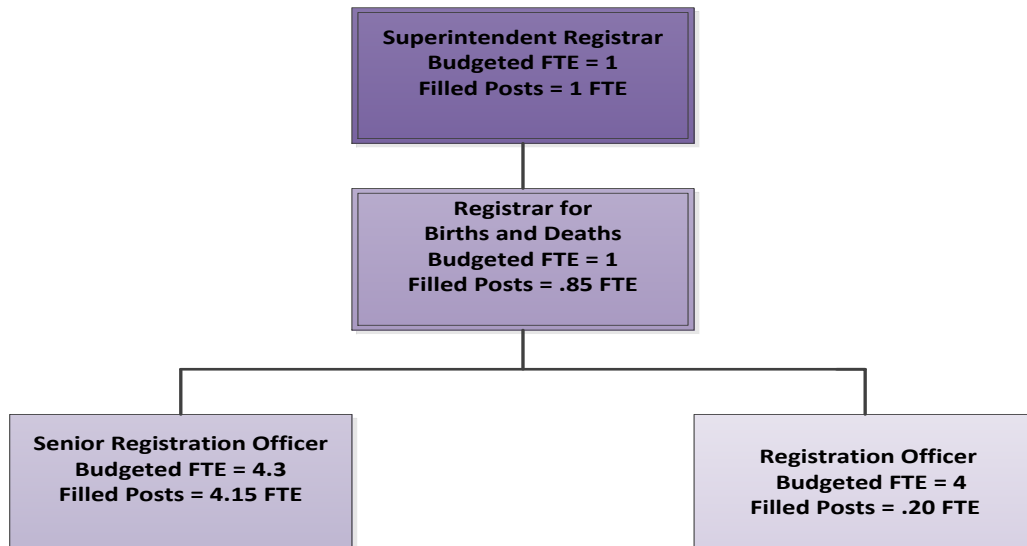
It receives regular maintenance upkeeps in order to maximise its earning potential and comply with the standards outlined by English Heritage. It regularly exceeds budgeted surplus requirements.

The building houses a walled courtyard that has fallen into a poor state and requires extensive work to become fit for purpose as a dedicated outdoor wedding venue. See Appendix 4, at the end of the report, for pictures of completed works as of 09.02.18.

2.3 The registrars service includes:

- Registration of all births, deaths and stillbirths occurring within the Merton Registration district – a statutory function.
- Custody of the registers relating to births, deaths and marriages from the Merton district since 1837 and can, on request, issue copies of the entries.
- Conducting and registering all civil marriage ceremonies and all civil partnership registrations occurring within the Merton Registration district.
- Offering support to clergy and authorised persons registering marriage throughout Merton registration district. We also monitor their marriages and offer in house training when required.
- A nationality checking service for prospective new British citizens from anywhere in the UK. We are also part of the European Passport Return Service (EPRS) for those EEA and Swiss nationals wishing to take up permanent residence.
- Arranging and conducting all citizenship ceremonies occurring within the Merton Registration district.
- Conducting Naming Ceremonies and Renewal of Vow Ceremonies.
- Inspection and licensing of other venues for the purpose of hosting civil wedding ceremonies and civil partnership registrations.
- Hosting wedding fayres every 6 months.

2.4 The permanent staffing structure is detailed below and this is supplemented by over 15 casual staff that predominantly assists during periods of peak demand and weekend ceremonies.



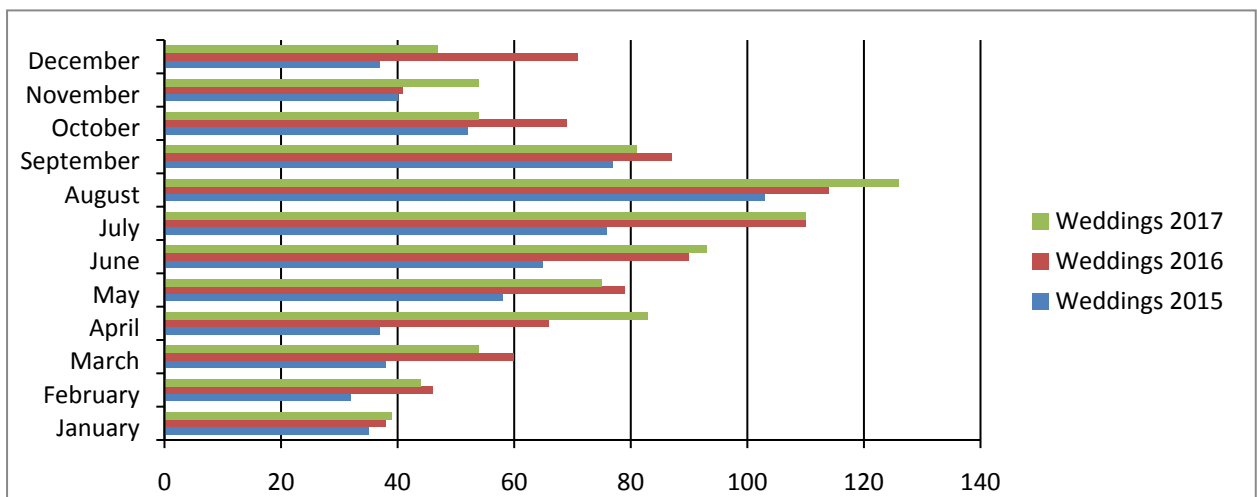
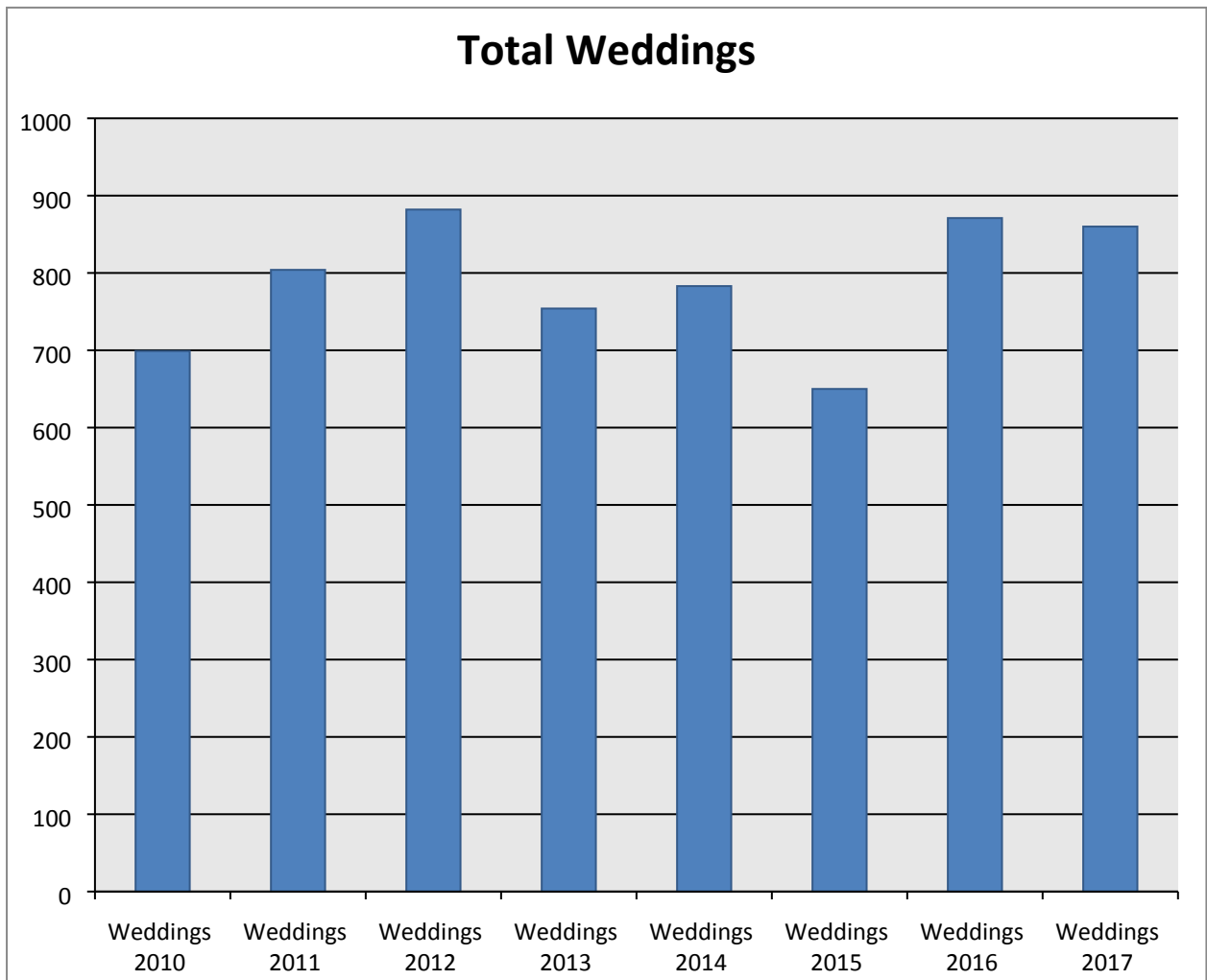
The total budget, including all staffing and associated costs, together with projected income has shown a year on year surplus, above budgeted target, since 2013 to date. This has included income targets being increased to contribute to the overall budget setting process of the Council.

YEAR	EXPECTED BUDGET	ACTUAL
2015 – 16	-96,080	-99,553
2014 - 15	-97,970	-158,625
2013 - 14	-63,410	-138,790

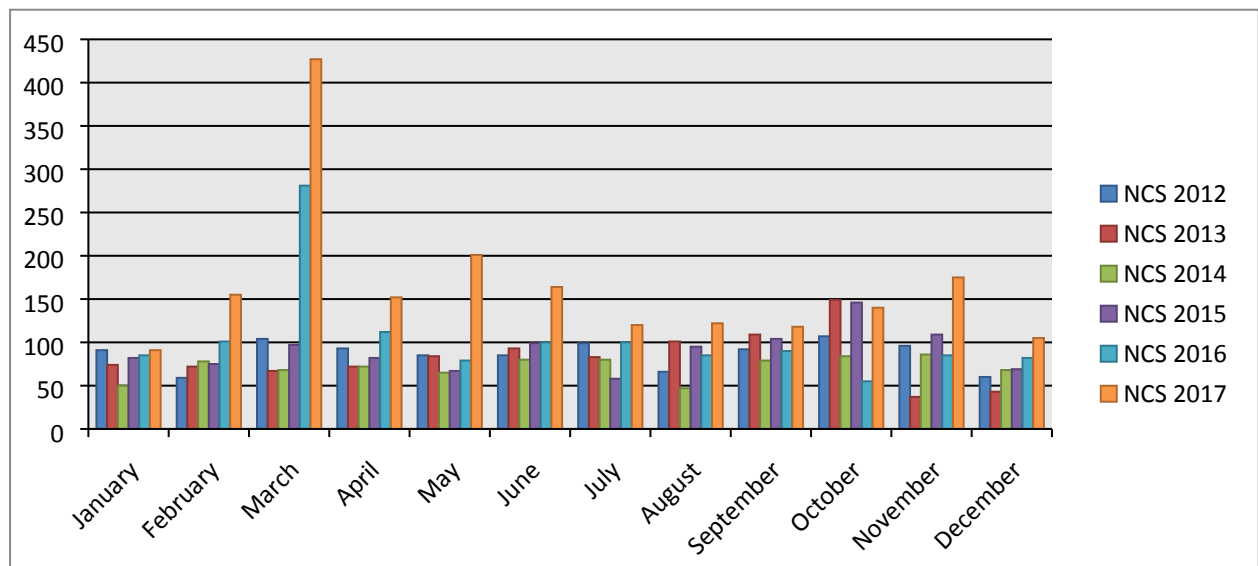
We annually review our fees and charges, some of which are governed by GRO and applied nationally. Where locally agreed we benchmark against neighbouring Boroughs and local private providers. We are also flexible in our approach and alter charges for special days if required.

The Registration Service is facing a number of key challenges to its customary income streams, following decisions of Central Government. This is covered in later in the report with details of the deletion of services and work already being undertaken to potentially fill the gap.

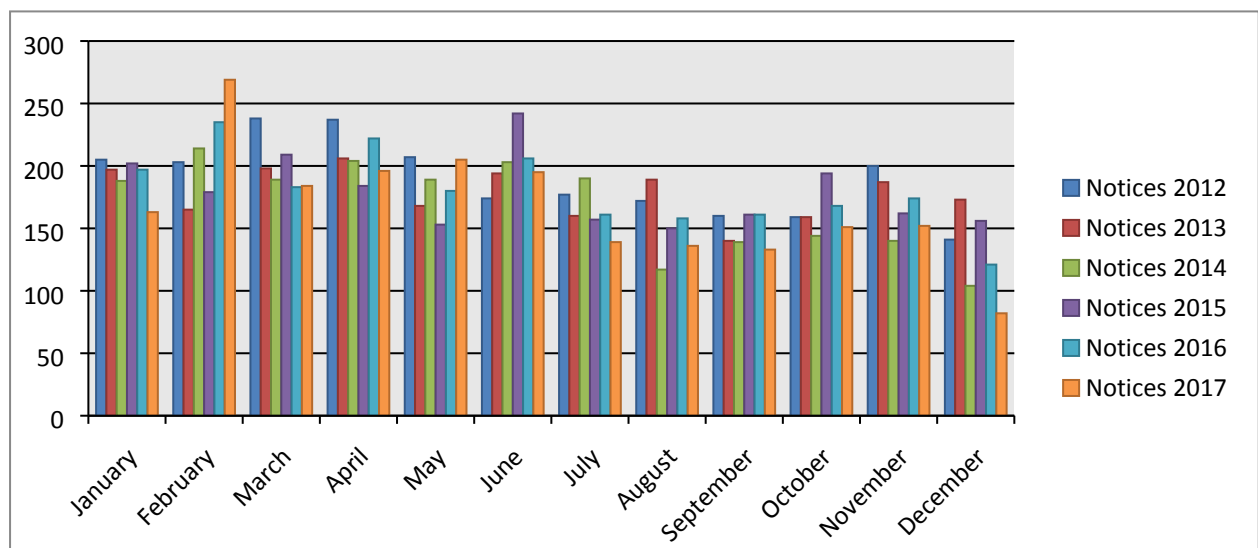
### 3. CURRENT PERFORMANCE



## Nationality Checking Service (NCS)



## Notices of marriage or civil partnership



## 4. Going Forward

- 4.1 Central Government has announced they are promoting online citizenship applications from January 2018. It is their intention to create a new document certify and sending service from this date. This is in line with their digital inclusion strategy.
- 4.2 It is expected that this new service will largely supersede the Nationality Checking Service (NCS), (at the time of this report exact details remain unclear).

- 4.3 Central Government have also announced that all services provided by Local Registration Services, in partnership with the Home Office, will cease from October 2018. This includes NCS, EPRS, Nationality Document Return Service (NDRS) and Settlement Checking Service (SCS). This will have a significant impact on one of the services key income streams.
- 4.3 In order to sustain our income potential a number of initiatives have either already commenced or are being considered. These include;
- An overhaul of the existing courtyard to create an outdoor wedding venue. This is being achieved in conjunction with nearly 60% of the total cost being borne by private donations (see pictures of works completed to date at the end of this report).
  - Recent procurement of a new on-line booking system, aligning ourselves with neighbouring Councils, providing efficiencies in manual processes and maximising appointment potential.
  - Marketing of alternate days and months for weddings by way of price promotions.
  - An increase in the number of wedding fayres being considered and aligning one each year to a specific market i.e Afro-Caribbean and Asian.
  - Consider the use of the House and Courtyard for other events such as wine & cheese tasting or beer & sausage festivals.
  - Aggressively marketing the House and the Courtyard through a dedicated website, together with a virtual tour of the facilities and surrounding area.
  - Offering exclusivity to the House and marquee/kitchen facilities.
- 4.4 In 2012, following a period of shared management, Merton and Sutton Council's embarked on a joint exercise regarding the potential for a shared service. Albeit extremely problematical it has been proved possible in other areas. Unfortunately it was felt that there were no financial benefits or efficiencies for Merton to progress at that time.
- 4.5 Further dialogue has taken place with a number of neighbouring Councils to ascertain the potential of Merton sharing a Registration Service with another district. This has included initial discussions with LB Wandsworth but they felt they needed to embed their joint venture with LB Richmond (who are leading on Registration matters) before consideration would be given to a tri-borough approach.

Discussions remain ongoing, with the latest involving the London Borough of Hackney. Our Superintendent Registrar has recently submitted his resignation and is due to join them in April 2018. It is hoped that we can negotiate a shared management function, similar to what we had with LB Sutton some years ago.

This will also apply if Central Government ever pass legislation regarding the requirement for local authorities to have a medical examiner. This was part of the recommendations following the Dr Harold Shipman case but has yet to find Commons time, despite numerous circulars stating that it was pending.



























### Local Authority Annual Performance Report 2016-17

Local Authority: Merton

#### Introduction

Proper Officers are required to provide annual assurance to the Registrar General in relation to service delivery, performance, public protection & counter fraud and the requirements set out in the Registration Acts.

In order to complete your Annual Performance Report you should refer to 'The Proper Officers Guide to Registration Service Delivery' (the PO Guide) and associated appendices. For guidance go to the Registrar's Website <https://gro-extranet.homeoffice.gov.uk>. For ease of reference, the relevant sections of the PO Guide have been listed within each element of this template (parts A-F).

The GRO Compliance & Performance Unit will use this report to identify future engagement requirements and will undertake local field checks to ensure that the information provided is accurate and appropriately reflects local authority performance.

If you have any problems in completing the report please contact your Compliance Officer – Steve Ralph ([steve.ralph@gro.gsi.gov.uk](mailto:steve.ralph@gro.gsi.gov.uk))

## Part A: Key Performance Indicators and Key Performance Targets

In this section you are required to report on your performance in terms of registration timeliness and appointment availability for 2016/17. In the "comments" section of the tables please explain the reasons for any under-performance, trends identified between the two years and where appropriate provide details of any proposed remedial action or good practice. To assist in the completion of this section, please refer to PO Guide 6.2-6.5 and appendices A1: Good Practice Guide: Statutory Standards and A2: Good Practice Guide: Operational Service Delivery and Performance Standards.

<b>Part A (i). Key Performance Targets / Indicators</b>			
<b>Registration timeliness</b> (national target)	<b>2015-2016</b> (CPU to populate)	<b>2016-2017</b> (Please provide percentage attainment level)	<b>Comments</b> (e.g. explanation of trend and remedial actions/ good practice undertaken)
Births - 98% registered within 42 days	95%	98%	
Still births - 98% registered within 42 days	N/A	N/A	
Deaths with MCCDs (no coronial involvement) - 90% registered within 5 days		84%	Local analysis suggests that this is driven by the speed of medical practitioners and customer choice and is not controllable by the service.  Our Coroner has stated that Part A are of secondary importance to her.
Deaths with Part As (MCCDs with coronial involvement) - registered with 5 days		53%	
Deaths excluding Part B's and inquests - registered within 5 days	78%	80%	
Deaths with Part B's (Post Mortems excluding inquests - registered within 7 days	39%	41%	

<b>Part A (ii). Key Performance Targets</b>						
<b>Availability of appointments</b> (national target 95%)	<b>2015-2016</b> (CPU to populate)	<b>2016-2017</b> (Please provide percentage attainment level)	<b>Monitoring Methodology</b>			<b>Comments</b> (e.g. explanation of trend and remedial actions/ good practice undertaken)
			Electronic diary reports (tick)	Periodic diary checks (please state the frequency)	Other (please specify)	
Births & declarations within 5 days	100%	100%	✓	Daily		As all staff are multi trained and when shortages of appointments appear staff can be redeployed to meet timeliness targets.
Still-births within 2 days	N/A	N/A				
Deaths & declarations within 2 days	100%	100%	✓	Daily		
Notices for marriage and civil partnership within 10 days	100%	100%	✓	Weekly		

## Part B: Customer Engagement Strategy

In this section you are required to provide your customer engagement strategy. To assist in the completion of this section, please refer to PO Guide 6.30-6.32 and appendix A4: Customer Engagement Strategy Framework.

<b>Part B. Customer Engagement Strategy</b>		
<b>i)</b>	<b>Do you have a Customer Engagement Strategy?</b>	<b>Tick</b>
	Yes (please attach or provide a link in the comments box below).	✓
	No (please provide an explanation in the comments below).	
	Comments	
<b>ii)</b>	<b>Do you measure the level of customer satisfaction for the Registration Service?</b>	<b>Tick</b>
	Yes	
	No	✓
<b>ii)</b>	<b>If you measure customer satisfaction and you have numerical values of customer satisfaction please provide the latest figures and the dates to which they relate.</b>	
	These will be launched shortly.	
<b>iv)</b>	<b>Please provide details of how you measure the level of customer satisfaction including the methodology (e.g. survey, sample size and response rate).</b>	
	The size of the services precludes a survey providing accurate data as a response rate of around 50% would be needed to produce a sample large enough to give a 5% range of confidence.	

## Part C: Public Protection and Counter Fraud (PPCF) Framework

Before completing this section you should self-assess against **all** elements of the PPCF Assurance Framework.

Your findings from the self-assessment should be provided in the table below. In the “comments” box below, please provide details of remedial action being taken for elements of the PPCF framework that are not currently being met.

The GRO Compliance & Performance Unit will undertake local field checks to ensure that the information provided is accurate and appropriately reflects local authority performance.

To assist in the completion of this section, please refer to PO Guide 6.6-6.29 and appendix A3: Public Protection and Counter Fraud Assurance Framework

Criteria	Monitoring in place for each element		Number of elements...	...of which	
	Yes	No Please detail, by number and title, elements not being monitored and proposed remedial action / work in progress (e.g. 7.3 Data protection: technical audits to be introduced )		Compliant	Not compliant Please detail, by number and title, non-compliant elements and proposed remedial action / work in progress (e.g. 1.1 Statutory deadlines: Training to be introduced to ensure earliest appointment offered)
1. Pre-Registration	Yes		6	6	
2. Point of Registration	Yes		8	8	
3. Post-Registration	Yes		12	12	
4. Certificates	Yes		4	4	
5. Service Models (where applicable)	N/A		4	N/A	
6. Sham Marriage	No	6.4 -'Chip & Check' Document Verification – no department has provided this equipment therefore it is difficult to comply with this requirement	4	3	6.4 -'Chip & Check' Document Verification – no department has provided this equipment therefore it is difficult to comply with this requirement
7. Data Protection	Yes		10	10	
8. Registration Online (RON)	Yes		5	5	
9. Stock and Security	Yes		8	8	
10. Other	Yes		6	8	

## Part D: Statutory and Operational Service Delivery Standards

Before completing this section you should self-assess against **all** statutory and operational service delivery standards. Your findings from the self-assessment should be provided in the tables below.

To assist in the completion of this section, please refer to PO Guide 6.2-6.5 and appendices A1: Good Practice Guide: Statutory Standards and A2: Good Practice Guide: Operational Service Delivery and Performance Standards.

Statutory Delivery Standards		
Are all standards met? (tick)	Yes	No
		✓
<ol style="list-style-type: none"> <li>1. Registration Appointments</li> <li>2. Events registered</li> <li>3. Declarations</li> <li>4. Requisitioning</li> <li>5. MCCD scrutiny</li> <li>6. Statistics collection</li> <li>7. Burial Certificates</li> <li>8. Corrections/re-registrations</li> <li>9. Notices of Marriage/CP</li> <li>10. Ceremonies/formations</li> <li>11. CP conversions</li> <li>12. Marriage/CP registered</li> <li>13. Bi-lingual Notices/Registrations</li> <li>14. Approved Premises Applications</li> <li>15. Office Plans</li> <li>16. Custody of records</li> <li>17. Index availability</li> <li>18. Certificate issue</li> <li>19. Quarterly Certified Copies</li> <li>20. Notifications (weekly returns)</li> <li>21. Sham marriage reporting</li> <li>22. Citizenship Ceremonies</li> <li>23. Citizenship certificates</li> </ol>	<p><i>If No, please list standards not met and provide details of planned remedial action</i></p>	

Operational Standards		
Are all standards met? (tick)	Yes	No
		✓
<ol style="list-style-type: none"> <li>1. Customer Service</li> <li>2. Business Continuity and Resource</li> <li>3. Leadership</li> <li>4. Learning and Development</li> </ol>	<p><i>If No, please list standards not met and provide details of planned remedial action</i></p>	

## Part E: Service Delivery Plans, Local Service Developments and Business Continuity

Local Authorities are required to have a Service Delivery Plan in respect of civil registration. In the tables below, please provide information confirming progress against your Service Delivery Plan for 2016/17 and any planned developments for 2017/18, including details of your Business Continuity Plan.

If it is more convenient you may attach a copy of your 2017/18 Service Delivery Plan.

To assist in the completion of this section, please refer to PO Guide 5.1-5.5; 5.20 and appendix F: Business Continuity Plan.

<b>E1. Progress against 2016/17 Service Delivery Plan</b>	
Register office refurbishment should begin shortly	
Closer working with other services are currently on hold due to merger of Wandsworth and Richmond	

<b>E2. 2017/18 Service Delivery Plan</b>	
	Tick
2017/18 Service Delivery Plan attached	✓
Service Delivery Plan not attached (please summarise key deliverables)	

<b>E3. Business Continuity Plan</b>		
Do you have a Business Continuity Plan?	Tick	Comments
Yes	✓	Please provide detail of when it was last reviewed and updated.
No		What actions are you taking to put one in place?

## Part F: Registration Scheme Related Issues and Service Delivery Plan 2017/18

You are required, for registration scheme purposes, to confirm that the information in the table below is included in your Service Delivery Plan. Please confirm that the following information is included and whether or not there were changes implemented during 2016-17 or if any are proposed in 2017-18. To assist in the completion of this section, please refer to PO Guide 3.4-3.8 and appendix C: Code of Practice.

F1. Please confirm that the following information, which is required for registration scheme purposes, is included in your current Service Delivery Plan		Tick
The number, names and boundaries of registration districts and sub-districts within the local authority		✓
The number of principal officer posts appointed within each district and sub-district		✓
The location of register offices, head offices and other service delivery points within each registration district (e.g. including hospitals and other outstations)		✓
Access and service availability times including emergency 'out of hours' arrangements; telephone numbers		✓

F2. Changes to Registration Service Provision					
	During 2016-2017		Planned for 2017-2018		If Yes please provide details below:
	Yes	No	Yes	No	
(i) Boundaries and districts		✓		✓	
(ii) Principal Officer Posts abolished and/ or created		✓		✓	
(iii) Service point locations		✓		✓	
(iv) Service opening times and telephone numbers		✓		✓	

Acknowledgement	
Document prepared by (name)	Tomas Dyson
Role in the registration service	Superintendent Registrar
Date	13/04/2017

### Declaration

I hereby confirm that this document provides an accurate reflection of civil registration performance of this local authority and declare that the local authority;

- continues to commit to meeting the national standards contained in the Good Practice Guide and the principles of the Code of Practice;
- is committed to the local application of the Public Protection and Counter-Fraud framework in accordance with the Home Office agenda; and
- understands that GRO will make available statistical performance data amongst local authorities to support regional and national performance benchmarking and improvement.

Name: SEAN CUNNIFFE	Date:
Signature:  (Proper Officer for Registration Matters)	21/04/2017

The completed report should be returned to [cpu@gro.gsi.gov.uk](mailto:cpu@gro.gsi.gov.uk) by 28<sup>th</sup> April 2017.



# London Borough of Merton

## Service Delivery Plan



Merton Registration Service  
April 2017

## **1. Introduction**

The London Borough of Merton recognises the importance of the registration service and is committed to providing a quality service direct to the public by:

- Registering all births, deaths, still births, marriages and civil partnerships
- Issuing certified copies of certificates from registers
- Taking notices of marriage and civil partnership and conducting marriage and civil partnership ceremonies at the Register office and approved premises in the Borough.
- Conducting Citizenship ceremonies
- Providing the Nationality Checking Service (NCS) Service and Settlement Checking Service (SCS)
- Assisting the public researching records of birth, deaths and marriages
- Conducting baby naming, renewal of vows and commitment ceremonies
- Providing accommodation for training and registration events

## **2. Extent of Area**

The Merton registration district comprises of the London Borough of Merton with a single district/sub district. There is only one registration post for births and deaths and one Superintendent Registrar

## **3. Location of offices**

The Register Office is located at Morden Park House, a Grade 2 listed building, approximately 15 minutes walk from the centre of the town. It is situated in parkland with car parking (pay and display) adjacent to the office.

### **i. Contract Details**

In writing: Merton Register Office  
Morden Park House  
Morden  
Surrey  
SM45QU

By e-mail: [register.office@merton.gov.uk](mailto:register.office@merton.gov.uk)

Online: [www.merton.gov.uk](http://www.merton.gov.uk)

Telephone 0208 274 5777  
Out of hours: Emergency contact details are relayed via the register offices number - 0208 274 5777

Out of Hours mobile (given out to Contact Centre for Sundays).

SR 0208 274 5777  
RBD 0208 274 5777

#### **4. New Governance Scheme**

The London Borough of Merton commits to meeting the national standards as set out in the Good Practice Guide (GPG). We will consult staff, stakeholders and service users on improving to 'Good' or 'Better' practice standards in the GPG.

#### **5. Commitment to Code Of Practice**

It is committed to providing the service delivery standards contained in the Code of Practice as an absolute minimum but will continue to develop services in accordance with the needs of Merton residents.

An annual report will be submitted to the Registrar General by the end of April of each year with the following year's service delivery plan. This report will show achievements as per the guidance and give the required assurances.

#### **6. Commitment to National Standards in GPG**

Merton Registration Service is committed to ensuring that it will deliver a service that will meet local needs and adheres to the National Standards for registration service delivery as set out in the Good Practice Guide.

It is also committed to continual improvement and to work towards the better or best practice standards as set out in the Good Practice Guide.

#### **7. Registration Service Structure**

The Registration service employs 8 permanent full time and part time staff. We also employ sessional staff to cover appointments and ceremonies as and when needed.

The following staff are post holders;

Superintendent Registrar -	Tomas Dyson
Registrar of Births & Deaths -	Ruth Jackson
Additional Registrar -	Ruth Jackson

#### **8. Structure, District Details and Organisation**

- The district and sub district name will remain Merton
- The Head Office will be the Merton Register Office, Morden Park House, Morden Park, Morden Surrey, SM45QU
- All historical records will be kept at the Head Office in the current approved repository in the Register Office
- 1 RBD
- 1 Additional Registrar
- The Proper Officer, Proper Officer's Representative will be based at the Merton Civic Centre, London Road, Morden, SM4 5DX

## 9. Service Availability

Merton Registration Service offers appointments for registrations between 09:00 and 16:30 Monday to Friday and weekends by appointment only.

A total of 20 Birth, Death, Still birth registration appointments and 100 notice of marriage or civil partnership appointments are available each week.

An out of hour's emergency service is available on Sundays and Bank Holidays. This provision is by an emergency contact number that links to Mascot out of hour's service.

Below are the opening times of the Registration Service.

Monday	Tuesday	Wednesday	Thursday	Friday	Weekend
09:00 – 16:30	09:00 – 16:30	09:00 – 16:30*	09:00 – 16:30*	09:00 – 16:30	By appointment

\* The public are offered notice appointments from 08:30-09:00 and 16.30 to 18:30 Wednesday and Thursday, according to need and staff availability.

## 10. Performance Monitoring

We will monitor performance in accordance with the GPG and the Proper Officers Guide.

Our monitoring tool is the electronic diary management system and local monitoring procedures against the key performance targets.

## **i. Customer Feedback**

A new Customer Engagement Strategy will be implemented shortly and is attached.

## **ii. Complaints**

The Register Office complies with the Councils corporate standards acknowledging a complaint within 3 working days and supplying a written response within 20 working days.

Our leaflets and website contain information on how to make a comment or complaint.

## **11. Stock Control**

Principal Officer and deputies will be responsible for security stock, registers, and all fees received.

Each Registrar will be responsible for the safety of loose-leaf register pages along with another documents received relating to births, deaths, marriages and civil partnerships.

Registers will be kept in the approved safes and vaults within Morden Park House.

A form of account is submitted to the Local Authority at the end of each financial year. All accounts are subject to the Local Authority's auditing procedures.

## **12. Service Developments**

From April 2017 to March 2018 we propose to have;

- **Outside Structure for weddings:**  
The Registration Service will build an outside structure suitable for summertime outdoor ceremonies.
- **Replacement of current booking system:**  
The current booking system will be replaced with one which offers the ability for customers to book all appointment online and pay at the time of booking.  
Further it is hoped that this system will also allow customers to book marriage ceremonies and settle the balance of their fees online.
- **Online Citizenship bookings:**  
Citizens will be able to book a public or private Citizenship Ceremony appointment online

- Rebranding the Service:  
Morden Park House currently lacks any brand or identity we intend to brand the service before increasing the ceremony capacity.

### **13. Business Continuity Plan**

The existing plan was reviewed in early 2017. Current arrangements with Merton and Wandsworth remain in place pending the merger of the London Borough of Wandsworth and the London Borough of Richmond.

A review of IT critical services is carried out annually



## **Merton Registration Service Customer Engagement Strategy – 2017**

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## Purpose

The purpose of this Customer Engagement Strategy is to set out the framework that the Registration Service has in place to help understand its customers, enhance relationships with our customers and to offer the opportunity to involve them in shaping the service in future.

At Merton Council we put the customer at the heart of everything we do. We want our services to be accessible to all and responsive to the needs of our customers. This is an important part of Merton's commitment to a Fairer Merton

## Service User Profile

In 2014, Merton's population is projected to be 203,200<sup>1</sup> Population density tends to be higher in the east wards of the borough than in the west ward

Just over half the borough is female (50.6%) and the borough has a similar age profile to London as a whole The ethnic composition of the borough is forecast to change, with the proportion of people from a Black, Asian & Minority Ethnic (BAME) background increasing from 37% in 2014 to 40% in 2020. The GLA population projection data for 2014 shows Merton's current BAME population to be 76,188.4 population At the time of the 2011 Census, BAME groups in Merton made up 35.1% of the population. This was lower than the percentage for London (40.2%).

However Merton Registration Service does not just provide services to residents of the borough, many people opt to give designated notices, marry or use one of the checking services provided by Merton regardless of where they live. Currently over 40% of customer who marry in Merton come from other boroughs. These service users must also be considered in any changes to the service.

## What is Customer Engagement?

Customer engagement can be hard to define. It is a connection, effect or reaction felt by customers using Registration Services. We want to hear about our customers' experiences and perceptions of our services, demonstrating our commitment to develop and enhance our customers' experience. To do this, we actively seek customer views and consider them before final decisions or plans are made.

## Aims

This strategy seeks to deliver two distinct outcomes:

1. **Customers are able to influence key decisions, strategies and service standards:** we will provide customers with the opportunity to comment the decisions and strategies that shape the Registration Service they experience. We will consider customer comments and incorporate their suggestions, where appropriate.
2. **Customer feedback is integral to service improvement:** We will ensure appropriate processes are in place to routinely obtain and analyse customer



feedback on their experiences, and use this to influence and change service delivery where appropriate.

In order to develop our services in a customer-focussed manner, we follow the principles set out in the [Customer Service Excellence Standard](#)'s business improvement model.

## **Objectives**

Our objectives are the measurable steps we will take in order to achieve our aims. These are:

1. To engage with stakeholders about the service, balancing the needs of the organisation and the customer whilst considering reasonableness, proportionality, legislation and cost, whilst making best all the tools for customer engagement offered by Merton Council.
2. To engage with customers on relevant Registration Service issues which directly affect them.
3. To routinely use customer feedback to drive forward service improvement.
4. To engage with customers in a range of ways that meets their needs.
5. Where relevant, to ask customers about proposed service developments to gain an understanding of appetite for changes to services e.g. opening times, new discretionary fees, etc.
6. Where applicable and where a Customer Experience measure is developed, and published, for this to be documented with an indication of the volume of survey forms, dates of survey and indicative return rates.

## **Methodology**

We measure our performance against key performance indicators outlined by the General Register Office and additionally performance indicators decided locally by Merton Council.

We recognise that not all methods will capture the feelings of a community as diverse as Merton's and therefore will use a variety of method to seek the views of our service users.

Further a large number of our service users come from outside the borough and their input into how we deliver the service will be just as important as our residents.

The method we indent to use will include but not be limited to:

- Online customer surveys
- Postal customer surveys
- Comment cards\*
- Focus groups
- Engagement with partner services e.g hospital bereavement services
- Trend analysis – providing an indication of customer satisfaction levels over a period of time to determine the direction of travel
- Publication of satisfaction levels, waiting times, performance indicators/service standards
- Benchmarking

- Complaints, comments and compliments
- Social media
- Formal and informal consultation in line with the Council’s budget consultation mechanisms

\*We have a numerical measure of customer experience/satisfaction with our services. Our performance in relation to customer satisfaction measures is published and sample sizes, return rates and survey dates are documented.

<b>Customer Engagement Method</b>	<b>Frequency or Date</b>	<b>Results</b>	<b>Outcomes</b>
<b>Online Survey Births</b>	From 1/5/2017	Results will be released when a statistically meaningful sample has been collected.	
<b>Online Survey Notices</b>	From 1/5/2017		
<b>Online Survey NCS/SCS</b>	From 1/5/2017		
<b>Online Survey Marriages</b>	From 1/5/2017		
<b>Optional postal survey deaths</b>	From 1/5/2017		
<b>Comment cards</b>	From 1/5/2017		
<b>Monitoring Social media comments</b>	Ongoing		
<b>Benchmarking against other authorities</b>	Ongoing	To be published May 2017	

## **Reporting performance**

Performance levels against targets will be published on the Registration Service web pages of Merton Council's internet site annually to ensure that sufficient data is collected to be statistically meaningful.

## **Training**

It is vital that each member of our staff understands and implements our customer engagement processes appropriately. This leads to better decision making, improves relations between staff and customers and leads to more satisfied customers.

Training includes:

- customer care
- legal responsibilities for delivery of registration services under relevant legislation
- working well with individuals and groups
- importance and benefits of participation
- how participation works in practice
- ways to become involved
- good practice

## **Accessible Services - How will we ensure we achieve our aims?**

**Equalities** – we are committed to reducing inequality and advancing equality through the decisions that we make and through our policies and practices. You can see what approach we are taking to help meet these objectives at:  
<https://www.Merton.gov.uk/about-the-council/equality-and-diversity>

We ensure that customers who identify with a protected characteristic (as defined in the Equality Act 2010 and any subsequent updates) are not disadvantaged in any way. Our services are designed to maximise accessibility and we continue to make changes and improvements in response to customer needs.

In order to ensure we are meeting customer needs, we will:

- Provide evidence of timeliness to meet statutory requirements and customer expectations.
- Ensure our customer base is appropriate and proportionate to the wider local customer base and demographics.
- Ensure our services are available to those who wish to or who need to use them by providing accessible information in a range of ways (e.g. written information, online services).
- Seek the views of the local community and make adjustments to our service delivery when appropriate, based on customer feedback, to improve the service going forward. Where feedback cannot be acted upon, an explanation will be given.
- Engage with our stakeholders.
- Make best use of social media.
- Seek and use website feedback.

## **Continuous Improvement**

Merton Registration Service is committed to developing and improving our services through a wide range of stakeholder consultation. We can demonstrate we are continually seeking to improve our services by:

- Responses to specific feedback will be published along with the lessons learned and action taken.
- Monitoring and reviewing our action plans and lessons learned based on customer feedback, comments and complaints
- Explanation where service cannot change due to legislation, corporate policy etc.
- Achieving our aims for service improvement as documented in our annual Service Plan
- Evidence of impact for staff training and development
- Benefits analysis (customers, service and/or organisation)
- Sharing of Best Practice; and
- Learning from Best Practice in other organisations, especially where customers highlight the quality of other services.

## **Corporate Complaints**

Corporate Complaints are an integral part of our customer service review cycle. All customers' complaints will be dealt with within the Merton Council Complaints Process.

While it would be inappropriate to publish individual complaints and the outcome from such complaints, we will publish the number of formal complaints made each year and the number of complaints upheld against the service. As part of our reporting will report on the broad areas which drew complaints e.g. "booking ceremonies" so that customers know which areas we have to work on to improve the service they receive.

We see complaints as an opportunity to improve the service for users and prevent future failings which might adversely affect members of the public.

## **Officer Responsibilities**

All staff members will:

- be responsible for providing excellent service to customers and stakeholders.
- be trained to the highest level of competence for their roles.
- ensure that, where appropriate, administrators and assistants on telephones or reception are requesting that customers and stakeholders complete the various surveys and other means of engagement to ensure any process improvements are based on a proportional level of participation.

The Registration Service Manager will be responsible for:

- the collection of feedback and for the analysis of data
- discussing the data and engaging with their teams to implement service improvements
- identifying further qualitative information from actions discussed
- presenting this information to all stakeholders through the appropriate channel as documented above

## **Ownership of the Customer Engagement Strategy**

This strategy is owned by the Proper Officer for Registration and the Registration Service Manager

Day-to-day management of this process has been delegated to the Registration Service Manager with support and advice from the Proper Officer and Head of Service, alongside stakeholders from across the business.

Strategy owner: Proper Officer for Registration/Registration Service Manager

Last updated: January 2017

Next review: June 2017

## Annex I Questions from Online Surveys

### Customer satisfaction survey questions

#### Notices

Is Merton your local borough?

Yes                      No

If no, why did you choose to use Merton to give notice?

Closest Designated register office

Short waiting time for appointments

Morden Park House is our wedding venue

Other Please specify

---

How did you book your appointment?

Online

By Phone

In person

Did you find the information you needed easy to find and understand?

Yes

No

If no, why and what could be better?

---

#### NCS

How did you find out about Merton Nationality Checking Service?

Recommended By Friend/Family Member

Council website

Facebook

Government website

Other Please specify \_\_\_\_\_

Why did you choose Merton Nationality Checking service?

Recommended by Friend/Family member

Short waiting time for appointments

It is my local service  
available

Evening and early morning appointments

Other Please specify \_\_\_\_\_

#### Citizenship

Is Merton your local borough?

Yes                      No

If no, why did you choose to use Merton to complete your ceremony?

I used Merton Nationality checking service

Short waiting time for a ceremony

Other Please specify

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Did you enjoy the ceremony?

Yes

No

How would you improve the ceremony? Please explain

---

#### Weddings

Why did you choose Morden Park House for your ceremony?

Attended a wedding at MPH in the past  
Member  
The Location

Recommended by Friend/Family

The Building and Gardens

The Price

The Capacity of the rooms

Other Please specify

---

How satisfied were you with the choices of enhancements for your ceremony?  
(Vows/readings/music etc)

Very satisfied      Satisfied      Neither satisfied nor dissatisfied  
Dissatisfied      Very Dissatisfied

Did you feel that the ceremony was personal to yourselves as a couple?

Yes      No

If no, please indicate what we could do to make the ceremony more personal for couples in the future

---

Would you recommend Morden Park House to another couple looking to get married?  
Yes      No



## Annex III Postal Bereavement Survey

### Death Registration

How quickly were you able to get an appointment?

Same day

Within 1 day

Within 2-3 days

Within 4-5 days

More than 5 days

How satisfied were you with the service you received? (Both on the phone and during the appointment)

Very satisfied

Satisfied

Neither satisfied nor dissatisfied

Dissatisfied

Very Dissatisfied

Do you feel that you were supported and provided with enough information to continue with funeral arrangements and to deal with the estate?

Yes

No

If no, what could we do to improve? Please explain

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# Overview and Scrutiny Commission Work Programme 2017/18



This table sets out the Overview and Scrutiny Commission's Work Programme for 2017/18 that was agreed by the Commission at its meeting on 6 July 2017. **Amendments have been made subsequently to invite the Borough Commander to attend on 20 September in order to give the Commission an opportunity to discuss the MOPAC consultation on potential police station closures and front office provision.**

This work programme will be considered at every meeting of the Commission to enable it to respond to issues of concern and incorporate reviews or to comment upon pre-decision items ahead of their consideration by Cabinet/Council.

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

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

## **Scrutiny Support**

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

**Meeting date – 6 July 2017**

<b>Scrutiny category</b>	<b>Item/Issue</b>	<b>How</b>	<b>Lead Member/ Lead Officer</b>	<b>Intended Outcomes</b>
Holding the executive to account	Leader and Chief Executive – vision, key priorities & challenges for 2017/18	Presentation	Leader of the Council Ged Curran, Chief Executive	Context for Commission’s work programme
	Merton Partnership annual report	Report	Chief Executive John Dimmer, Head of Policy, Strategy & Partnerships	Context for Commission’s work programme
Scrutiny of crime and disorder	Safer Merton Update	Report	Neil Thurlow, Community Safety Manager	Progress report
Scrutiny reviews	Embedding challenge in models of service delivery	Report	Ged Curran, Chief Executive	Follow up on recommendations of the Shared and Outsourced Services Scrutiny Task Group
	Analysis of Members’ annual scrutiny survey 2017	Report	Cllr Peter Southgate Julia Regan	Discuss findings and agree action plan for 2017/18
	Overview and Scrutiny Commission work programme 2017/18	Report	Cllr Peter Southgate Julia Regan	To agree work programme and task group reviews

**Meeting date – 20 September 2017**

<b>Scrutiny category</b>	<b>Item/Issue</b>	<b>How</b>	<b>Lead Member/ Lead Officer</b>	<b>Intended Outcomes</b>
Scrutiny of crime and disorder	Borough Commander	Report and in-depth discussion	Borough Commander	Update on crime figures & discussion of MOPAC consultation on potential police station closures & front office provision.
Holding the executive to account	Customer contact programme	Update Report	Sophie Ellis, Assistant Director of Business Improvement	Progress report for comment
Scrutiny reviews	Potential task group review for 2017/18	Report	Cllr Peter Southgate Julia Regan	Decision on whether to commence a task group review on recruitment and retention
	Financial monitoring task group	Minutes of meetings on 25 July	Cllr Hamish Badenoch Julia Regan	Financial monitoring task group

**Meeting date – 15 November 2017**

<b>Scrutiny category</b>	<b>Item/Issue</b>	<b>How</b>	<b>Lead Member/ Lead Officer</b>	<b>Intended Outcomes</b>
Budget scrutiny	Business Plan 2018/22 - information pertaining to round one of budget scrutiny	Report	Cllr Mark Allison Caroline Holland, Director of Corporate Services	To send comments to Cabinet budget meeting 11 December
Holding the executive to account	Annual Residents Survey	Report and presentation	Kris Witherington, Consultation & Community Engagement Manager	Discuss results of the annual residents survey and identify any issues for scrutiny

**Meeting date – 25 January 2018 – scrutiny of the budget**

<b>Scrutiny category</b>	<b>Item/Issue</b>	<b>How</b>	<b>Lead Officer</b>	<b>Member/Lead</b>	<b>Intended Outcomes</b>
Budget scrutiny	Business Plan 2018/22	Report – common pack for Panels and Commission	Cllr Mark Allison, Cabinet Member for Finance Caroline Holland, Director of Corporate Services		To report to Cabinet on budget scrutiny round 2
	Business Plan update - latest info from Cabinet 15 January (if any)	Report	Cllr Mark Allison, Cabinet Member for Finance Caroline Holland, Director of Corporate Services		To report to Cabinet on budget scrutiny round 2
Scrutiny reviews	Report of Teacher Recruitment & Retention task group	Report	Cllr Peter Southgate Julia Regan		To agree report for submission to Cabinet
	Financial monitoring task group	Minutes of meeting	Cllr Hamish Badenoch Julia Regan		To note minutes of meeting held on 14.11.17

**Meeting date – 20 February 2018 (new date – meeting moved from 31 January)**

<b>Scrutiny category</b>	<b>Item/Issue</b>	<b>How</b>	<b>Lead Member/Lead Officer</b>	<b>Intended Outcomes</b>
Holding the executive to account	Customer contact programme	Update Report	Sophie Ellis, Assistant Director of Business Improvement	Progress report for comment
	Registrars Service	Report	Sean Cunniffe, Head of Customer Contact	Progress report for comment
Scrutiny reviews	Shared and outsourced services task group	Updated action plan	Sophie Ellis, Assistant Director of Business Improvement	To scrutinise progress with implementation of task group recommendations
Scrutiny of crime and disorder	Discussion of questions for the Borough Commander	Discussion	Cllr Peter Southgate Julia Regan	Discussion to plan line of questioning for meeting on 21 March

**Meeting date – 21 March 2018**

<b>Scrutiny category</b>	<b>Item/Issue</b>	<b>How</b>	<b>Lead Officer</b>	<b>Member/Lead</b>	<b>Intended Outcomes</b>
Scrutiny of crime and disorder	Borough Commander	Report and in-depth discussion	Borough Commander		Update on policing issues
	Hate crime strategy	Report and discussion with community organisations	Neil Thurlow, Community Safety Manager Lyla Adwan-Kamara, CEO of Merton Centre for Independent Living		Update and identification of issues for further scrutiny
Holding the executive to account	Equality and Community Cohesion Strategy 2017-20	Action plan	Evereth Willis, Equality and Community Cohesion Officer		To comment on progress made with action plan
Performance management	Overview and Scrutiny Annual Report	Report	Cllr Peter Southgate Julia Regan		To approve and forward to Council
	CLG Parliamentary Select Committee Report on Local Government Overview and Scrutiny				To assess effectiveness of overview and scrutiny in Merton and identify areas for improvement
	Planning the Commission's 2018/19 work programme	Report	Cllr Peter Southgate Julia Regan		
Scrutiny reviews	Financial monitoring task group	Minutes of meeting	Cllr Hamish Badenoch Julia Regan		To note minutes of meeting held on 06.03.18

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