

# Merton Council Children and Young People Overview and Scrutiny Panel



Date: 8 November 2017  
Time: 7.15 pm  
Venue: Committee rooms C, D & E - Merton Civic Centre, London Road, Morden  
SM4 5DX

## AGENDA

	Page Number
1 Apologies for absence	
2 Declarations of pecuniary interest	
3 Minutes of the previous meeting	1 - 8
4 Budget/business planning (Round 1)	9 - 42
5 Cabinet Member priorities	
Updates against portfolio priorities will be provided by:	
<ul style="list-style-type: none"><li>• The Cabinet Member for Education (Councillor Cooper-Marbiah); and</li><li>• The Cabinet Member for Children's Services (Councillor Neep).</li></ul>	
6 Update: Harris Wimbledon	43 - 88
7 Department update report	89 - 96
8 Work Programme	97 - 108

---

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

For more information about the work of this and other overview and scrutiny panels, please telephone 020 8545 4035 or e-mail [scrutiny@merton.gov.uk](mailto:scrutiny@merton.gov.uk). Alternatively, visit [www.merton.gov.uk/scrutiny](http://www.merton.gov.uk/scrutiny)

Press enquiries: [press@merton.gov.uk](mailto:press@merton.gov.uk) or telephone 020 8545 3483 or 4093

Email alerts: Get notified when agendas are published  
[www.merton.gov.uk/council/committee.htm?view=emailer](http://www.merton.gov.uk/council/committee.htm?view=emailer)

## Children and Young People Overview and Scrutiny Panel membership

### Councillors:

Dennis Pearce (Chair)  
Linda Taylor OBE (Vice-Chair)  
Agatha Mary Akyigyina OBE  
Mike Brunt  
Pauline Cowper  
Charlie Chirico  
Edward Foley  
James Holmes  
Jerome Neil  
John Dehaney

### Substitute Members:

Brenda Fraser  
Sally Kenny  
Adam Bush  
Peter Southgate  
Jill West

### 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 4035 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).

## CHILDREN AND YOUNG PEOPLE OVERVIEW AND SCRUTINY PANEL

10 OCTOBER 2017

(7.17 pm - 9.16 pm)

**PRESENT:** Councillors Dennis Pearce (in the Chair), Linda Taylor OBE, Agatha Mary Akyigyina OBE, Pauline Cowper, Charlie Chirico, Edward Foley, Joan Henry, Brenda Fraser and Sally Kenny

Co-opted Member Helen Forbes

**ALSO PRESENT:** Councillor Caroline Cooper-Marbiah (Cabinet Member for Education), Katy Neep (Cabinet Member for Children's Services), Paul Angeli (Assistant Director Children's Social Care and Youth Inclusion), Jane McSherry (Assistant Director of Education), Yvette Stanley (Director, Children, Schools & Families Department) and Annette Wiles (Scrutiny Officer) and Kathy Bundred (Children's Improvement Adviser, Local Government Association).

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

Apologies for absence were received from Cllrs Brunt and Neil with Cllrs Kenny and Fraser substituting. Additionally, apologies were received from Cllr Holmes and 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 accepted as a true and accurate record of the previous meeting.

### **Matters arising**

Further scrutiny of accommodation for care leavers was undertaken by the Sustainable Communities Overview and Scrutiny Panel at its meeting in September with members from the Children and Young People Overview and Scrutiny Panel in attendance. The resulting reference is going to Cabinet on 16 October 2017. It is anticipated that if accepted by Cabinet, a departmental action plan will be presented to the Panel at a forthcoming meeting (most likely in January 2018). In the meantime, the Children Social Care team continues to work with colleagues in Housing, exploring the potential of setting up a small House of Multiple Occupation for care leavers in addition to other options.

### 4 CABINET MEMBER PRIORITIES (Agenda Item 4)

Cllr Caroline Cooper-Marbiah, Cabinet Member for Education, provided members with an update, highlighting the following:

1. Merton's exam results: despite changes to the content and expression of grades for English and Maths GCSEs, the Merton family of schools has done well. Overall, 72% of Merton's students achieved a grade 4 to 9 for English and Maths. This is a 2% increase on last year and higher than the national average for 2016. Similarly, there have been reforms to A Levels. However, 99% of Merton's students still received an A\* to E which is 1% higher than the national average. Thanks were expressed to heads, teachers, students and officers for this performance;
2. Ofsted school inspections: the outcome of the Ofsted inspections of two Merton primary schools was reported. Park Primary School received a good judgement and Harris Primary was judged outstanding; and
3. New Harris Wimbledon Academy: planning permission for the development of Merton Hall has been granted meaning that progress can now be made on assembling the site for the new school (Merton Hall will be modified for use by one of the current residents of the site which will be used for the new school development). Officers have worked hard on the new design for Merton Hall, responding to initial criticisms and allowing the authority to progress with provision of new school places.

In response to member questions, the Cabinet Member clarified,

- Heads are trying to understand all the changes currently ongoing to the exam system and not just the new approach to expressing grades at GCSE. All schools will be working with students and their parents to explain these changes. (Councillor Neep added that the British Chamber of Commerce has produced a video clip for businesses on the new expression of GCSE grades. This might be appropriate for use by the Merton Chamber of Commerce and LoveWimbledon with local businesses and employers. It may be possible to engage with both through the *Economic Wellbeing Group*.); and
- The nodal points for the Wimbledon Harris catchment area are determined by the Academy chain to reflect the results of its consultation process and following expressions of interest/demand.

Cllr Katy Neep, Cabinet Member for Children's Services, provided an update to members. The Cabinet Member noted the good judgement of the recent Ofsted inspection but also highlighted that the Council cannot rest and that Merton needs to remain dynamic, ambitious and successful:

1. Autism Spectrum and Emotional Social and Mental Health Disorders: there is a growing need to provide for these conditions. As a result, the Council is just about to relaunch its strategy covering this area. The Cabinet Member highlighted the need to focus on transition points such as Early Years. Work is therefore on-going with private nurseries to ensure they are able to identify and provide appropriate support. There is a focus on pathways enabling access to services all the way through to 19 years plus;

2. Think Family: this requires a joint approach with support coming from across Council Departments. The soon to be established Family Drug and Alcohol Court was highlighted as demonstrating the Think Family approach as it focuses on families staying together with support and treatment being provided. Currently, the Cabinet Member is working with other Departments to ensure that this approach is reflected when recommissioning services for adults;
3. Recruitment and retention: whilst this has already been highlighted as an issue for teachers, heads and social workers, it is also an issue for other specialist services such as occupational therapists, educational psychologists, speech and language therapists etc, potentially impacting on commissioning of new services. The Cabinet Member highlighted that this means there is an even greater need to promote Merton as a place to work; and
4. National Adoption Week: noted that Merton's adoption service was judged as outstanding as part of the recent Ofsted inspection. The Cabinet Member thanked officers for this achievement and encouraged all members to celebrate this service as part of National Adoption Week that is happening from 16 October 2017.

## 5 OFSTED UPDATE REPORT (Agenda Item 5)

Yvette Stanley, Director of Children's, Schools and Families, gave a presentation outlining the outcomes of the recent Ofsted Single Inspection and LSCB review. The following points were highlighted:

- This was a forensic inspection of Merton's services which even included a visit from the new Minister;
- Over 206 staff and partners were interviewed;
- Additionally, members of the Children and Young People Overview and Scrutiny Panel were interviewed. Ofsted complimented the Panel for its cross party working for the benefit of vulnerable children in Merton. Additionally, the Panel was credited for receiving a full suite of performance monitoring indicators at every meeting;
- The inspection has confirmed that Merton is in the top 10 local authorities nationally for its provision of children's services;
- Ofsted found that managers and social workers know their children well. This reflects the approach of having small teams within the Department allowing clear line of sight and understanding of all cases;
- The important role of schools and settings in helping to deliver services was also highlighted by Ofsted;
- Merton's systemic model and approach to safeguarding was found to be robust by Ofsted; this works to ensure children are heard and where possible child in need, protection and care plans are focussed on making children safer and improving their outcomes as a result;
- Merton's good multiagency working was highlighted;
- The Council had just started a new contract for return home interviews with missing children. This will as it is embedded be providing high quality interviews. The process has been shortened meaning interviews are happening quicker.

However, this was too newly established to be able to influence the outcome of the inspection; and

- The weekly Missing meetings hosted in the MASH and The Children Missing from Education Board were both developed based on Ofsted best practice and therefore were also praised as part of the inspection.

#### Looked after children

- The approach of the Corporate Parenting Board with the involvement of opposition members and the Chief Executive as chair, was praised by Ofsted;
- Merton's approach to care proceedings was credited with being the best out of boroughs using the South West London courts;
- Care planning was seen to be effective in a significant majority of cases;
- All out of borough placements have to be reviewed and approved with a review undertaken of potential risks;
- The Virtual School was seen to be supporting children in achieving the right targets which are expressed through personal education plans;
- Merton was again complimented for its multidisciplinary working;
- Placements for children were shown to be stable resulting in positive outcomes; and
- Services for young unaccompanied asylum seekers impressed Ofsted.

#### Adoption

- The service gained a rare outstanding judgement. This is against a backdrop of all services having been challenged by Government to improve;
- At the time of the inspection, all children had been placed with their adoptive families with none waiting placements. The service was praised for the timely and careful way in which it approaches placements;
- The quality of the assessment of adoptive parents and life story work was regarded as impressive;
- Care leavers were seen to be known well with the service working hard to achieve good outcomes on their behalf; and
- The fact that the service remains in touch with 97% of care leavers demonstrates the quality of the relationship and the effective approach being taken to case load management.

#### Leadership, management and governance

- The longevity of the service of the Director and commitment made to Children's Services from the top of the Council (notably the Chief Executive and members) were noted along with cross-party support; and
- Merton's practice model (Signs of Safety) was noted for placing children at its centre and allowing support for families without losing sight of the risks. Partners increasingly understand the practice model.

#### Recommendations

- 65% of case work was judged good or outstanding with most of the rest requires improvement;
- The Staying Put policy has a financial cost which needs to be recognised. However, two more young people in foster care have taken up the opportunity for Staying Put since the Ofsted inspection and we now have five young people in Staying Put placements;
- Work is ongoing with the service provider to improve provision of health histories; and
- The recommendations are challenging but not complex. The Department is putting together an action plan which has to be sent off to Ofsted in the next few weeks.

#### Merton Safeguarding Children Board

- This has gone through a period of change with a focus on quality assurance. It was judged outstanding by Ofsted. There are no recommendations that relate to the board.

In response to member questions, the Director clarified:

- Future aims: the service is constantly thinking what it can do better for children. This is against a background of declining funding and changing demographics; there are now 4,000 additional children in Merton's primary schools with a growing number needing specialist services; and
- Families from other boroughs: once placed in the borough the duty for support passes to Merton. This applies equally to families that Merton places out of borough. This situation has arisen because of the pressure on housing in London. As a result, councils are having to come up with increasingly creative ways in which to house their residents.

**RESOLVED:** all Panel members wanted to express their thanks to the Director and her officers for all their hard work that has achieved this Ofsted judgement. The members agreed to write to partners to thank them for their contribution to the Ofsted judgement.

## 6 OFSTED SINGLE INSPECTION FRAMEWORK OUTCOMES IN LONDON (Agenda Item 6)

The Panel received a presentation from Kathy Bundred, Children's Improvement Adviser for the Local Government Association, providing members with context on the outcome of the recent Ofsted Single Inspection and LSCB review.

Kathy noted it was a pleasure to read Merton's Ofsted report and that it is one of a small number of authorities that are doing well in the provision of their children's services; currently there are more authorities in London that are inadequate or requirement improvement than are good and outstanding.

The deteriorating performance in children's services in London has been a shock: there has never before been six authorities in London that have been judged inadequate. There has been a resulting debate about funding. Certainly it is easier to be successful with more funding. However, it was noted that in Kensington & Chelsea, which has a similar range of judgements to Merton, social workers only have seven cases to hold whereas Merton social workers will have 15. For Merton to be funded at the same level as Kensington & Chelsea would require an additional £4m per annum.

There are only three outstanding authorities in England: Lincolnshire, Kensington and Chelsea and Westminster and across England only a third are judged good or outstanding. In London, this is a little better with 47% achieving at this level. However, there are proportionately more judged inadequate in London compared to England as a whole, showing that the capital is more polarised in the provision of children's services compared to the rest of the country.

Merton is one of just a handful of authorities that are currently judged outstanding for the quality of its leadership, management and government. The others are the Triborough, Hampshire, Leeds and Cheshire West.

The shared features of authorities with children's services judged good or higher were noted:

- Relentless in their pursuit of the best for their children;
- Stability in their services and their management;
- No playing politics with children's services. Rather members are interested in services and are keen to learn;
- Focus on what's happening for children and drill down into individual cases;
- Good self knowledge often built on a self audit which is challenging;
- Workforce strategy in place to lessen the effect of workforce turnover. This means there is a continual focus on training, performance and support. Spans of control are not extended and allow managers to have sight of individual cases; and
- Partner engagement is effective in helping to deliver services.

Merton's Ofsted judgement has been compared with those of authorities judged outstanding and it's hard to point out the differences. It was specifically asked if not receiving an outstanding judgement is linked to the recommendation on health histories. However, Kathy was able to clarify that this has also been featured in the inspection reports of authorities judged outstanding.

In response to member questions it was clarified that authorities where the Ofsted judgement has been surprising, have often made a key decision that has adversely impacted on services. For example, removing a whole management layer, negatively impacting on caseloads and undermining spans of control and lines of sight.



Yvette Stanley, the Director for Children, Schools and Families, explained to members that a new social care case management system, called Mosaic, has been implemented and the Department is in the process of building the reports needed to extract data from the system. As a result, whilst it is possible to review data in the system, this isn't presented as needed and can't be extracted for review by the Panel.

Work is currently ongoing to refine the system and to get it working as needed which is the first priority. This is why the performance management data isn't currently available. It is anticipated that this work will take until the end of December 2017 to complete with data not becoming available for the Panel to review until its meeting in January 2018 at the earliest. Members noted that they would be concerned if the data wasn't available in January 2018.

Two changes in performance data were reported:

- an increase in referrals to the Multi-Agency Safeguarding Hub. These have increased from around 400 a month up to around 620 in June. This is to be anticipated as a result of the recent Ofsted inspection but means a significant increase in activity that has to be resourced including leading to a rise in numbers of children on child protection plans; and
- care proceeding times have lengthened recently reflecting a more challenging case.

**RESOLVED:** members requested that they be proactively informed by the Department of any significant changes that occur during the period for which performance monitoring data isn't available.

## 8 DEPARTMENT UPDATE REPORT (Agenda Item 8)

Yvette Stanley, Director Children, Schools and Families, highlighted the development of the new pan London adoption agency. This will provide a different delivery model comprising a hub and four spokes with Merton part of the South London spoke. Whilst this has been to the Panel previously, it will need to return to the Panel in the near future for pre-decision scrutiny. The Department will liaise with the scrutiny officer about timing.

In response to member questions the Director in addition to Paul Angeli, Assistant Director for Children's Social Care and Youth Inclusion and Jane McSherry, Assistant Director for Education, provided the following clarification:

- Quality of early years provision: the Council is working with early years providers including those that are privately owned. This is because the Council funds these settings. All are subject to quality assurance visits and safeguarding checks;
- Collaborative school improvement: the formation of the new partnership has resulted from the Council working with schools to develop a preferred model and then consulting with heads;

- Whatley Avenue: there is confidence that the interim site for the new Harris Wimbledon school will be ready in time for opening of provision in September 2018;
- 30 hours free of early education: this is being implemented through existing providers and currently there is no concern about its implementation although the process appears complex. The Department will continue to monitor this going forward;
- Contextualised safeguarding: this is a new approach which recognises the risks to young people caused by what they are exposed to in their everyday lives. This necessitates joint working across the Council to try and remove some of these risks. For example, environmental services would be responsible for tackling the sale of drugs in a particular location in the borough. Central Bedfordshire Council is about to conduct a pilot around the approach and Merton will participate;
- Increase in those with SEN: schools mainly provided assistance for children and young people through the SEN Support programme; and
- Neglect: the Merton Children Safeguarding Board is looking at neglect and how this can be addressed through *Think Family*. Whilst it might not be possible to eradicate this entirely, the focus is on early intervention.

## 9 WORK PROGRAMME (Agenda Item 9)

Members were reminded that the first round of the budget process will come to the Panel at its next meeting on 8 November. Additionally, there will be a public health briefing on health and wellbeing outcomes before the next meeting (from 6pm in the committee rooms on 8 November 2017).

## **Committee: Sustainable Communities Overview and Scrutiny Panel**

2 November 2017

## **Healthier Communities & Older People Overview and Scrutiny Panel**

7 November 2017

## **Children and Young People Overview and Scrutiny Panel**

8 November 2017

## **Overview and Scrutiny Commission**

15 November 2017

**Agenda item:**

**Wards:**

**Subject:** Business Plan Update 2018-2022

**Lead officer:** Caroline Holland

**Lead member:** Councillor Mark Allison

**Contact officer:** Roger Kershaw

**Forward Plan reference number:**

---

### **Recommendations:**

1. That the Panel considers the proposed amendments to savings, a new saving and associated equalities analysis where applicable, set out in Appendix 1 and Appendix 4 of the attached report on the Business Plan 2018-2022 which it is proposed are incorporated into the draft MTFS 2018-22.
2. That the Panel considers the draft capital programme 2012-22 and indicative programme for 2022-27 set out in Appendix 3 of the attached report on the Business Plan
3. That the Overview and Scrutiny Commission considers the comments of the Panels on the Business Plan 2018-2022 and provides a response to Cabinet when it meets on the 11 December 2017.

---

### **1. Purpose of report and executive summary**

- 1.1 This report requests Scrutiny Panels to consider the latest information in respect of the Business Plan and Budget 2018-22, including proposed amendments to

savings previously agreed by Council, a new saving, and associated equalities assessments where applicable, and the draft capital programme 2018-22, and feedback comments to the Overview and Scrutiny Commission.

- 1.2 The Overview and Scrutiny Commission will consider the comments of the Panels and provide a response on the Business Plan 2018-22 to Cabinet when it meets on the 11 December 2017.

## 2. **Details - Revenue**

- 2.1 The Cabinet of 16 October 2017 received a report on the business plan for 2018-22.

- 2.2 At the meeting Cabinet

RESOLVED: That

1. That Cabinet agree the proposed amendments to savings set out in Appendix 1 and incorporate the financial implications into the draft MTFS 2018-22.
2. That Cabinet agrees the latest draft Capital Programme 2018-22 detailed in Appendix 3 for consideration by scrutiny in November and notes the indicative programme for 2022-27.

## 3. **Alternative Options**

- 3.1 It is a requirement that the Council sets a balanced budget. The Cabinet report on 16 October 2017 sets out the progress made towards setting a balanced budget. This identified the current budget position that needs to be addressed between now and the report to Cabinet on 11 December 2017, with further reports to Cabinet on 15 January 2018 and 19 February 2018, prior to Council on 28 February 2018, agreeing the Budget and Council Tax for 2018/19 and the Business Plan 2018-22, including the MTFS and Capital Programme 2018-22.

## 4. **Capital Programme 2018-22**

- 4.1 Details of the draft Capital Programme 2018-22 were agreed by Cabinet on 16 October 2017 in the attached report for consideration by Overview and Scrutiny panels and Commission.

## 5. **Consultation undertaken or proposed**

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

## 6. **Timetable**

- 6.1 The timetable for the Business Plan 2018-22 including the revenue budget 2018/19, the MTF5 2018-22 and the Capital Programme for 2018-22 was agreed by Cabinet on 18 September 2017.

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

- 7.1 These are set out in the Cabinet report for 16 October 2017. (Appendix 1)

## 8. **Legal and statutory implications**

- 8.1 All relevant implications have been addressed in the Cabinet reports. Further work will be carried out as the budget and planning proceeds and will be included in the budget report to Cabinet on the 11 December 2017.
- 8.2 Detailed legal advice will be provided throughout the budget setting process further to any proposals identified and prior to any final decisions.

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

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

## 10. **Crime and Disorder implications**

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

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

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

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

Appendix 1: Cabinet report 16 October 2017: Draft Business Plan 2018-22

## **BACKGROUND PAPERS**

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

Budget files held in the Corporate Services department.

2017/18 Budgetary Control and 2016/17 Final Accounts Working Papers in the Corporate Services Department.

Budget Monitoring working papers

MTFS working papers

## **13. REPORT AUTHOR**

– Name: Roger Kershaw

– Tel: 020 8545 3458

**email:** [roger.kershaw@merton.gov.uk](mailto:roger.kershaw@merton.gov.uk)

# Cabinet

**Date: 16 October 2017**

**Subject: Draft Business Plan 2018-22**

**Lead officer:** Caroline Holland – Director of Corporate Services

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

**Contact Officer:** Roger Kershaw

## Recommendations:

---

1. That Cabinet agree the proposed amendments to savings set out in Appendix 1 and incorporate the financial implications into the draft MTFS 2018-22.
  2. That Cabinet agrees the latest draft Capital Programme 2018-22 detailed in Appendix 3 for consideration by scrutiny in November and notes the indicative programme for 2022-27.
- 

## 1. Purpose of report and executive summary

- 1.1 This report provides an update on progress towards preparing the Business Plan 2018-22 and requests Cabinet to consider and agree some proposed amendments to savings, including replacement savings, which have been approved previously and are incorporated into the current MTFS.
- 1.3 The report also provides details of the latest capital programme, including new bids and an indicative programme for 2022- 2027

## Details

## 2. Medium Term Financial Strategy 2018-22

- 2.1 At its meeting on 18 September 2017 Cabinet considered a report which updated the Business Plan 2018-22. At the meeting it was resolved by Cabinet:-

### RESOLVED:

1. That the rolled forward MTFS for 2018-22 be noted.
2. That the latest position with regards to savings already in the MTFS be confirmed.
3. That the approach to setting a balanced budget using weighted controllable expenditure for each department as the basis for the setting of targets be agreed.

4. That the proposed corporate and departmental targets be agreed.
5. That the timetable for the Business Plan 2018-22 including the revenue budget 2018/19, the MTFS 2018-22 and the Capital Programme for 2018-22 be agreed.
6. That the process for the Service Plan 2018-22 and the progress made so far be noted.

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

	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Budget Gap	0	5,619	15,284	828
Budget Gap (Cumulative)	0	5,619	20,903	21,731

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

<b>SAVINGS TARGETS BY DEPARTMENT</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>Total £000</b>
Corporate Services	0	2,363	1,911	169	4,443
Children, Schools and Families	0	0	3,328	132	3,460
Environment and Regeneration	0	3,256	3,352	262	6,870
Community and Housing	0	0	6,693	265	6,958
<b>Total</b>	<b>0</b>	<b>5,619</b>	<b>15,284</b>	<b>828</b>	<b>21,731</b>
<b>Cumulative</b>	<b>0</b>	<b>5,619</b>	<b>20,903</b>	<b>21,731</b>	

### 3. Proposed Amendments to Previously Agreed Savings

3.1 In recent years, the introduction of multi-year financial planning has resulted in savings agreed in a particular financial year having an impact on future years. These have been incorporated into the Council's Medium Term Financial Strategy. The full year effect of savings in the current MTFS from 2018/19 onwards is shown in the following table:-

	<b>2018/19 £000</b>	<b>2019/20 £000</b>	<b>2020/21 £000</b>	<b>2022/22 £000</b>	<b>Total £000</b>
Corporate Services	2,043	301	0	0	2,344
Children, Schools & Families	489	429	0	0	918
Environment & Regeneration	1,358	650	0	0	2,008
Community & Housing	3,128	339	0	0	3,467
<b>Total</b>	<b>7,018</b>	<b>1,719</b>	<b>0</b>	<b>0</b>	<b>8,737</b>
<b>Cumulative total</b>	<b>7,018</b>	<b>8,737</b>	<b>8,737</b>	<b>8,737</b>	



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

3.2.1 Environment and Regeneration

There is a need to amend some savings previously agreed which are now seen to be undeliverable. The majority of these are in Development Control/Building Control where the slowdown in the economy and reduction in fee income has affected our income levels . In addition we have struggled to absorb the service changes without a significant impact on performance . Without the promised increase in planning fee charges proposed by Government earlier this year but yet to materialise we need to amend these savings . In addition some income assumptions in greenspaces have been over optimistic and whilst possible in the longer term will take more time to ramp up to.

A new saving, which will contribute towards meeting E&R's future savings target is also attached.

3.2.2 Further details of the proposed amendments to previously agreed savings and the new saving are provided in Appendix 1.

3.2.3 Equalities Assessments are included as Appendix 4.

3.3 Summary

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

<b>SUMMARY (cumulative)</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>Total £000</b>
Corporate Services	0	0	0	0	0
Children, Schools & Families	0	0	0	0	0
Environment & Regeneration	0	300	0	0	300
Community & Housing	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>300</b>
<b>Net Cumulative total</b>	<b>0</b>	<b>300</b>	<b>300</b>	<b>300</b>	

4. **Treasury Management: Capital Financing Costs and Investment income**

4.1 The report to Cabinet in September 2017 provided information on the capital financing costs of the Capital Programme based on the July monitoring position.

#### 4.2 Investment Income

There are two key factors that impact on the level of investment income that the Council can generate:-

- The amount invested
- The interest rate that is achieved

Based on latest information, the projected levels of investment income over the period of the MTFs have been revised. The following table show the latest projections compared with the amounts included in the MTFs approved by Cabinet in September 2017:-

<b>Investment Income</b>	<b>2018/19 Estimate £'000</b>	<b>2019/20 Estimate £'000</b>	<b>2020/21 Estimate £'000</b>	<b>2021/22 Estimate £'000</b>
MTFS (Cabinet September 2017)	(393)	(283)	(258)	*(1,184)
Latest projections	(566)	(452)	(428)	*(1,355)
Change	(173)	(169)	(170)	(171)

\* Includes interest on Property Company loan

#### 4.3 **Capital Programme for 2018-22**

This report includes the latest information on the draft Capital Programme 2018-22 based on August monitoring information including the addition of new schemes commencing in 2021/22. An indicative programme for 2022-27 is also provided. The draft programme is set out in Appendix 3.

4.4 The bidding process for 2021/22 was launched on 26 June 2017.

4.5 The current capital provision and associated revenue implications in the currently approved capital programme, based on August 2017 monitoring information, are as follows:-

	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Capital Programme	64,274	31,360	9,280	8,569
Revenue Implications (net of investment income)	11,333	13,636	14,870	13,857

4.6 The change in the capital programme since that reported to Cabinet on 18 September 2017, based on July 2017 monitoring information, is summarised in the following table:-

	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Capital Programme:				
- Cabinet 18 September 2017	60,004	30,200	9,222	8,661
- Revised Position with Slippage revisions and new schemes	64,274	31,360	9,280	8,569
Change	4,270	1,160	58	(92)
Revenue impact (net of investment income)				
Cabinet 18 September 2017	11,506	13,567	14,731	13,717
Revised	11,333	13,636	14,870	13,857
Change	(173)	69	139	140

- 4.6 The programme has been rigorously reviewed and reduced where appropriate. The changes made to the programme are detailed within Appendix 3, along with movements when compared to the current programme. This review is continuing and it is envisaged that further information will be presented to December 2017 Cabinet.

## 5. Update to MTFS 2018-22

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

	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
<b>Budget Gap in MTFS</b>	<b>0</b>	<b>5,215</b>	<b>20,742</b>	<b>21,571</b>

- 5.2 A more detailed MTFS is included as Appendix 2.
- 5.3 It is anticipated that new revenue savings/income proposals and revisions to the capital programme will continue to be identified during the business planning process and these will be included in future reports to Cabinet in accordance with the agreed timetable and these will go onto Overview and Scrutiny Panels and the Commission in January 2018.

## 6. Alternative Options

- 6.1 The range of options available to the Council relating to the Business Plan 2018-22 and for setting a balanced revenue budget and fully financed capital programme will be presented in reports to Cabinet and Council in accordance with the agreed timetable.

## 7. Consultation Undertaken or Proposed

7.1 All relevant bodies have been consulted.

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

Sustainable Communities	2 November 2017
Healthier Communities and Older People	7 November 2017
Children and Younger People	8 November 2017
Overview and Scrutiny Commission	15 November 2017

7.3 As for 2017/18, it is proposed that a savings proposals consultation pack will be prepared and distributed to all councillors at the end of December 2017 that can be brought to all Scrutiny and Cabinet meetings from 10 January 2018 onwards and to Budget Council. This makes the information more manageable for councillors and ensures that only one version of those documents is available so referring to page numbers at meetings is easier. It considerably reduces printing costs and reduces the amount of printing that needs to take place immediately prior to Budget Council.

7.4 The pack will include:

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

## 8. Timetable

8.1 In accordance with current financial reporting timetables.

8.2 The proposed timetable for developing the business plan and service plans was approved by Cabinet on 18 September 2017.

## 9. Financial, resource and property implications

9.1 As contained in the body of the report.

9.2 The Chancellor of the Exchequer has announced that there will be an Autumn Budget published on 22 November 2017. The Autumn Budget sets out the government's plans for the economy based on the latest forecasts from the Office for Budget Responsibility (OBR). Overall funding allocations for local government will be notified in the review but details of provisional funding allocations for each local authority will not be known until the provisional Local Government Finance Settlement is published in mid/late December 2017.

## **10. Legal and statutory implications**

10.1 As outlined in the report.

## **11. Human rights, equalities and community cohesion implications**

11.1 None for the purposes of this report, these will be dealt with as the budget is developed for 2018 – 2022.

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

## **12. Crime and Disorder Implications**

12.1 Not applicable.

## **13. Risk Management and health and safety implications**

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

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

Appendix 1 – Proposed Amendments to previously agreed savings

Appendix 2 – Latest draft MTFS 2018-22

Appendix 3 – Draft Capital Programme 2018-22

Appendix 4 - Equalities analyses for new saving

## **15. Background Papers**

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

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

Budget Monitoring working papers

MTFS working papers

## **16. REPORT AUTHOR**

- Name: Roger Kershaw

- Tel: 020 8545 3458

email: [roger.kershaw@merton.gov.uk](mailto:roger.kershaw@merton.gov.uk)

### E&R Swap/Alternative Savings

#### Introduction

As at Period 5 (August), we are reporting to DMT and Cabinet the following shortfall against our agreed savings:-

YEAR IMPLEMENTED	AMOUNT (£'000)
2016/17	612
2017/18	1,447
2018/19	709
<b>TOTAL</b>	<b>2,768</b>

Some of this shortfall may be achieved next year but it appears that, for whatever reason, a significant proportion simply cannot be achieved.

Therefore, we need to take this opportunity to mitigate these saving shortfalls as far as possible. Due to the scale of savings in question the mitigating action may arise from other areas/services that can assist with meeting the department's targets.

#### Pressures

The majority of 'at risk' savings relate to Sustainable Communities, notably Development and Building Control (D&BC) but other pockets of unachievable savings exist across the department. The below tables show the key savings that are currently at risk.

#### Savings implemented in 2016/17

Ref	Section	Description of Saving	Savings Required £000	2017/18 Expected Shortfall £000	17/18 RAG
E&R33a	D&BC	Various D&BC Budgets - Increase in income from commercialisation of services	75	75	R
E&R39	Future Merton	Pre-application income. This is in addition to any previous pre-app savings proposal.	50	50	R
E&R10	Parking Services	Back office reorganisation	80	80	R
E&R21	Waste Services	HRRC Site operations procured to external provider. Contractual savings.	30	30	R
<b>Total Environment and Regeneration Savings 2016</b>			<b>235</b>	<b>235</b>	

Savings implemented in 2017/18

Ref	Section	Description of Saving	2017/18 Savings Required	2017/18 Expected Shortfall £00	17/18 RAG
D&BC1	D&BC	Fast track of householder planning applications	55	55	R
D&BC2	D&BC	Growth in PPA and Pre-app income	50	50	R
D&BC3	D&BC	Commercialisation of building control	50	50	R
D&BC5	D&BC	Eliminate the Planning Duty service (both face to face and dedicated phone line) within D&BC	35	35	R
D&BC6	D&BC	Stop sending consultation letters on applications and erect site notices only	10	10	R
ENV20	D&BC	Increased income from building control services.	35	35	R
ENV06	Parking Services	Reduction in transport related budgets	46	46	R
ENV18	Greenspaces	Increased income from events in parks	100	100	R
<b>Total Environment and Regeneration Savings 2017/18</b>			<b>381</b>	<b>381</b>	

Savings to be implemented in 2018/19

Ref	Section	Description of Saving	2018/19 £000	2018/19 Deliverability Risk RAG
D&BC7	D&BC	Shared service collaboration with Kingston/Sutton	50	R
D&BC8	D&BC	Review of service through shared service discussions	274	R
<b>TOTAL</b>			<b>324</b>	

**Proposal**

The main opportunities to assist with mitigating these pressures relate to Parking Services, as follows:-

- ENV33 = £250k saving implemented this year relating to the diesel surcharge is being exceeded by c£290k. With the permit fee increasing to £115 next year, the surplus should increase to around £440k.
- E&R8 = £500k growth currently built in to Medium term Financial Strategy (MTFS) for 2018/19

This provides the department with a total budget of £940k that can be used to help offset the department's above pressures. Therefore, it is proposed that:-

- E&R8 will be used as a swap saving
- The diesel surcharge surplus will be used as an alternative saving – an Equalities Assessment is provided in Appendix 4.

This income forms part of the On-Street Parking Account maintained by the Council. Any surpluses on the account can only be applied towards the specific purposes set out in section 55 of the Road Traffic Regulation Act 1984. For example, in 2016/17 the surplus was notionally applied to concessionary fares.

The details of the Parking Account are included within the annual Statement of Accounts, and reported to the Mayor for London.

The above savings relate to income that will be included as part of the 2017/18 Parking Account in the usual manner. The associated surpluses have materialised through existing pricing structures, either agreed by Cabinet (diesel surcharge) or the Secretary of State (Penalty Charge Notices), primarily aimed at improving both driver behaviour and air quality, and reducing congestion within the borough. The Council currently utilises significant General Fund resources for transport related costs.

The following table demonstrates that the additional £440k will fund specific purposes as per the Road Traffic Regulation Act 1984:-

	£000
Parking Surplus	(7,554)
Spend on Concessionary Fares	9,319
Amount over and above Surplus applied	1,765
Additional Parking income	(440)
Revised Amount above surplus	1,325



DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2018/19

Panel	Ref	Description of Saving	Baseline Budget 17/18 £000	2017/18 £000	2018/19 £000	2019/20 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	ENR10	<p><b>Leisure &amp; Culture</b></p> <p>Two year extension of the GLL contract Extend continuity of service provision with same contractor for 2 further years.</p> <p><b>None</b></p> <p>Continuity of service maintained with existing contractual arrangements. Puts back the need to reprocure contract by two years</p> <p>Procurement and legal - as re-procurement delayed by 2 years; Children, Schools and Families - continuity of service provision by current contractor for 2 further years - school curriculum swimming, etc.</p> <p>Continuity of service maintained with existing contractual arrangements.</p> <p>Contract change creating efficiencies. Key officer across council will be involved in the detail of the changes to ensure delivery.</p>	573			300	Med	Low	SP1

**Savings Type**

- SI1 Income - increase in current level of charges
- SI2 Income - increase arising from expansion of existing service/new service
- SS1 Staffing: reduction in costs due to efficiency
- SS2 Staffing: reduction in costs due to deletion/reduction in service
- SNS1 Non - Staffing: reduction in costs due to efficiency
- SNS2 Non - Staffing: reduction in costs due to deletion/reduction in service
- SP1 Procurement / Third Party arrangements - efficiency
- SP2 Procurement / Third Party arrangements - deletion/reduction in service
- SG1 Grants: Existing service funded by new grant
- SG2 Grants: Improved Efficiency of existing service currently funded by unringfenced grant

**Panel**

- C&YP Children & Young People
- CC Corporate Capacity
- HC&OP Healthier Communities & Older People
- SC Sustainable Communities

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

Ref	Description of Saving		2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
E&R10	<b>Service/Section Description</b> <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan</b> <b>Impact on other</b> <b>Equalities Implications</b>	<b>Parking Services</b> Back office reorganisation Review the current back office structure Reduction in staff Improve efficiencies by reducing revenue expenditure None None	80			Low	Low	SS1
E&R21	<b>Service/Section Description</b> <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan</b> <b>Impact on other</b> <b>Equalities Implications</b>	<b>Waste Services</b> HRRC Site operations procured to external provider. Contractual savings. None - Continuation of externalised service - current procurement in progress TUPE and impact on transfer station. None None None	30			Low	Low	SP1
E&R33a	<b>Service/Section Description</b> <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan</b> <b>Impact on other</b> <b>Equalities Implications</b>	<b>D&amp;BC Various Budgets - Increase in income from commercialisation of services</b> Increase in commercial income across a range of budgets following recruitment of commercial sales manager from 15/16. This includes events in parks / commercial waste / leisure/ building control and other income streams to be developed Will work closely with Business managers in EandR and across Council 2 year Fixed term contract due to commence early 2015 funded from Transformation budgets alongside Marketing Manager. Consistent with transformation Plan Will work with other income generating staff across the council None anticipated	75			High	Low	SI1/SI2
E&R39	<b>Service/Section Description</b> <b>Service Implication</b> <b>Staffing Implications</b> <b>Business Plan</b> <b>Impact on other</b> <b>Equalities Implications</b>	<b>Traffic &amp; Highways</b> Pre-application income. This is in addition to any previous pre-app savings proposal. Charging for pre-application services inputted from the T&H service as part of the pre application service. Delivered within existing resources Increased income Will require close liaison with DC/BC team None	50			Med	Med	SI2

DEPARTMENT : ENVIRONMENT AND REGENERATION SAVINGS

Ref	Service/Section Description	Description of Saving	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
D&BC1	<p><b>Building and Development Control</b>                      Fast track of householder planning applications                      New processes to be implemented and securely embedded                      None. Sufficient staff will have to be retained to service the concept. Failure to deliver properly and the service will not be used thereby eliminating the income generation.                      Increased income                      None                      None                      In line with TOM proposals</p> <p><b>Business Plan implications</b>                      Impact on other departments                      Equalities Implications                      TOM Implications</p>	<p><b>Building and Development Control</b>                      Fast track of householder planning applications                      New processes to be implemented and securely embedded                      None. Sufficient staff will have to be retained to service the concept. Failure to deliver properly and the service will not be used thereby eliminating the income generation.                      Increased income                      None                      None                      In line with TOM proposals</p>		55		Low	Low	SI2
D&BC2	<p><b>Building and Development Control</b>                      Growth in PPA and Pre-app income                      Responsiveness to service requests should not change.                      As the service/income improves extra staffing will be needed and funded from a proportion of that extra income.                      Increased income                      Future Merton could also need to adjust staffing accordingly                      none                      In line with TOM proposals</p> <p><b>Business Plan implications</b>                      Impact on other departments                      Equalities Implications                      TOM Implications</p>	<p><b>Building and Development Control</b>                      Growth in PPA and Pre-app income                      Responsiveness to service requests should not change.                      As the service/income improves extra staffing will be needed and funded from a proportion of that extra income.                      Increased income                      Future Merton could also need to adjust staffing accordingly                      none                      In line with TOM proposals</p>		50		Med	Low	SI2
D&BC3	<p><b>Building and Development Control</b>                      Commercialisation of building control                      This has so far proven difficult mainly due to recruitment issues                      Will need an invest to save with any additional staff funded by some of the increased income generation                      Increased income                      None . Expanded team could better support other internal users                      None                      Integral part of the TOM for BC</p> <p><b>Service/Section Description</b>                      Service Implication                      Staffing Implications                      Business Plan implications                      Impact on other departments                      Equalities Implications                      TOM Implications</p>	<p><b>Building and Development Control</b>                      Commercialisation of building control                      This has so far proven difficult mainly due to recruitment issues                      Will need an invest to save with any additional staff funded by some of the increased income generation                      Increased income                      None . Expanded team could better support other internal users                      None                      Integral part of the TOM for BC</p>		50		High	Low	SI2

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Ref	Service/Section Description	Description of Saving	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
D&BC5	<p><b>Service Implication</b></p> <p><b>Staffing Implications</b> Business Plan Impact on other departments Equalities Implications</p>	<p><b>Building and Development Control</b> Eliminate the Planning Duty service (both face to face and dedicated phone line) Callers will still try to contact officers by other means in any event, so there will have to be a clear understanding and agreed supported message that such calls will not be dealt with. Web site self service improvements will be required Reduce by 1FTE none Less assistance for pre app enquiries (unless charged) reduced assistance for all residents in understanding the planning process</p>	35			Low	High	SS2
D&BC6	<p><b>TOM Implications</b> Service/Section Description</p> <p><b>Service Implication</b> Staffing Implications Business Plan Impact on other departments Equalities Implications</p>	<p>Reduced customer care, contrary to the general aims of TOM <b>Building and Development Control</b> Stop sending consultation letters on applications and erect site notices only Site notices will be mandatory so failsafe system to be devised none None none Those without web site connections will find it difficult to search for application details None</p>	10			Low	Med	SNS2
ENV06	<p><b>TOM Implications</b> Service/Section Description</p> <p><b>Service Implication</b> Staffing Implications Business Plan Impact on other departments Equalities Implications TOM Implications</p>	<p><b>Parking Services</b> Reduction in transport related budgets May result in slight reduction in quality of some areas of service, particularly in respect of civil enforcement some changes in staff travel arrangements to ensure on site as effectively and efficiently as possible. None None None consistent with TOM direction of travel</p>	46			Low	Low	SNS1

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Ref	Description of Saving		2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
ENV18	<p><b>Service/Section Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p> <p><b>TOM Implications</b></p>	<p><b>Greenspaces</b></p> <p>Increased income from events in parks</p> <p>Increased income through a broader range of commercial opportunities - over and above those previously agreed.</p> <p>Some unquantified extra resource likely to be required, linked to the business case for each initiative.</p> <p>In line with the TOM outcomes</p> <p>None</p> <p>None</p> <p>In line with the TOM direction of travel</p> <p><b>Development &amp; Building Control</b></p> <p>Increased income from building control services.</p> <p>Increased income through a broader range of commercial opportunities - over and above those previously agreed.</p> <p>None</p> <p>In line with the TOM outcomes</p> <p>None</p> <p>None</p> <p>In line with the TOM outcomes however care will be needed to ensure there is no duplication of commercial income counting .</p>		100		Med	Med	SI2
ENV20	<p><b>Service/Section Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p> <p><b>TOM Implications</b></p>	<p><b>Building and Development Control</b></p> <p>Shared service collaboration with Kingston/Sutton</p> <p>Combined analysis of service delivery should result in further additional income streams from PPA's and Pre-apps and more efficient working practices across the service</p> <p>Additional service demand may need more staff. Efficiencies should result in less staff.</p> <p>Increased income, PPA's and pre apps</p> <p>None</p> <p>None</p> <p>Significant progress on one of the main TOM strategies</p>		35	50	Med	Low	SI2
D&BC7	<p><b>Service/Section Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p> <p><b>TOM Implications</b></p>	<p><b>Building and Development Control</b></p> <p>Shared service collaboration with Kingston/Sutton</p> <p>Combined analysis of service delivery should result in further additional income streams from PPA's and Pre-apps and more efficient working practices across the service</p> <p>Additional service demand may need more staff. Efficiencies should result in less staff.</p> <p>Increased income, PPA's and pre apps</p> <p>None</p> <p>None</p> <p>Significant progress on one of the main TOM strategies</p>				Low	Low	SI2

**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS**

Ref	Service/Section Description	Description of Saving	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
D&BC8	Building and Development Control	Review of service through shared service discussions			274	High	Med	SI1; SI2; SS1; SS2;SNS 1: SNS2
	Service Implication	To be determined through shared service discussions						
	Staffing Implications	To be determined through shared service discussions						
	Business Plan implications	To be determined through shared service discussions						
	Impact on other departments	None.						
	Equalities Implications	None.						
	TOM Implications	In line with the TOM.						
		<b>TOTAL</b>	235	381	324			
		<b>Cumulative Total</b>	235	616	940			

**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS**

Ref	Description of Saving	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
-----	-----------------------	-----------------	-----------------	-----------------	---------------------------------	--------------------------------------	--------------------------------

**Swap Saving**

Ref	Description of Saving		2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
E&R8	<b>Service/Section Description</b>	<b>Parking Services - ORIGINALLY A GROWTH ITEM</b> In response to residents concerns about traffic congestion, enforcement of moving traffic contraventions, following the Implementation of ANPR.			500	Med	High	S12
	<b>Service Implication</b>	Improvement of traffic enforcement efficiency and compliance by motorists						
	<b>Staffing Implications</b>	Expansion of FTEs in PCN processing and Debt Registration teams by up to 100%						
	<b>Business Plan implications impact on other departments</b>	Increase in fines from PCNs and expenditure and a need for more accommodation Corporate Services: increasing accommodation will require Facilities input along with support from Business Improvement and IT infrastructure						
	<b>Equalities Implications</b>	None						

**Alternative Saving**

Ref	Description of Saving		2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
ALT1	<b>Service/Section Description</b>	<b>Parking Services/Regulatory Services Partnership</b> The further development of the emissions based charging policy by way of increased charges applicable to resident/business permits as a means of continuing to tackle the significant and ongoing issue of poor air quality in the borough. Will have no impact on service although the permit issuing system will need to be capable of accommodating changes to the price/variety of permits.			440	Med	Med	S12
	<b>Service Implication</b>	None						
	<b>Staffing Implications</b>	Will underpin the key aims and objectives of the emerging Air Quality Action Plan designed to encourage cleaner air quality and change in motorist behaviour.						
	<b>Business Plan implications</b>	Will require continues close liaison between Parking and EH (P) team to monitor the effectiveness of this proposal as a means of tackling poor air quality.						
	<b>Impact on other departments</b>	None anticipated as vehicle emissions has no known correlation with equalities groups						
	<b>Equalities Implications</b>	Both service area TOMS (Parking & RSP) are committed to taking traffic congestion and improving air quality. The proposal is entirely consistent with these aims.						
	<b>TOM Implications</b>		0	0	940			

**DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS**

Ref	Description of Saving	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
	<b>Savings Type</b>	<b>Panel</b>						
SI1	Income - increase in current level of charges	C&YP				Children & Young People		
SI2	Income - increase arising from expansion of existing service/new service	CC				Corporate Capacity		
SS2	Staffing: reduction in costs due to deletion/reduction in service	HC&OP				Healthier Communities & Older People		
SNS1	Non - Staffing: reduction in costs due to efficiency	SC				Sustainable Communities		
SNS2	Non - Staffing: reduction in costs due to deletion/reduction in service							
SP1	Procurement / Third Party arrangements - efficiency							
SP2	Procurement / Third Party arrangements - deletion/reduction in service							
SG1	Grants: Existing service funded by new grant							
SG2	Grants: Improved Efficiency of existing service currently funded by unringfenced grant							
SPROP	Reduction in Property related costs							



<b>DRAFT MTFS 2018-22:</b>				
	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Departmental Base Budget 2017/18</b>	<b>151,131</b>	<b>151,131</b>	<b>151,131</b>	<b>151,131</b>
Inflation (Pay, Prices)	3,816	7,632	10,669	13,706
Autoenrolment/Nat. ins changes	315	315	315	315
FYE – Previous Years Savings	(7,018)	(8,737)	(8,737)	(8,737)
FYE – Previous Years Growth	974	(1,532)	(1,032)	(1,032)
Amendments to previously agreed savings	0	0	0	0
Change in Net Appropriations to/(from) Reserves	(1,257)	(993)	(851)	(984)
Taxi card/Concessionary Fares	450	900	1,350	1,800
Change in depreciation/Impairment (Contra Other Corporate items)	0	0	0	0
Growth	0	0	0	0
Other	1,360	1,436	3,323	3,604
<b>Re-Priced Departmental Budget</b>	<b>149,770</b>	<b>150,151</b>	<b>156,167</b>	<b>159,802</b>
Treasury/Capital financing	7,885	12,135	13,510	12,631
Pensions	3,469	3,552	3,635	3,718
Other Corporate items	(18,528)	(18,866)	(18,652)	(18,661)
Levies	614	614	614	614
<b>Sub-total: Corporate provisions</b>	<b>(6,560)</b>	<b>(2,565)</b>	<b>(893)</b>	<b>(1,698)</b>
<b>Sub-total: Repriced Departmental Budget + Corporate Provisions</b>	<b>143,211</b>	<b>147,587</b>	<b>155,274</b>	<b>158,104</b>
Savings/Income Proposals 2018/19	0	(300)	(300)	(300)
<b>Sub-total</b>	<b>143,211</b>	<b>147,287</b>	<b>154,974</b>	<b>157,804</b>
Appropriation to/from departmental reserves	173	(92)	(234)	(100)
Appropriation to/from Balancing the Budget Reserve	(1,977)	(3,473)	0	0
<b>BUDGET REQUIREMENT</b>	<b>141,406</b>	<b>143,722</b>	<b>154,740</b>	<b>157,704</b>
<b>Funded by:</b>				
Revenue Support Grant	(10,071)	(5,076)	0	0
Business Rates (inc. Section 31 grant)	(36,304)	(37,176)	(37,725)	(38,285)
Adult Social Care Improved BCF - Budget 2017	(2,115)	(1,054)	0	0
PFI Grant	(4,797)	(4,797)	(4,797)	(4,797)
New Homes Bonus	(3,110)	(2,984)	(2,000)	(1,500)
Council Tax inc. WPC	(85,382)	(87,420)	(89,477)	(91,552)
Collection Fund – (Surplus)/Deficit	372	0	0	0
<b>TOTAL FUNDING</b>	<b>(141,406)</b>	<b>(138,507)</b>	<b>(133,999)</b>	<b>(136,134)</b>
<b>GAP including Use of Reserves (Cumulative)</b>	<b>0</b>	<b>5,215</b>	<b>20,742</b>	<b>21,571</b>

## Capital Programme as at August 2017

## APPENDIX 3

	Approved 2018/19	Approved 2019/20	Approved 2020/21	Indicative 2021/22	Indicative 2022/23	Indicative 2023/24	Indicative 2024/25	Indicative 2025/26	Indicative 2026/27
<b>Capital</b>	<b>58,162</b>	<b>26,380</b>	<b>8,432</b>	<b>8,944</b>	<b>7,457</b>	<b>9,852</b>	<b>7,869</b>	<b>13,855</b>	<b>6,902</b>
<b>Corporate Services</b>	<b>16,798</b>	<b>10,626</b>	<b>2,135</b>	<b>3,962</b>	<b>2,510</b>	<b>4,800</b>	<b>2,862</b>	<b>4,560</b>	<b>1,920</b>
<b>Business Improvement</b>	<b>1,362</b>	<b>0</b>	<b>0</b>	<b>2,042</b>	<b>100</b>	<b>3,075</b>	<b>682</b>	<b>2,550</b>	<b>0</b>
Customer Contact Programme	0	0	0	2,000	0	900	0	2,000	0
IT Systems Projects	1,012	0	0	42	100	75	682	550	0
Social Care IT System	350	0	0	0	0	2,100	0	0	0
<b>Facilities Management Total</b>	<b>1,250</b>	<b>1,250</b>	<b>950</b>	<b>950</b>	<b>950</b>	<b>950</b>	<b>950</b>	<b>950</b>	<b>950</b>
Works to other buildings	300	650	650	650	650	650	650	650	650
Civic Centre	300	300	0	0	0	0	0	0	0
Invest to Save schemes	300	300	300	300	300	300	300	300	300
Water Safety Works	100	0	0	0	0	0	0	0	0
Asbestos Safety Works	250	0	0	0	0	0	0	0	0
<b>Infrastructure &amp; Transactions</b>	<b>1,085</b>	<b>630</b>	<b>1,060</b>	<b>970</b>	<b>760</b>	<b>775</b>	<b>630</b>	<b>1,060</b>	<b>970</b>
Planned Replacement Programme	1,085	630	1,060	970	760	775	630	1,060	970
<b>Resources</b>	<b>0</b>	<b>0</b>	<b>125</b>	<b>0</b>	<b>700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Financial System	0	0	0	0	700	0	0	0	0
ePayments System	0	0	125	0	0	0	0	0	0
<b>Corporate Items</b>	<b>13,101</b>	<b>8,746</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>600</b>	<b>0</b>	<b>0</b>
Acquisitions Budget	5,000	0	0	0	0	0	0	0	0
Capital Bidding Fund	0	0	0	0	0	0	0	0	0
Multi Functioning Device (MFD)	0	600	0	0	0	0	600	0	0
Housing Company	8,101	8,146	0	0	0	0	0	0	0
CPOs Morden									
<b>Community and Housing</b>	<b>629</b>	<b>480</b>	<b>630</b>	<b>280</b>	<b>280</b>	<b>280</b>	<b>280</b>	<b>630</b>	<b>280</b>
<b>Housing</b>	<b>629</b>	<b>280</b>	<b>280</b>	<b>280</b>	<b>280</b>	<b>280</b>	<b>280</b>	<b>280</b>	<b>280</b>
Disabled Facilities Grant	629	280	280	280	280	280	280	280	280
<b>Libraries</b>	<b>0</b>	<b>200</b>	<b>350</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>350</b>	<b>0</b>
Library Enhancement Works	0	200	0	0	0	0	0	350	0
Major Library Projects	0	0	350	0	0	0	0	0	0
<b>Children Schools &amp; Families</b>	<b>16,905</b>	<b>7,536</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>755</b>	<b>650</b>	<b>650</b>	<b>650</b>
<b>Primary Schools</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>650</b>
Schs Cap Maint & Accessibility	650	650	650	650	650	650	650	650	650
<b>Secondary School</b>	<b>8,847</b>	<b>5,781</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Harris Academy Morden	2,194	800	0	0	0	0	0	0	0
Harris Academy Merton	100	0	0	0	0	0	0	0	0
St Mark's Academy	1,624	3,681	0	0	0	0	0	0	0
Harris Academy Wimbledon	4,930	1,300	0	0	0	0	0	0	0
<b>SEN</b>	<b>7,304</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Perseid	650	0	0	0	0	0	0	0	0
Secondary School Autism Unit	1,330	0	0	0	0	0	0	0	0
Unlocated SEN	5,324	1,000	0	0	0	0	0	0	0
<b>CSF Schemes</b>	<b>104</b>	<b>105</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>105</b>	<b>0</b>	<b>0</b>	<b>0</b>
Admissions IT System	0	105	0	0	0	105	0	0	0
Capital Loans to schools	104	0	0	0	0	0	0	0	0
<b>Environment and Regeneration</b>	<b>23,830</b>	<b>7,738</b>	<b>5,017</b>	<b>4,052</b>	<b>4,017</b>	<b>4,017</b>	<b>4,077</b>	<b>8,015</b>	<b>4,052</b>
<b>Public Protection and Developm</b>	<b>0</b>	<b>60</b>	<b>0</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>60</b>	<b>0</b>	<b>35</b>
Parking Improvements	0	60	0	0	0	0	60	0	0
Public Protection and Developm	0	0	0	35	0	0	0	0	35
<b>Street Scene &amp; Waste</b>	<b>5,790</b>	<b>340</b>	<b>340</b>	<b>340</b>	<b>340</b>	<b>340</b>	<b>340</b>	<b>4,338</b>	<b>340</b>
Fleet Vehicles	400	300	300	300	300	300	300	300	300
Alley Gating Scheme	40	40	40	40	40	40	40	40	40
Smart Bin Leases - Street Scen	6	0	0	0	0	0	0	0	0
Waste SLWP	5,344	0	0	0	0	0	0	3,998	0
<b>Sustainable Communities</b>	<b>18,041</b>	<b>7,338</b>	<b>4,677</b>	<b>3,677</b>	<b>3,677</b>	<b>3,677</b>	<b>3,677</b>	<b>3,677</b>	<b>3,677</b>
Street Trees	60	60	60	60	60	60	60	60	60
Highways & Footways	3,581	3,067	3,067	3,067	3,067	3,067	3,067	3,067	3,067
Unallocated TfI	1,865	0	0	0	0	0	0	0	0
Mitcham Area Regeneration	2,032	301	0	0	0	0	0	0	0
Morden Area Regeneration	3,000	3,000	1,000	0	0	0	0	0	0
Morden Leisure Centre	4,501	169	0	0	0	0	0	0	0
Sports Facilities	1,550	250	250	250	250	250	250	250	250
Parks	1,452	491	300	300	300	300	300	200	300

## Proposed Capital Programme as at August 2017 with Bids

APPENDIX 3

	Proposed 2018/19	Proposed 2019/20	Proposed 2020/21	Proposed 2021/22	Proposed Indicative 2022/23	Proposed Indicative 2023/24	Proposed Indicative 2024/25	Proposed Indicative 2025/26	Proposed Indicative 2026/27
<b>Capital</b>	<b>59,212</b>	<b>26,630</b>	<b>8,432</b>	<b>8,844</b>	<b>7,697</b>	<b>8,952</b>	<b>7,869</b>	<b>12,855</b>	<b>7,902</b>
<b>Corporate Services</b>	<b>17,848</b>	<b>10,876</b>	<b>2,135</b>	<b>3,862</b>	<b>2,650</b>	<b>3,900</b>	<b>2,862</b>	<b>3,560</b>	<b>2,920</b>
<b>Business Improvement</b>	<b>2,412</b>	<b>250</b>	<b>0</b>	<b>1,942</b>	<b>100</b>	<b>2,175</b>	<b>682</b>	<b>1,550</b>	<b>1,000</b>
Customer Contact Programme	1,050	250	0	1,900	0	0	0	1,000	1,000
IT Systems Projects	1,012	0	0	42	100	75	682	550	0
Social Care IT System	350	0	0	0	0	2,100	0	0	0
<b>Facilities Management Total</b>	<b>1,250</b>	<b>1,250</b>	<b>950</b>	<b>950</b>	<b>950</b>	<b>950</b>	<b>950</b>	<b>950</b>	<b>950</b>
Works to other buildings	300	650	650	650	650	650	650	650	650
Civic Centre	300	300	0	0	0	0	0	0	0
Invest to Save schemes	300	300	300	300	300	300	300	300	300
Water Safety Works	100	0	0	0	0	0	0	0	0
Asbestos Safety Works	250	0	0	0	0	0	0	0	0
<b>Infrastructure &amp; Transactions</b>	<b>1,085</b>	<b>630</b>	<b>1,060</b>	<b>970</b>	<b>900</b>	<b>775</b>	<b>630</b>	<b>1,060</b>	<b>970</b>
Planned Replacement Programme	1,085	630	1,060	970	900	775	630	1,060	970
<b>Resources</b>	<b>0</b>	<b>0</b>	<b>125</b>	<b>0</b>	<b>700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Financial System	0	0	0	0	700	0	0	0	0
ePayments System	0	0	125	0	0	0	0	0	0
<b>Corporate Items</b>	<b>13,101</b>	<b>8,746</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>600</b>	<b>0</b>	<b>0</b>
Acquisitions Budget	5,000	0	0	0	0	0	0	0	0
Capital Bidding Fund	0	0	0	0	0	0	0	0	0
Multi Functioning Device (MFD)	0	600	0	0	0	0	600	0	0
Housing Company	8,101	8,146	0	0	0	0	0	0	0
CPOs Morden									
<b>Community and Housing</b>	<b>629</b>	<b>480</b>	<b>630</b>	<b>280</b>	<b>380</b>	<b>280</b>	<b>280</b>	<b>630</b>	<b>280</b>
<b>Housing</b>	<b>629</b>	<b>280</b>	<b>280</b>	<b>280</b>	<b>280</b>	<b>280</b>	<b>280</b>	<b>280</b>	<b>280</b>
Disabled Facilities Grant	629	280	280	280	280	280	280	280	280
<b>Libraries</b>	<b>0</b>	<b>200</b>	<b>350</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>350</b>	<b>0</b>
Library Enhancement Works	0	200	0	0	0	0	0	350	0
Major Library Projects	0	0	350	0	0	0	0	0	0
<b>Children Schools &amp; Families</b>	<b>16,905</b>	<b>7,536</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>755</b>	<b>650</b>	<b>650</b>	<b>650</b>
<b>Primary Schools</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>650</b>	<b>650</b>
Schs Cap Maint & Accessibility	650	650	650	650	650	650	650	650	650
<b>Secondary School</b>	<b>8,847</b>	<b>5,781</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Harris Academy Morden	2,194	800	0	0	0	0	0	0	0
Harris Academy Merton	100	0	0	0	0	0	0	0	0
St Mark's Academy	1,624	3,681	0	0	0	0	0	0	0
Harris Academy Wimbledon	4,930	1,300	0	0	0	0	0	0	0
<b>SEN</b>	<b>7,304</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Perseid	650	0	0	0	0	0	0	0	0
Secondary School Autism Unit	1,330	0	0	0	0	0	0	0	0
Unlocated SEN	5,324	1,000	0	0	0	0	0	0	0
<b>CSF Schemes</b>	<b>104</b>	<b>105</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>105</b>	<b>0</b>	<b>0</b>	<b>0</b>
Admissions IT System	0	105	0	0	0	105	0	0	0
Capital Loans to schools	104	0	0	0	0	0	0	0	0
<b>Environment and Regeneration</b>	<b>23,830</b>	<b>7,738</b>	<b>5,017</b>	<b>4,052</b>	<b>4,017</b>	<b>4,017</b>	<b>4,077</b>	<b>8,015</b>	<b>4,052</b>
<b>Public Protection and Developm</b>	<b>0</b>	<b>60</b>	<b>0</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>60</b>	<b>0</b>	<b>35</b>
Parking Improvements	0	60	0	0	0	0	60	0	0
Public Protection and Developm	0	0	0	35	0	0	0	0	35
<b>Street Scene &amp; Waste</b>	<b>5,790</b>	<b>340</b>	<b>340</b>	<b>340</b>	<b>340</b>	<b>340</b>	<b>340</b>	<b>4,338</b>	<b>340</b>
Fleet Vehicles	400	300	300	300	300	300	300	300	300
Alley Gating Scheme	40	40	40	40	40	40	40	40	40
Smart Bin Leases - Street Scen	6	0	0	0	0	0	0	0	0
Waste SLWP	5,344	0	0	0	0	0	0	3,998	0
<b>Sustainable Communities</b>	<b>18,041</b>	<b>7,338</b>	<b>4,677</b>	<b>3,677</b>	<b>3,677</b>	<b>3,677</b>	<b>3,677</b>	<b>3,677</b>	<b>3,677</b>
Street Trees	60	60	60	60	60	60	60	60	60
Highways & Footways	3,581	3,067	3,067	3,067	3,067	3,067	3,067	3,067	3,067
Unallocated TfI	1,865	0	0	0	0	0	0	0	0
Mitcham Area Regeneration	2,032	301	0	0	0	0	0	0	0
Morden Area Regeneration	3,000	3,000	1,000	0	0	0	0	0	0
Morden Leisure Centre	4,501	169	0	0	0	0	0	0	0
Sports Facilities	1,550	250	250	250	250	250	250	250	250
Parks	1,452	491	300	300	300	300	300	2100	300

## Variance between Proposed and Approved Programme

APPENDIX 3

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>Capital</b>	1,050	250	0	(100)	240	(900)	0	(1,000)	1,000
<b>Corporate Services</b>	1,050	250	0	(100)	140	(900)	0	(1,000)	1,000
<b>Business Improvement</b>	1,050	250	0	(100)	0	(900)	0	(1,000)	1,000
Customer Contact Programme	1,050	250	0	(100)	0	(900)	0	(1,000)	1,000
IT Systems Projects	0	0	0	0	0	0	0	0	0
Social Care IT System	0	0	0	0	0	0	0	0	0
<b>Facilities Management Total</b>	0	0	0	0	0	0	0	0	0
Works to other buildings	0	0	0	0	0	0	0	0	0
Civic Centre	0	0	0	0	0	0	0	0	0
Invest to Save schemes	0	0	0	0	0	0	0	0	0
Water Safety Works	0	0	0	0	0	0	0	0	0
Asbestos Safety Works	0	0	0	0	0	0	0	0	0
<b>Infrastructure &amp; Transactions</b>	0	0	0	0	140	0	0	0	0
Planned Replacement Programme	0	0	0	0	140	0	0	0	0
<b>Resources</b>	0	0	0	0	0	0	0	0	0
Financial System	0	0	0	0	0	0	0	0	0
ePayments System	0	0	0	0	0	0	0	0	0
<b>Corporate Items</b>	0	0	0	0	0	0	0	0	0
Acquisitions Budget	0	0	0	0	0	0	0	0	0
Capital Bidding Fund	0	0	0	0	0	0	0	0	0
Multi Functioning Device (MFD)	0	0	0	0	0	0	0	0	0
Housing Company	0	0	0	0	0	0	0	0	0
CPOs Morden									
<b>Community and Housing</b>	0	0	0	0	100	0	0	0	0
<b>Housing</b>	0	0	0	0	0	0	0	0	0
Disabled Facilities Grant	0	0	0	0	0	0	0	0	0
<b>Libraries</b>	0	0	0	0	100	0	0	0	0
Library Enhancement Works	0	0	0	0	0	0	0	0	0
Major Library Projects	0	0	0	0	0	0	0	0	0
<b>Children Schools &amp; Families</b>	0	0	0	0	0	0	0	0	0
<b>Primary Schools</b>	0	0	0	0	0	0	0	0	0
Schs Cap Maint & Accessibility	0	0	0	0	0	0	0	0	0
<b>Secondary School</b>	0	0	0	0	0	0	0	0	0
Harris Academy Morden	0	0	0	0	0	0	0	0	0
Harris Academy Merton	0	0	0	0	0	0	0	0	0
St Mark's Academy	0	0	0	0	0	0	0	0	0
Harris Academy Wimbledon	0	0	0	0	0	0	0	0	0
<b>SEN</b>	0	0	0	0	0	0	0	0	0
Perseid	0	0	0	0	0	0	0	0	0
Secondary School Autism Unit	0	0	0	0	0	0	0	0	0
Unlocated SEN	0	0	0	0	0	0	0	0	0
<b>CSF Schemes</b>	0	0	0	0	0	0	0	0	0
Admissions IT System	0	0	0	0	0	0	0	0	0
Capital Loans to schools	0	0	0	0	0	0	0	0	0
<b>Environment and Regeneration</b>	0	0	0	0	0	0	0	0	0
<b>Public Protection and Developm</b>	0	0	0	0	0	0	0	0	0
Parking Improvements	0	0	0	0	0	0	0	0	0
Public Protection and Developm	0	0	0	0	0	0	0	0	0
<b>Street Scene &amp; Waste</b>	0	0	0	0	0	0	0	0	0
Fleet Vehicles	0	0	0	0	0	0	0	0	0
Alley Gating Scheme	0	0	0	0	0	0	0	0	0
Smart Bin Leases - Street Scen	0	0	0	0	0	0	0	0	0
Waste SLWP	0	0	0	0	0	0	0	0	0
<b>Sustainable Communities</b>	0	0	0	0	0	0	0	0	0
Street Trees	0	0	0	0	0	0	0	0	0
Highways & Footways	0	0	0	0	0	0	0	0	0
Unallocated TfI	0	0	0	0	0	0	0	0	0
Mitcham Area Regeneration	0	0	0	0	0	0	0	0	0
Morden Area Regeneration	0	0	0	0	0	0	0	0	0
Morden Leisure Centre	0	0	0	0	0	0	0	0	0
Sports Facilities	0	0	0	0	0	0	0	0	0
Parks	0	0	0	0	0	0	0	0	0

# Equality Analysis – ENR10 – Leisure & Culture Development Team



Guidance for carrying out Equality Impact Assessments is available on the <a href="#">intranet</a> .	
What are the proposals being assessed?	To make Leisure Centre Contract Savings at the time of the opening of the new Morden Leisure Centre (MLC) and the demise of the existing Morden Park Pools (MPP) by way of a Change to the existing Leisure Management Contract with Greenwich Leisure Limited (GLL)
Which Department/Division has the responsibility for this?	Environment & Regeneration – Public Space Division
<b>Stage 1: Overview</b>	
Name and job title of lead officer	Christine Parsloe, Leisure & Culture Development Manager
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>Outcome: To achieve leisure management contract savings</p> <p>Aims: To open a new MLC, close &amp; demolition the existing MPP</p> <p>Proposals:</p> <p>1) The new Morden Leisure Centre (MLC) is due to be completed in the Autumn of 2018 and this will result in a Deed of Variation with the contractors Greenwich Leisure Limited (GLL) to discontinue operation of the existing Morden Park Pools (MPP) and move to operate the new MLC. In doing this we expect to be making savings on the contract sum.</p>
2. How does this contribute to the council's corporate priorities?	Delivers savings and transformation of services
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Customers, community organisations, schools, other departments, stakeholders etc. as we open a new leisure centre and close the existing MPP. The main terms of the contract pricing structures, membership, etc. will not change, rather a new suite of leisure opportunities will be provided generating a saving on the leisure management contract.
4. Is the responsibility shared with another department, authority or organisation? If so: Who are the partners and who has overall responsibility?	No

**Stage2: Collecting evidence/data**

6. What evidence have you considered as part of this assessment? List the data, results of consultation, research and other sources of evidence reviewed to determine impact on the protected characteristics (equality groups). Where there are gaps in data you may have to address this by including it in the action plan.

**Type of evidence**  
 The range and type of facilities to be included in the new MLC has already been fully considered and consulted upon with the community through formal and informal consultations, planning applications and will continue to occur as the plans and designs implemented. This will include local interest groups, disability organisations, schools, those from ethnic minority communities and faith groups.

**Stage 3: Assessing impact and analysis**

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

Equality group	Positive impact		Potential negative impact		Reason
	Yes	No	Yes	No	
Age	✓			✓	The facility mix for sports & leisure opportunities will be increased for all. The service contract will remain as is in making this saving.
Disability	✓			✓	
Gender Reassignment	✓			✓	
Marriage and Civil Partnership	✓			✓	
Pregnancy and Maternity	✓			✓	
Race	✓			✓	
Religion/ belief	✓			✓	
Sex	✓			✓	
Sexual orientation	✓			✓	
Socio-economic status	✓			✓	

8. How do you plan to mitigate the negative impact that has been identified above? Also describe how you will promote equality through the policy, strategy, procedure, function or service?

No negative impact identified above.

**Stage4: Decision**

9. Decision – Please indicate which of the following statements best describe the outcome of the EIA (✓ tick one box only)		
Outcome 1 - ✓	Outcome 3	Outcome 4
<p><b>Outcome 1</b> – No change required: when the EIA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed.</p>	<p>Your analysis demonstrates that the proposals are robust and the evidence shows no potential for discrimination and that you have taken all appropriate opportunities to advance equality and foster good relations between groups. If this conclusion is reached, remember to document the reasons for this and the information that you used to make this decision.</p>	<p>This involves taking steps to remove barriers or to better advance equality. It can mean introducing measures to mitigate the potential negative effect. Remember that it is lawful under the Equality Act to treat people differently in some circumstances, for example taking positive action or putting in place single-sex provision where there is a need for it. It is both lawful and a requirement of the general equality duty to consider if there is a need to treat disabled people differently, including more favorable treatment where necessary.</p> <p>This means a recommendation to adopt your proposals, despite any negative effect or missed opportunities to advance equality, provided you have satisfied yourself that it does not unlawfully discriminate. In cases where you believe discrimination is not unlawful because it is objectively justified, it is particularly important that you record what the objective justification is for continuing with your proposals, and how you reached this decision. This is very important to show that you have paid ‘due regard’ to the Public Sector Equality Duty</p>
<p><b>Outcome 2</b> – Adjustments to remove negative impact identified by the EIA or to better promote equality. <b>List the actions you propose to take to address this in the Action Plan.</b></p>		
<p><b>Outcome 3</b> – Continue with proposals despite having identified some potential for negative impact or missed opportunities to promote equality. In this case, the justification needs to be included in the EA and should be in line with the PSED to have ‘due regard’. <b>List the actions you propose to take to address this in the Action Plan. (You are advised to seek Legal Advice)</b></p>		

<p><b>Outcome 4</b> – Stop and rethink: when your EA shows actual or potential unlawful discrimination.</p>	<p>If a policy shows unlawful discrimination it <b>must</b> be removed or changed.</p>
<p><b>Note:</b> If your EA is assessed as <b>outcome 3</b>, explain your justification with full reasoning to continue with your proposals?</p>	<p>Include information as to why you suggest going ahead with your proposals despite negative impact being identified.</p>

**Stage 5: Making adjustments – Improvement Action Pan**

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

This action plan should be completed after the assessment and analysis and outlines the action to be taken to mitigate the potential negative impact identified.

<p><b>Risks or improvements identified in the EIA</b></p>	<p><b>Action required</b></p>	<p><b>Performance measure &amp; target(s)</b></p>	<p><b>By when</b></p>	<p><b>Uses existing or additional resources?</b></p>	<p><b>Lead Officer</b></p>	<p><b>Progress</b></p>
<p>No negative impacts identified,</p>						

**Have you incorporated these actions into your divisional service plan or team plan? Please give details of where they have been included.**  
 Included as part in the existing Leisure & Culture Development Team's transformation and service plans.

**11. How will you share lessons learnt from this assessment with stakeholders and other council departments?**

We will share any learning from this with others through one to one support, advice and guidance as appropriate and time allows.



<p><b>Stage 6: Monitoring</b>                  The full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.</p>			
<p><b>How will you monitor the impact of the proposal once it has been implemented?</b>                  Monitoring will be done through the leisure management contract monitoring processes within existing business practices</p> <p><b>How often will you do this?</b>                  Quarterly through formal meetings, otherwise through day to day working and business operations.</p>			
<p><b>Stage: 7 Reporting outcomes (Completed assessments must be attached to committee reports and a summary of the key findings included in the relevant section with in them)</b></p>			
<p><b>Summary of the assessment</b></p> <ul style="list-style-type: none"> <li>➤ What are the key impacts – both negative and positive?</li> <li>➤ What course of action are you advising as a result of this assessment?</li> <li>➤ Are there any particular groups affected more than others? Do you suggest to proceeding with your proposals although a negative impact has been identified?</li> </ul>	<p><b>Summary of the key findings:</b></p> <p>None.</p>		
<p><b>Stage 8: Sign off by Head of Service</b></p>			
<p><b>Assessment completed by:</b></p> <p><b>Name/Job Title</b></p>	<p>Christine Parsloe                  Leisure &amp; Culture Development Manager</p>	<p><b>Signature:</b></p> <p>C A Parsloe</p>	<p><b>Date:</b></p> <p>29 Sept 2017</p>
<p><b>Improvement action plan signed off by Head of Service</b></p>	<p>Graeme Kane, Head of Public Space Division</p>	<p><b>Signature:</b></p> <p>G Kane</p>	<p><b>Date:</b></p> <p>29 Sept 2017</p>
<p><b>Department</b></p>	<p><b>Environment &amp; Regeneration</b></p>		



# Equality Analysis

## 06 E&R Parking Services (Ref No. TBC)

<p>What are the proposals being assessed?</p>	<p>Further development of an emissions based charging Policy for resident/business permits</p>
<p>Which Department/ Division has the responsibility for this?</p>	<p>Envf &amp; Regeneration /Public Protection/Parking and CCTV Services</p>

<b>Stage 1: Overview</b>	
<p>1. Name and job title of lead officer</p>	<p>Paul Walshe Head of Parking and CCTV Services</p>
<p>2. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)</p>	<p>To encourage cleaner air quality and contribute to the public health agenda</p>
<p>3. How does this contribute to the council's corporate priorities?</p>	<p>To improve the health of the Community.</p>
<p>4. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.</p>	<p>Residents, Businesses and Trade who purchase a parking permit</p>
<p>5. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?</p>	<p>The responsibility is not shared with any other department. The section will work closely with the Shared Regulatory Service Pollution Team when implementing the proposal.</p>

**Stage 2: Collecting evidence/ data**

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

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

It is not believed that levels of vehicle emissions have a correlation with motorists with protected characteristics. If, during the implementing of the policy, it becomes evident that this is not the case, this assessment will be reviewed.

**Stage 3: Assessing impact and analysis**

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

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age	x			x	Healthy environment
Disability	X			x	No surcharge will be applied to a vehicle used by a Blue Badge holder
Gender Reassignment	X			x	Healthy environment
Marriage and Civil Partnership	X			x	Healthy environment
Pregnancy and Maternity	X			x	Healthy environment
Race	X			x	Healthy environment
Religion/ belief	X			x	Healthy environment
Sex (Gender)	X			x	Healthy environment
Sexual orientation	X			x	Healthy environment
Socio-economic status		X	x		The increase in costs may affect this group

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

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

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

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

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

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

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service	
Assessment completed by	Paul Walshe Head of Parking and CCTV Services
Signature:	Signature:
Improvement action plan signed off by Director/ Head of Service	John Hill Head of Public Protection
Signature:	Signature:
Date:	10th Nov 2015

## **Committee:** Children and Young People Overview and Scrutiny Panel

**Date:** 8 November 2017

**Agenda item:**

**Wards:** Borough wide

**Subject:** **Harris Academy Wimbledon – new school update**

**Lead officers:** Yvette Stanley – Director of Children, Schools and Families

**Lead member:** Cllr Caroline Cooper-Marbiah – Cabinet member for Education

**Contact officer:** Tom Procter – Head of Contracts and School Organisation

---

### **Recommendations:**

- A For the Scrutiny Panel to consider and comment on this update report regarding the new Harris Academy Wimbledon School, and in particular monitor progress on the specific matters referenced at the Panel meeting on 29 June 2016 and note the 261 additional resident on-time admissions applications for September 2018 compared to last year.

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

- 1.1 The purpose of this report is to update the Scrutiny Panel regarding the new Harris Academy Wimbledon School and, in particular, to the reference at the 29 June 2016 Panel prior to the Cabinet decision made on 4 July 2016 to assemble the site at High Path for the new school.
- 1.2 The report also reviews the demand for and supply of secondary school places, and in the context of current and anticipated place needs, assesses the risks and implications of not delivering the school by September 2018 as planned. In particular, following previous growth in pupil numbers, the council has now received some 261 additional resident on-time admissions applications for September 2018 compared to last year.
- 1.3 While good progress has been made on a complex project, and the concerns raised by the Panel in 2016 have been taken into consideration, the main risk to the delivery of the new school project on schedule is the moving of Elim Church from the High Path school site to Merton Hall.

### **2 DETAILS**

#### **School Need: Population projections/school rolls:**

- 2.1. It is necessary to regularly review the demand and supply of school places. The firm evidence that demand for places has now reduced at reception age in primary schools (all-be-it still at a significantly higher level than before the growth in the late 2000s), and the cost of a new secondary school makes it especially relevant. Officers have therefore reviewed the need for a new secondary school.
- 2.2. School improvement in Merton secondary schools has been significant in recent years. All of Merton's secondary schools are now rated 'good' or 'outstanding' and

2017 provisional Progress 8 results puts the borough's schools as the best performing schools in the country<sup>1</sup>.

- 2.3. A new good quality secondary school will add to Merton's provision and in addition to meeting the 'basic need'<sup>2</sup> for school places, it will provide the following positive benefits:
- Residents in parts of South Wimbledon (for girls), Colliers Wood, and north of Wimbledon (for boys) will benefit as current experience is that they cannot currently obtain places in Wimbledon schools
  - Less need for pupils to travel substantial distances for a school place outside the borough
  - Increased choice – currently all Wimbledon schools are single sex
  - A new school with high standards would add to the council's positive journey in being a good place for families to live to receive secondary education
  - The consultation by the Harris Federation in spring 2017 showed strong support for the new school
- 2.4. The number of year 6 pupils in Merton schools has increased by 421 pupils over the period 2006/07 - 2016/17. However, to date, the extra pupil numbers transferring into our secondary schools has been more modest, and there has been an increase in the number of residents going out of the borough for their education.
- 2.5. Table 1 below shows how the year 6 to year 7 transfer rate has fallen from 90% in 2007/08, to 85% in 2011/12, to just below 81% in 2014/15. For the last two years, the transfer rate has been just below 75%. The retention rate takes into account the transfer patterns from year 6 and 7, with a greater level of 'exports' (children resident in Merton and attending out borough schools), to 'imports' (children from other boroughs attending Merton schools), and a drift after year 6 into the independent sector. DfE figures show that in 2016/17 only 58.3% of Merton residents attending a state funded school did so at a school within the borough. In this respect, the council now has the lowest figure in London.
- 2.6. Six of our eight schools are now substantially full in year 7, with two schools (to the east of Mitcham town centre, and to the west close to the RB Kingston border) making up most of the current 156 surplus places in year 7 (9%).
- 2.7. Officers' assessment of the reason for the fall in the Year 6 to Year 7 retention rate is that LB Merton has not expanded any schools (with the exception of 60 places at Harris Merton), yet neighbouring boroughs have done so above their local population rise. More local residents have been able to get a place at a high preference out-of-borough school.
- 2.8. A survey of neighbouring authorities confirms that they plan to provide year 7 places slightly below their forecast year 6 rise over the next few years, so it is likely that the retention rate in LB Merton will revert towards previous levels, especially if a new popular, accessible school is open.
- 2.9. There is a particular issue in that there is further growth of 259 pupils in the current year 6 entering secondary school in 2018/19 that will result in the total growth over

---

<sup>1</sup> Progress 8 scores, published by the Department for Education, show how much progress pupils make between the end of Key Stage 2 and the end of Key Stage 4 compared to other teenagers across England who achieved similar results at the end of Key Stage 2

<sup>2</sup> Basic Need is defined as when there is an overall shortage of school places in an area

the 11- year period being 680 pupils. This increased demand is confirmed by the recent secondary school admissions application information for 2018/19.

2.10. Table 2 shows that based on existing pupils in our primary schools, this substantially higher number of pupils will remain relatively consistent for at least five years. After this time, it will fall back slightly but will still be at higher levels than the present year 7.

2.11. Table 2 also shows the forecast deficit (-) of places should no extra places be added i.e. Harris Wimbledon does not open. This forecast is based on various transfer rates, and a minimum 5% surplus allowance. Some surplus is required to allow an element of choice and in-year transfers; the Audit Commission recommendation of 5-10% is considered the standard good practice to ensure a balance of efficiency and choice.

**TABLE 1 – 2006/07-2017/18 YEAR 7 SECONDARY SCHOOL ROLL AND SURPLUS WITH TRANSFER RATE FROM YEAR 6**

**(NOTE A SURPLUS OF 5-10% IS RECOMMENDED: 5% IS 86 PLACES, 10% IS 172 PLACES)**

Academic year	Year 6 actual roll (cohort is year 7 following year)	Year 7 actual roll	Year 6 to year 7 transfer percentage	Total of Admission numbers - Year 7	Actual Surplus	Surplus with 5% allowance
2006/07	1692	1531	88.5%	1669	138	55
2007/08	1794	1518	89.7%	1669	151	68
2008/09	1762	1583	88.2%	1669	86	3
2009/10	1756	1544	87.6%	1669	125	42
2010/11	1725	1502	85.5%	1669	167	84
2011/12	1837	1457	84.5%	1669	212	129
2012/13	1817	1454	79.2%	1669	215	132
2013/14	1848	1465	80.6%	1669	204	121
2014/15	2024	1492	80.7%	1669	177	94
2015/16	2081	1578	78.0%	1669	91	8
2016/17	2113	1558	74.9%	1699	141	56
2017/18	2372	1573	74.4%	1729	156	70

**TABLE 2 – BASED ON NO FURTHER EXPANSION, FORECAST SURPLUS/DEFICIT (-) BASED ON VARIABLE TRANSFER RATES, WITH 5% SURPLUS ALLOWANCE INCLUDED IN FIGURE**

Academic year	Year 6 forecast roll (cohort is year 7 following year)	Surplus/ deficit (-) if 75% transfer with 5% allowance	Surplus/ deficit (-) if 80% transfer with 5% allowance	Surplus/ deficit (-) if 85% transfer with 5% allowance	Surplus/ deficit (-) if 90% transfer with 5% allowance
2018/19	2324	-140	-254	-373	-491
2019/20	2314	-97	-216	-332	-448
2020/21	2332	-90	-208	-324	-439
2021/22	2344	-105	-223	-339	-456
2022/23	2250	-113	-232	-349	-466
2023/24	2184	-43	-157	-270	-382
2024/25	2112	6	-104	-214	-323

- 2.12. Table 2 shows that, based on the current 75% transfer there will be a 140 place deficit once the minimum 5% surplus is allowed (this is an actual deficit of 54 places), which will be relatively consistent until 2023/24.
- 2.13. Moreover, if we revert to 80% transfer as three years ago, the deficit will be 254 places once the 5% minimum surplus is allowed (and an actual deficit of 168). If the transfer is 85% or 90% then the council would require substantial extra provision on top of the new school. As stated above, it is likely that the retention rate in LB Merton will revert towards previous levels, especially if a new popular, accessible school is open.
- 2.14. The admissions applications closing date for September 2018 secondary school entry was on 31 October 2017. The council has already received 2,265 applications and when 'accepted lates' are included it is expected to be approximately 2,300. This is 261 more than last year's figure of 2,039. Offer day is on 1 March 2018
- 2.15. The above evidence confirms that there will be serious consequences for the council in providing sufficient places if Harris Academy Wimbledon does not open in September 2018 as advertised.

### **Harris Wimbledon site assembly issues**

- 2.16. On 4 July 2016 Cabinet authorised the Director of Environment and Regeneration to complete the freehold purchase of land for the provision of the new Harris Academy Wimbledon secondary school. Due to the commercial sensitivity the report was exempt but the report was made available in full to this Panel. Following recent FOI requests officers have agreed to publish the report (with some redactions where the information is still commercially sensitive), and for transparency and ease of reference this version is included as appendix 1 to this report.
- 2.17. The secondary school is now scheduled to open in September 2018 at a temporary site in the former Adult Education building, Whatley Avenue SW20. The site only has sufficient space for two year-groups of pupils so it is necessary for the permanent site at High Path to be ready for September 2020. With 18-20 months of construction time to build the school, the High Path site needs to be clear in early 2019 to enable completion of the school on time and avoid the complexities of a third year in temporary classrooms. If a clear way forward is not established in January 2018 the opening of the school may be deferred by the ESFA (Education and Schools Funding Agency, the agency of the government's Department for Education), and officers are working closely with the ESFA to avoid a deferral.
- 2.18. To enable the Harris Wimbledon Academy School to be built on High Path the following bodies need to vacate:
- High Path Community and Resource Centre
  - Domex appliance services
  - Elim Church
- 2.19. There is also a need to work with Merton Abbey Primary School to enable an element of their playing field to be part of the Harris Wimbledon site in return for Merton Abbey having access to a larger games area at set times.
- 2.20. The plan below shows the individual components:





2.21. The following is an update on the land assembly since July 2016:

*High Path Community and Resource Centre*

2.22. Officers in Community and Housing Department have worked closely with stakeholders to provide an alternative facility at 21 Leyton Road. There is now broad agreement that this is a positive move for the service, and planning permission has been received for the new facility.

2.23. There is also an agreed plan for Children’s, Schools and Families staff and commissioned services to move from 21 Leyton Road, to either the Chaucer Centre or to an extended Bond Road Family centre, for which work has commenced.

2.24. The moving of High Path Community and Resource Centre therefore poses no serious timescales risk to the project.

*Domex appliance services*

2.25. The council has purchased the property, and agreed a lease back until February 2018. This enables Domex to find alternative premises and ties in with their leaseholder which expires at this time. This element therefore poses no serious risk to the timescales of the project.

*Merton Abbey Primary School*

2.26. In summer 2016 Merton Abbey School governors raised concerns regarding the council’s proposal. However, they were far more encouraged by the council’s and ESFA’s revised proposals in autumn 2016 which means that only a small portion of the field is lost in return for use of an artificial turf pitch at agreed set times. As part of this agreement, the council has agreed a £60,000 grant from the EFA to improve the school’s landscaping and the school has worked positively with the ‘Learning through Landscapes’ organisation on proposals to use this money effectively.

*Elim*

2.27. In July 2016 Cabinet approved the land swap of Merton Hall (refurbished and re-built at the rear to be fit for purpose) and Elim Church’s land. Following a refusal in April 2017, on 21 September 2017 Planning Applications Committee approved a revised design for Merton Hall. Tenders will be returned shortly for the works but the delivery of this scheme is now complicated by challenges on two aspects outlined below:

- On or around 27 September 2017 a member of the public submitted an application to Historic England to list Merton Hall. Historic England will provide

their recommendation to the Secretary of State for Digital, Culture, Media and Sport (DCMS) by 21 December 2017, who will then make her decision in January 2018.

- On 21 September 2017 a nomination was submitted to the council to list Merton Hall as an Asset of Community Value (ACV). The council is due to make a decision on the ACV listing by 16 November 2017.

2.28. While Cabinet would need to wait until the Secretary of State makes her decision on the heritage listing prior to any works commence, following the return of tenders, Cabinet is due to make a contract decision at its meeting on 11 December 2017.

**Update on references made by Scrutiny Panel on 29 June 2017**

2.29. The following table provide an update of the references made by the Scrutiny Panel on 29 June 2017:

<b>Reference from CYP Overview and Scrutiny, 29 June 2017</b>	<b>Officers' update, 1 November 2017</b>
1) ensuring the opening date for the new school is optimised to not destabilise existing Merton secondaries	At the time of this reference the official opening date for the school was 1 September 2017. There was forecast to be stability in demand for year 7 places from 2016 to 2017 before a significant increase in demand for September 2018, so LB Merton secondary school headteachers were concerned about the impact on their rolls if the school was to open too early. The council's administration supported this request, and the complexity of the land assembly in any event meant that the opening was deferred to September 2018. The main body of this paper reviews the latest on the demand and supply of school places, concluding the importance of the school opening for September 2018.
2) maximising the design to give pupils the same advantage enjoyed by children at other Merton secondaries	The ESFA (Education and Schools Funding Agency) are responsible for the design to provide the new school. However, council officers, both in CSF department and as part of the planning process, have provided their support where they can.  The detailed feasibility plans show that the school will have all the modern new internal facilities that any new school is entitled to, including a four badminton court sized sports hall. The school has been effectively designed over 5 storeys with a separate sports hall that will be raised above ground floor level to also

	<p>provide some extra recreational space in addition to the 3-tennis court sized multi use games area.</p> <p>The ESFA are currently in the process of appointing from a short list of two contractors, following a competitive process which included an element of design competition. Officers will continue to work with the ESFA.</p>
3) supporting Merton Abbey Primary in agreeing shared use of the site	<p>Following the reference in June 2016, officers worked in more detail with the ESFA and Merton Abbey Primary School. As a result a new proposal was developed which uses far less of the Primary School land. A three tennis court sized multi use games area (MUGA) will be developed, two thirds of which will be on the Harris Wimbledon site, one third on Merton Abbey's current school site. This area will all be in the 125 year lease for the new school. There is provision for Merton Abbey school to be able to use the facility at set times agreed with Merton Abbey's school leadership team, including use for after school and holiday clubs.</p>
4) protecting the financial interests of the borough during the development of the site	<p>The main reason for the council facilitating a Free School is that the ESFA meets the majority of the cost. The council is ensuring the financial package agreed with the ESFA in summer 2016 and reported to cabinet in July 2016 remains the position. This is that the ESFA is responsible for the entire cost of building the school (circa £25-30 million), with the council providing a clear site and receiving £5.85 million from the ESFA for this. The net cost to the council of the new school is therefore substantially below £10 million</p>
5) sustaining the level of community rental space	<p>This reference related to some concern about the sale of Merton Hall to Elim Church. However, the council has sustained the level of community space by:</p> <ul style="list-style-type: none"> <li>• A former office at Pincott Road being adapted to provide two community</li> </ul>

	<p>rooms, operated by SWCA (South Wimbledon Community Association)</p> <ul style="list-style-type: none"> <li>• Facilitating the hall at All Saints Primary School to be operated by SWCA outside school hours</li> <li>• Elim Church confirming that the Merton Hall building would still be open to lettings when not required by the church, and the church will still be operating its food bank for the local community.</li> <li>• The Chief Executive of the Harris Federation writing to confirm that they would like the new school to be open the community outside school hours, and would like to work with SWCA in delivering this</li> <li>• There is still capacity in other local schools for outside lettings and other council premises if there is demand.</li> </ul> <p>Merton Hall closed as a community centre on 1 October 2017, with Pincott Road opening, and all of the previous users have found an alternative location.</p>
6) ensuring the safety of pupils using the site	<p>The safe entry and exit for from the site is important to the design. To obtain planning permission a transport statement will be required to demonstrate this, and the design and layout of the building will ensure maximum space for children. Although the design is still at a relatively early stage, ideas have already been developed to ensure maximum space for children. This includes providing the three courts games area, and raising the sports hall above ground floor level so there is recreation space below it. Off-site playing field availability is also expected to be provided at Nursery Road Playing Fields. This is less than 5 minutes walk from the school and a safe walking route will need to be ensured.</p>

### Support for the school and admissions arrangements

2.30. The Harris Federation ran a 6-weeks consultation on the establishment of the Academy and the Admissions arrangements in February/March 2017. This was advertised in the local paper, posted on the Harris Wimbledon website with

signposting on the council website and letters and booklets were sent out to primary schools for distribution to parents, Six consultation events were held, mostly in primary schools from 8 February to 9 March 2017.

2.31. In total nearly 300 parents/carers attended the events. 448 questionnaires were returned and 425 (94.9%) supported the proposal that the school should open.

2.32. The biggest concerns raised were about admissions and whether parents would succeed in getting their children admitted when they might live some distance away from nodal points<sup>3</sup>. Many parents thought the nodal points were in the wrong place and 81% stated they should be changed. There was particular concern raised by residents in Colliers Wood who felt they did not currently have access to a local secondary school.

2.33. As a result the nodal points for 2018 admissions were changed by the Harris Federation to be:

- Merton Abbey Primary School 33%
- Colliers Wood Station 33%
- Haydons Road Station 33%

<sup>3</sup> Note - 'Nodal points' is where priority for places is based on distance from a specified point rather than outside the school gate. It allows an admissions authority to give greater priority to an area where it is perceived there is a greater priority for school places

### **3 ALTERNATIVE OPTIONS**

#### **Alternative sites to High Path for a new school**

- 3.1. The council has been considering options for a secondary school site since 2013. In July 2013 Capita produced an analysis of over 200 sites as part of the site selection options for a new secondary school. Beyond the site at High Path, only four sites were identified by Capita as being potentially suitable and, following a subsequent Atkins report, it was confirmed that only one (Worsfold House) was potentially viable. This was discounted due to its impact on needing to move one special school, impacting on the expansion of another, and its location in Mitcham
- 3.2. In July 2016 the EFSA and Cabinet agreed that High Path was the only viable option for the new school out of the short-listed sites.
- 3.3. Having reviewed again the options identified in the Capita report and the advice to Cabinet in July 2016, officers can confirm that none of the alternative sites shortlisted in the original report or any others since this time present a viable alternative site for the school.

#### **Deferral of school opening**

- 3.1. On the basis that the council would need to find at least four forms of entry per year for at least six years to meet sufficient provision, the implications of deferring the school are as follows:
- Defer Harris Wimbledon opening for a year*
- 3.2. If additional places are to be provided in the Wimbledon area, temporary classroom provision for 2 extra classes each at existing Wimbledon schools would need to be negotiated. Negotiation would be very difficult as these existing schools have stated they do not wish to expand and would consider temporary classrooms at their school

to be even worse. If these schools could be persuaded, the estimated cost is £1 million.

*Defer opening indefinitely*

- 3.3. In this instance, the council would need to provide the expansion for all five year groups of the secondary school. If the bulge lasts 6 years, then the schools would need to have some of the accommodation for 11 years until it feeds through the school. If the retention rate reverts to the 80% level or above it would need to be kept in perpetuity. Therefore it would be very difficult to avoid a solution that wasn't permanent accommodation, with an approximate cost of approaching £20 million to provide 120 extra places per year. The new school will provide 180 places per year so if demand is towards the higher range, then the cost to the council would be above £20 million. It should be recognised that the DfE would not meet these additional costs as it would not be part of the Free School programme.

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

- 4.1 The council publicised its plans for the school with land implications in autumn 2016 and a public meeting was held on 21 November 2016. The scheme at Merton Hall required a planning application, which included a representation period. This included a high number of objections to the scheme. A petition has so far raised over 3,500 signatures asking LB Merton: (1) To lead the way in respecting our dwindling heritage and planning law. (2) To shelve its plans for unnecessary demolition of a solid and fit-for-purpose building steeped in history and public legacy, and (3) To find an alternative site for Elim Church or issue it with a compulsory purchase order (CPO).
- 4.2 The Harris Federation ran a 6-weeks consultation on the establishment of the Academy and the Admissions arrangements in February/March 2017, the details of which were outlined above. 425 (94.9%) people responded supporting the proposal that the school should open.

#### **5 TIMETABLE**

- 5.1. The importance of the school opening in September 2018 is outlined elsewhere in this report.
- 5.2. The Education and Skills Funding Agency is responsible for deciding the opening date of the school. To confirm opening for September 2018 at Whatley Avenue, they have requested a confirmed timescale by early 2018 that provides a clear site at High Path in early 2019 to enabling construction works to commence at that time and complete for September 2020.

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

- 6.1. The EFSA is meeting the full cost of adapting Whatley Avenue for a temporary school and to build the new school at High Path (circa £25-30 million). The council's costs are for site purchases and construction projects to enable a clear site at High Path, and the EFSA has also agreed a payment to the council of £5.85 million in return for the 125 year lease. The council's capital programme currently provides the following funding for the Council's contribution to the new school, with the net cost to the council expected to be substantially below £10 million.

- 6.2. The substantive expenditure for the council is the purchase of Domex (already paid in 2016/17), the Merton Hall scheme to secure the purchase of the Elim land, and the extension/adaptation of Leyton Road for the Day Centre. Expenditure is also required to allow the vacation of Leyton Road and for Merton Abbey Primary School landscaping improvements.
- 6.3. If Harris Wimbledon opens in September 2018 but due to delays in providing a clear site, it is not completed for September 2020 it is currently estimated that potential extra costs in 2020/21 of £500-800k would be required for temporary accommodation. If new temporary classrooms are purchased this expenditure would be capital if in use for more than 1 year if existing temporary classrooms are re-located this expenditure would be revenue. The council's MTFS (Medium Term Financial Strategy) provides £550k per annum for revenue costs associated with school expansion and if this sum is required it would need to be a first call on this budget. This budget is currently offsetting our overspends within the CSF revenue budgets for 2017/18.
- 6.4. If the new build school is deferred to September 2019 it is envisaged the council would need to provide at least four forms of entry in temporary classrooms at existing schools, which would need to remain at the schools for at least five years. The cost would be circa £1 million and advice would be required on whether this could be capitalised or not.
- 6.5. There will be a DSG revenue cost implication as the LA would have to provide schools with bulge class funding for these classes at a cost of £80k per class. This will be met from the DSG growth fund.
- 6.6. A reduction in pupil numbers in the borough would have an impact on the funding Merton receives. The Schools Block funding is based on numbers of pupils in schools and transferred to schools to spend on education. The Central School Services Block allocation is also based on numbers of pupils and is provided to the LA to fund statutory education duties.

**Property:**

- 6.7. The property implications are in the main body of the report.

## **7 LEGAL AND STATUTORY IMPLICATIONS**

- 7.1. The council has a duty under section 14 of the Education Act 1996 to secure that sufficient schools for providing primary and secondary education are available for its area. The Act provides that schools available for an area shall not be regarded as sufficient unless they are sufficient in number, character and equipment to provide for all pupils the opportunity of appropriate education. The local authority must exercise its functions under section 14 with a view to securing diversity in the provision of schools, and increasing opportunities for parental choice.
- 7.2. There is a statutory presumption that new publicly-funded schools should be academies. The DfE has confirmed that all new provision academies are now classified as "free schools". Under section 6A of the Education and Inspections Act 2006, if the council thinks that a new school needs to be established in its area, it must seek proposals for the establishment of an academy (free school) and specify a date by which proposals must be submitted. In considering the need for a new

school, the council can take account of any other free school projects that the DfE has approved and are due to open.

- 7.3. The council has power to acquire land by agreement for the purpose of a school which is to be maintained by a local authority or which the authority has power to assist, under section 531 of the Education Act 1996 and section 120 of the Local Government Act 1972. The Secretary of State may authorise a local authority to purchase compulsorily any land required for the purpose of an academy ( whether established or to be established) under section 530 of the Education Act 1996.
- 7.4. The council may assist an academy (including a free school) under section 6 of the Academies Act 2010.
- 7.5. Section 123 of the Local Government Act allows a local authority to dispose of land in manner they wish provided they obtain the best consideration reasonably obtainable. A disposal includes a lease of seven years or more.
- 7.6. The legal and statutory implications arising from the applications received to list Merton Hall as a listed building and as an ACV and the impact and outcome of these applications on the proposed construction works, the land swap with Elim Church and the construction contract, will be provided to Cabinet for their meeting on 14 December 2017.

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

- 8.1. An equalities impact assessment was carried out dated 1 July 2017 at the time of the Cabinet decision. This concentrated on the perceived equalities issues at that time, which related to High Path Day Centre and Merton Abbey Primary School rather than Merton Hall, with the Cabinet paper reporting that the current regular users were being located elsewhere.
- 8.2. There has been a challenge from a member of the public that the Pentecostal Church movement has negative views on homosexuality, and will therefore affect access to such facilities by the Lesbian, Gay, Bisexual and Transgender Community in the London Borough of Merton through the transfer of a Council owned facility to the Elim Church.
- 8.3. A new Equalities Assessment has therefore been completed. The conclusion is that, as in July 2016, the Equalities Assessment needs to take account of the various property transactions and other measures to develop the new school rather than Merton Hall in isolation. On this basis, there will be more facilities for all sections of the community as a result of the proposal even if it is assumed that Merton Hall is lost. This is due to the opening of Pincott Road to community use operated by South Wimbledon Community Association (SWCA), All Saints Primary school hall being operated by SWCA out of school hours, and the new Harris Wimbledon School having extensive community facilities out of school hours.

## **9 CRIME AND DISORDER IMPLICATIONS**

- 9.1. There are no specific crime and disorder implications.

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



This is a complicated project with a series of risks to be managed throughout the process. The various risks are outlined in the main body of the report.

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

Appendix 1 – 4 July 2017 Cabinet report (Publication of previously exempt report with some redactions)

**12 BACKGROUND PAPERS**

21 September 2017 Merton Hall Planning Application Committee Report

Background information on LB Merton's website:

<http://www2.merton.gov.uk/learning/schools/moreschoolplaces/harriswimbledon.htm>

Background information on Harris Federation website:

<http://www.harriswimbledon.org.uk/>

This page is intentionally left blank

## **Committee: Cabinet**

**Date: 4<sup>th</sup> July 2016**

Wards: Borough wide implications

Subject: **Harris Wimbledon Secondary School – Required Site Approvals**

Lead officers: Yvette Stanley – Director of Children, Schools and Families  
Chris Lee – Director of Environment and Regeneration

Lead members: Caroline Cooper-Marbiah – Cabinet member for Education  
Mark Allison Deputy Leader and Cabinet Member for Finance

Contact officers: Tom Procter – Head of Contracts and School Organisation  
Paul Ballatt – Assistant Director, Commissioning, Strategy and Performance  
James McGinley - Head of Sustainable Communities

---

### **Recommendations:**

- A. That Cabinet agrees recommendations A – G as set out in the exempt full Cabinet report contained at Appendix One
- 

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

- 1.1. The subject of this report is the site assembly to provide for a new secondary school in Wimbledon - Harris Wimbledon. The report provides an executive summary of the exempt full Cabinet report contained at Appendix One.
- 1.2. This report provides all elements of the report that can be on non-confidential 'white' paper.

## **2 DETAILS**

### **Executive summary of Exempt Full Cabinet Report**

- 2.1. The requirement for a site for a new secondary school has been established for some time, with council reports to 11 November 2013 Cabinet, 15 October 2014 Children and Young People Overview and Scrutiny Panel, 8 June 2015 Cabinet and 18 January 2016 Cabinet.
- 2.2. Since the Secretary of State's approval of Harris Wimbledon as a Free School, officers have been working closely with the EFA to identify a suitable site.
- 2.3. Officers are now in a position to request Cabinet on 4 July 2016 for financial authority to purchase the required sites in South Wimbledon with related property transactions, with the final details to be agreed by the Director of Environment and Regeneration. For commercial reasons the sites need to remain confidential until heads of terms are formally agreed.
- 2.4. Once terms are formally agreed it will take some time for the site to be cleared so it is envisaged construction will not commence until summer/early autumn 2017 at the earliest and the permanent school will therefore not be completed until summer 2019 at the earliest.

- 2.5. In view of the significant need for additional school places by at least September 2018 a temporary site is required to provide for the first two cohorts of pupils.
- 2.6. The Whatley Avenue Adult Education centre is a former small high and middle school, and will be surplus to council requirements in August 2016. It has sufficient capacity for about 360 pupils, and as the new school will only be filling by 180 pupils per year Whatley Avenue could provide a temporary school for a maximum of two years. These pupils would be in school years 7 and 8; aged 11-12 and 12-13.
- 2.7. It is therefore proposed this building is used as a temporary school for the Harris Federation for up to two academic years, and a short term lease at a peppercorn rent should be provided for this purpose before reverting back to the council. The adaptation costs and the costs for the security of the building from September 2016 would be met in full by the EFA.

### **3 ALTERNATIVE OPTIONS**

- 3.1. Details in the exempt full Cabinet report.

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

- 4.1. Details in the exempt full Cabinet report.

### **5 TIMETABLE**

- 5.1. The pre-opening approval from the Secretary of State is for the school to open in September 2017. For the council, the essential requirement is that the school must open to year 7 places by September 2018
- 5.2. The timetable is therefore for Whatley Avenue to be used as a temporary site for either the two academic years 2017/18 and 2018/19 or 2018/19 and 2019/20 for the new school site to be ready for either September 2019 or September 2020.

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

- 6.1. Details in the exempt full Cabinet report

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

- 7.1. The council has a duty under section 14 of the Education Act 1996 to secure that sufficient schools for providing primary and secondary education are available for its area. The Act provides that schools available for an area shall not be regarded as sufficient unless they are sufficient in number, character and equipment to provide for all pupils the opportunity of appropriate education. The local authority must exercise its functions under section 14 with a view to securing diversity in the provision of schools, and increasing opportunities for parental choice.
- 7.2. There is a statutory presumption that new publicly-funded schools should be academies. The DfE has confirmed that all new provision academies are

now classified as “free schools”. Under section 6A of the Education and Inspections Act 2006, if the council thinks that a new school needs to be established in its area, it must seek proposals for the establishment of an academy (free school) and specify a date by which proposals must be submitted. In considering the need for a new school, the council can take account of any other free school projects that the DfE has approved and are due to open.

- 7.3. The council has power to acquire land by agreement for the purpose of a school which is to be maintained by a local authority or which the authority has power to assist, under section 531 of the Education Act 1996 and section 120 of the Local Government Act 1972. The Secretary of State may authorise a local authority to purchase compulsorily any land required for the purpose of an academy ( whether established or to be established) under section 530 of the Education Act 1996.
- 7.4. The council may assist an academy (including a free school) under section 6 of the Academies Act 2010.
- 7.5. Section 123 of the Local Government Act allows a local authority to dispose of land in manner they wish provided they obtain the best consideration reasonably obtainable. A disposal includes a lease of seven years or more
- 7.6. Further details in the confidential Cabinet report. .

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

- 8.1. Details in the exempt full Cabinet report.

## **9 CRIME AND DISORDER IMPLICATIONS**

- 9.1. None specific

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

- 10.1. Details in the exempt full Cabinet report.

## **11 APPENDICES – APPENDIX ONE: EXEMPT CABINET REPORT**

## **12 BACKGROUND PAPERS**

- 12.1. Previous council reports on secondary school expansion:
- 11 November 2013 Cabinet
  - 15 October 2014 Children and Young People Overview and Scrutiny Panel
  - 8 June 2015 Cabinet
  - 18 January 2016 Cabinet



## Committee: Cabinet

**Date: 4 July 2016**

Wards: Borough wide implications

Subject: **Harris Wimbledon Secondary School – Required Site Approvals**

Lead officers: Yvette Stanley – Director of Children, Schools and Families  
Chris Lee – Director of Environment and Regeneration

Lead members: Caroline Cooper-Marbiah – Cabinet member for Education  
Mark Allison Deputy Leader and Cabinet Member for Finance

Contact officers: Tom Procter – Head of Contracts and School Organisation  
Paul Ballatt – Assistant Director, Commissioning, Strategy and Performance  
James McGinley - Head of Sustainable Communities

---

### Recommendations:

- A. To authorise the Director of Environment and Regeneration to complete the freehold purchase of the following land for the provision of a new secondary school and to lease the land to the Harris Federation for the Harris Wimbledon School on a 125 year lease at a peppercorn rent:
  - (i) The land edged red on plan A from Domex to a maximum price of [REDACTED] [REDACTED] excluding stamp duty and fees
  - (ii) The land edged blue on plan A from Elim and to transfer in exchange the freehold of Merton Hall (the land edged red on Plan B) to Elim and to adapt and re-build the majority of the building for use by Elim to a maximum cost of [REDACTED] [REDACTED] excluding stamp duty and fees
- B. To agree that the High Path Day Centre land (edged green on plan A) should be leased to the Harris Federation for the Harris Wimbledon School on a 125 year lease at a peppercorn rent , with the day centre service moved to an adapted and extended 21 Leyton Road SW19 1DJ, and that Children Schools and Families services in this building will be located to other LB Merton accommodation
- C. To authorise the Director of Children Schools and Families to enter into an agreement with the Harris Federation to enable the Harris Wimbledon School to use part of the grassed area of the Merton Abbey Primary School playing field at times to be agreed and to note that for this agreement to be implemented the playing field will need to be converted to a synthetic turf pitch to provide for the more intensive use required – these costs will be met by the Education Funding Agency
- D. To agree that the Adult Education site in Whatley Avenue (land edged red on plan C) should be leased to Harris Federation on a short term lease at a peppercorn rent to provide school places for up to two academic years prior to the school on the High Path site being completed, either 2017/18 and 2018/19 or 2018/19 and 2019/20 depending on the agreed school opening date

- E. To note that in view of the displacement of South Wimbledon Community Centre from Merton Hall, officers are seeking to provide replacement accommodation on similar rental terms with an interim offer made for the currently vacant Pincott Road SW19
- F. To note that £16.55 million is included in the capital programme in the financial years 2016/17 to 2018/19 for the purposes of a new secondary school but the agreement with the EFA (Education Funding Agency) to pay for the construction cost and contribute to the council's land purchase ensures that the council's contribution to enable the new school and associated works after receipts from the EFA should be in the region of [REDACTED] (maximum of [REDACTED] prior to EFA contributions)
- G. To note this item will go for pre-decision scrutiny to the Children and Young People Overview and Scrutiny Panel on 29 June 2016, with an invitation to members of Sustainable Communities Overview and Scrutiny Panel.

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

- 1.1. The requirement for a site for a new secondary school has been established for some time, with council reports to 11 November 2013 Cabinet, 15 October 2014 Children and Young People Overview and Scrutiny Panel, 8 June 2015 Cabinet and 18 January 2016 Cabinet.
- 1.2. Since the Secretary of State's approval of Harris Wimbledon as a Free School, officers have been working closely with the EFA to identify a suitable site.
- 1.3. Officers are now in a position to request Cabinet on 4 July 2016 for financial authority to purchase the required sites in South Wimbledon with related property transactions, with the final details to be agreed by the Director of Environment and Regeneration. For commercial reasons the sites need to remain confidential until heads of terms are formally agreed.
- 1.4. Once terms are formally agreed it will take some time for the site to be cleared so it is envisaged construction will not commence until summer/early autumn 2017 at the earliest and the permanent school will therefore not be completed until summer 2019 at the earliest.
- 1.5. In view of the significant need for additional school places by at least September 2018 a temporary site is required to provide for the first two cohorts of pupils.
- 1.6. The Whatley Avenue Adult Education centre is a former small high and middle school, and will be surplus to council requirements in August 2016. It has sufficient capacity for about 360 pupils, and as the new school will only be filling by 180 pupils per year Whatley Avenue could provide a temporary school for a maximum of two years. These pupils would be in school years 7 and 8; aged 11-12 and 12-13.
- 1.7. It is therefore proposed this building is used as a temporary school for the Harris Federation for up to two academic years, and a short term lease at a peppercorn rent should be provided for this purpose before reverting back to the council. The adaptation costs and the costs for the security of the building from September 2016 would be met in full by the EFA.



## 2 DETAILS

### Background

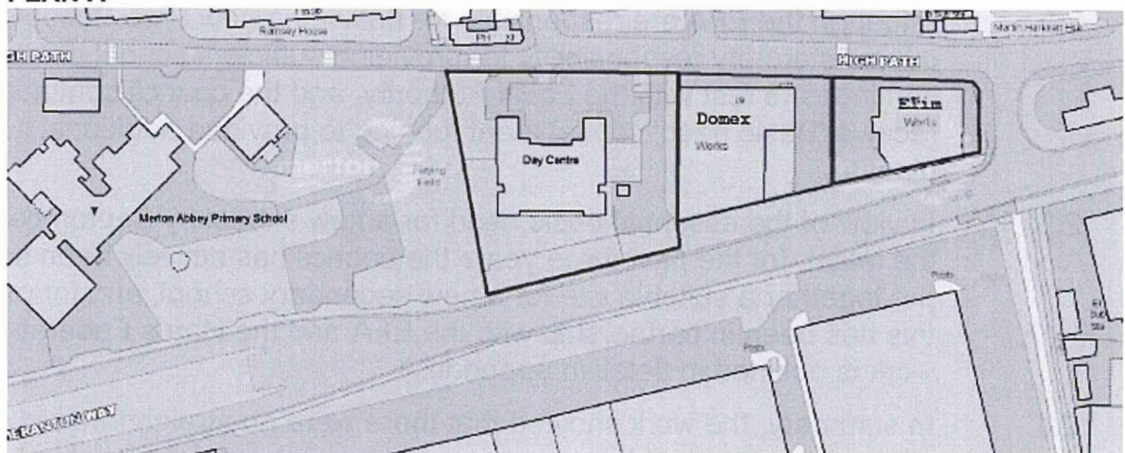
- 2.1. Following the requirement to provide significant additional primary school places, Cabinet has been aware of the need for additional secondary school provision for some time, with the following reports:
- At 11 November 2013 Cabinet it was identified that a new secondary school was required to complement expansion of existing secondary schools to enable the council to provide sufficient places, and that a search for additional school sites had been undertaken by Capita Symonds that identified a small number of potential options, though all had complications
  - At 15 October 2014 Children and Young People Overview and Scrutiny Panel it was reported that while expansion through existing schools could be delivered to meet expansion needs to the east of the borough, options for school expansion were limited to the west and a new school would therefore be better located towards the west of the borough. In view of there being more than one Free School application in the borough at that time it was noted that the administration's first preference for a new Free School would be for a Harris Federation school.
  - At 8 June 2015 Cabinet it was noted that the new school would be provided as Harris Wimbledon School following the Secretary of State's "pre-opening" approval as a Free School. It was recognised that while responsibility for identifying a site rests with the Department for Education under the Free School programme (and its executive agency the Education Funding Agency – EFA), the council can facilitate this process
  - At 18 January 2016 Cabinet it was reported that there was negotiation for the purchase of two possible sites, and that the opening date for the school currently agreed by the Secretary of State was September 2017, though the council's greater concern was for the school to provide sufficient places by September 2018
- 2.2. Although the EFA are responsible for delivering new Free Schools, the overall statutory responsibility for providing sufficient school places continues to rest with the Local Authority, and the council continues to receive 'Basic need' capital grant funding to provide additional school places.
- 2.3. In view of the essential basic need for a new school by September 2018 at the latest, for the past three years the council has actively been seeking to put together a suitable site for a new secondary school, and for over a year this has been in partnership with the EFA and the Harris Federation. This work is outlined in detail in appendix 1.
- 2.4. In summary, the work showed that there were no straightforward options as all require either building on open space, using a primary school site, or seeking multiple properties to establish a site large enough for a new secondary school.

- 2.5. In autumn 2015 the council and EFA therefore considered the feasibility of assembling land in High Path, South Wimbledon, owned by Domex and the Elim Church, and the Council's High Path Day Centre site. A high level feasibility study undertaken by Atkins in autumn 2015 concluded it was feasible for the 1,050 place school if it is 5-storey, and use could be made of Merton Abbey Primary School's playing field for some play and PE space.
- 2.6. After extensive evaluation the EFA, with the support of LB Merton officers, has agreed this as the preferred site as:
- All other options are unacceptable as they would involve using a primary school site, building on open space, or involve purchasing greater multiples of sites to establish the required site area of at least 8,000 to 10,000 metres square
  - The proposed site is in the ideal general location for a new school, being accessible to Wimbledon, Colliers Wood and to the north of Mitcham
  - Although a very small site compared to other LB Merton secondary schools it is large enough with shared provision with Merton Abbey Primary School, and only involves the purchases of two sites outside the council's control, with both land owners currently demonstrating a willingness to sell for the market price and/ or in exchange for replacement accommodation
  - The EFA has agreed to meet extensive costs for this option, meaning the council's net cost for the delivery of the school should be in the region of [REDACTED] depending on the agreed contribution from the EFA, although it also involves the council losing two assets (High Path Day Centre and Merton Hall).

### Details on the High Path site

- 2.7. Officers are now in an advanced stage of detailed negotiation with establishing the site. The plan below shows the four elements of land at High Path that are required to provide a site for Harris Wimbledon School

#### PLAN A



- Purchase of the privately owned Domex site (No.61 High Path outlined red)

- Purchase of the Wimbledon Elim Pentacostal church site (No. 59 High Path outlined blue).
- Taking over the High Path Day Centre site owned by LB Merton (outlined green)
- Agreement for shared use of grassed element of Merton Abbey Primary School playing field, which would need to be converted to be a synthetic turf pitch (note Merton Abbey School has expanded buildings compared to this plan)

2.8. The details of these four elements, and related property transaction are outlined below.

**Domex site.**

2.9. Officers have been in detailed negotiations with Domex, with an initial offer made in October 2015. After a series of discussions and sharing of valuation evidence the Director of Environment and Regeneration concludes that, on the basis of alternative use value, an agreement to purchase for up to a maximum of [REDACTED] [REDACTED] excluding stamp duty and fees would represent best value for the council. This is based on the council approaching Domex to leave their site on a timescale that meets the reasonable needs of the council with the intention that a Compulsory Purchase Order could be enacted if necessary. On this basis the maximum value based on viable alternative use is [REDACTED] [REDACTED] but the compulsory purchase order costs would be in the region of [REDACTED] [REDACTED] [REDACTED] cost has been allowed.

**Elim Pentacostal church site (and Merton Hall)**

2.10. Officers also made contact with the Elim Church in October 2015, and started more detailed discussion in early 2016. This established that Elim were prepared to move but only on the basis that they were provided with similar or better accommodation in SW19 to continue their church and related activities. It quickly became clear that the only practical site within the council's ownership to offer in exchange was Merton Hall, 76 Kingston Road SW19 1LA.

2.11. If the purchase was being progressed under a CPO, Elim would be entitled to opt for compensation on the basis of equivalent reinstatement. The position of the Elim Church is that they wish to be provided with Merton Hall being fit for their purpose for their church and they would not have the capacity to manage a major construction project for this purpose, particularly since it needs to be completed for the council in a timely way to provide a clear site for the new school on High Path. To enable Elim and the council to be satisfied that a viable scheme could be delivered, the council commissioned architects to undertake a feasibility study to understand the requirements of the church and the cost to deliver this. This demonstrated that the majority of the building (with the exception of the frontage) would be demolished and re-built to meet the equivalent needs of the Elim church. The estimate cost from a Quantity Surveyor is that this development would cost [REDACTED] [REDACTED] including fees but excluding VAT (which the council can claim back if the property is in the ownership of the council) and removal costs. With the requirement for a contingency, a budget of [REDACTED] [REDACTED] would be advisable for the council to manage this construction project.

2.12. As a further test of value for money, valuation advice has been received which concludes that, on the basis of alternative use value, and an allowance of [REDACTED] of the likely CPO costs, an agreement to purchase for up to a maximum of [REDACTED] excluding stamp duty and fees would represent best value for the council. Although the site size of Merton Hall is only moderately smaller than the Elim site, the advice in respect of the planning potential of this site is that there is no reasonable prospect of the site being brought out of community use and into commercial or residential use. Its existing use value is therefore based on its community use.

2.13.



2.14. The difference between the value of [REDACTED] and [REDACTED], and is therefore broadly the same as the budget required to provide the replacement facility under the equivalent reinstatement requirements. The Director of Environment therefore concludes that an effective land swap of the Elim and the Merton Hall site and the council completing a construction project of up to [REDACTED] represents best value for the council.

2.15. Merton Hall is currently occupied on a lease from the council to South Wimbledon Community Centre, with a six month break clause. The Community Centre provides facilities for community groups and other organisations to let. The centre could continue to provide for the majority of its lettings if a smaller facility could be provided, and progress could be made in facilitating their work with local primary schools to improve lettings of hall facilities. A property at Pincott Road SW19 has been identified for their use, which only requires minor refurbishment.

#### **High Path Day Centre site**

2.16. Discussion with officers in Community and Housing Department established that while this provision was not location specific, a replacement facility to a similar specification was required. Therefore the council's building at 21 Leyton Road SW19 1DJ was identified as a suitable alternative. A feasibility study estimated the cost to refurbish, adapt, and extend this facility was circa £1.2 million.

2.17. 21 Leyton Road is currently occupied for a variety of uses by the council's youth service administration and management, used as additional space by Children's Social Care contact activities, a lease to Catch 22 for a commissioned service, and a lease to Homestart. These services will need to be moved before adaptation work can commence to allow High Path Day Centre to move in. However, officers are confident a solution will be found to re-house all these services as necessary to other council buildings without unduly delaying the project.

#### **Merton Abbey Primary School**

- 2.18. The three parcels of land at Domex, Elim and High Path are collectively circa 6,565m<sup>2</sup>. This is extremely small for a secondary school by any standards, especially within the context of LB Merton secondary school which are between 20,000m<sup>2</sup> (Ursuline which currently has 1363 pupils) and 65,000 m<sup>2</sup> (Harris Merton including on-site playing field which currently has 1117 pupils). The new school is approved to be 1,050 places (900 aged 11-16 plus 300 post-16 places).
- 2.19. Merton Abbey Primary School is adjacent to the new proposed site and is circa 10,500 m<sup>2</sup>. LB Merton has 27 primary schools with the same pupil capacity (420 places plus 56 full time equivalent nursery places – 2 form entry) and it is the 10<sup>th</sup> largest site although it houses a small Children's Centre.
- 2.20. To ensure that Harris Wimbledon can benefit from some outside PE space on-site it is expected that use would need to be made of some of the grassed area of the Merton Abbey playing field. This area totals 3,300m<sup>2</sup>. Once mature trees are avoided, it is envisaged about two-thirds of this would be converted to be a synthetic turf pitch that could be used far more intensively by Merton Abbey School and Harris Wimbledon. The Education Funding Agency has offered to meet all costs related to providing a synthetic turf pitch.
- 2.21. Even if this space of circa 2,200m<sup>2</sup> was simply taken from Merton Abbey Primary School, there would still be nine 2-form entry Merton primary schools with a smaller site size. In fact, the principle is that by making this area synthetic turf it would get far greater, more intensive use for Merton Abbey Primary School children, especially during the winter when the grass area can be too wet to use.
- 2.22. It is envisaged the area would remain under the management of Merton Abbey Primary School but with Harris Wimbledon being entitled to use it for some periods of the school day, with the details still to be negotiated. However, the governors of Merton Abbey Primary school have raised concerns regarding the impact on the children's access to varied play space and organised sport. Officers are in continuing dialogue with the school on the detail of an arrangement that could receive their support.
- 2.23. **Whatley Avenue (temporary site)**
- 2.24. As outlined in the timescales section, the completion of a new school on the High Path site is not realistically achievable until summer 2020, though there is some possibility of a phased completion by summer 2019.
- 2.25. In summer 2018 there will be a cohort of pupils leaving primary school that is circa 300 more than the present numbers, and 250 more than the previous year. While the exact number of pupils requiring a year 7 (first year of secondary school) place can vary depending on a number of factors, it is clear that the council must ensure the school opens to year 7 places by September 2018 if it is to fulfil its statutory obligation to provide sufficient school places.

- 2.26. The Whatley Avenue Adult Education centre is a former small high and middle school, and will be surplus to council requirements in August 2016. It has sufficient capacity for about 360 pupils, and as the school will only be filling by 180 pupils per year it could provide a temporary school for a maximum of two years. These pupils would be in school years 7 and 8; aged 11-12 and 12-13.
- 2.27. It is therefore proposed this building is used as a temporary school for the Harris Federation for up to two academic years, and a short term lease at a peppercorn rent should be provided for this purpose before reverting back to the council. The adaptation costs and the costs for the security of the building from September 2016 would be met in full by the EFA.

### **3 ALTERNATIVE OPTIONS**

- 3.1. The council has been considering options for a secondary school site since 2013. Appendix 1 outlines these steps in detail to demonstrate how officers reached the conclusion that the High Path site is the most viable option.

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

- 4.1. Once the site is approved it is the responsibility of the EFA to undertake a consultation on the new school. There will also need to be a consultation regarding the planning application process. Officers have been in discussion with the Headteacher and Chair of Governors of both Joseph Hood and Merton Abbey Primary School regarding the council's plans and will continue to be in dialogue.
- 4.2. Other services impacted by this proposal will also need to be consulted when the council's plans are able to be made public, including staff and key users of High Path Day Centre, 21 Leyton Road, and Merton Hall.

### **5 TIMETABLE**

- 5.1. The pre-opening approval from the Secretary of State is for the school to open in September 2017. For the council, the essential requirement is that the school must open to year 7 places by September 2018
- 5.2. The timetable is therefore for Whatley Avenue to be used as a temporary site for either the two academic years 2017/18 and 2018/19 or 2018/19 and 2019/20 for the new school site to be ready for either September 2019 or September 2020.
- 5.3. The key to the project timetable is therefore for High Path to be a clear site to build the new secondary school.

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

- 6.1 Merton's approved Capital Programme 2016-20 contains the following budget for the development of a new 6 form entry school:

Financial Year	2016/17	2017/18	2018/19	2019/20	Total
	£000s	£000s	£000s	£000s	£000s
New 6fe School	5,070	7,000	4,479	0	16,549

A further £10.008 million is provisionally included within the indicative programme from 2020 to 2025. The two phase provision within the approved and indicative programme was to cover the net cost of a two phase scheme for the development of the school.

6.2 The major benefit of a Free School to the council is that the EFA is responsible for the delivery and most of the cost, but where it meets a basic need requirement, they also expect councils to provide some contribution.

6.3 Council officers have negotiated funding from the EFA that ensures:

- The EFA undertake the construction for the temporary and permanent school (and therefore fully meets all costs associated),
- The EFA provides the council with £1 million to recognise the costs of moving the High Path Day Centre
- The EFA provides 40% towards the site assembly costs to a maximum of [REDACTED]

6.4 The estimated cost to the council of the scheme is summarised in the table below:

<b>Expenditure</b>	<b>£000s</b>
Domex purchase £[REDACTED]m plus fees and stamp duty	[REDACTED]
Elim [REDACTED] inclusive construction budget plus fees and stamp duty	[REDACTED]
Leyton Road development feasibility estimate excluding removals, furniture etc.	1,200
Other associated costs e.g. to vacate Leyton Road and Merton Hall, removals, F&E and contingency for Leyton Road and related contingencies	500
General contingency	[REDACTED]
<b>Sub total</b>	[REDACTED]
<b>Income from EFA</b>	<b>£000s</b>
Site purchase costs contribution (40% contribution up to a maximum of [REDACTED])	[REDACTED]
Leyton Road reimbursement	(1,000)
<b>Sub total</b>	[REDACTED]
<b>Likely maximum net cost to the council</b>	[REDACTED]

6.5 Currently, there is insufficient detail to determine that all expenditure to progress the scheme would be of a capital nature e.g. it is envisaged that the removal costs from High Path to Leyton Road would be revenue. Based on the information currently available the proposals in this report would reduce the capital funding required in the approved programme by nearly [REDACTED] and remove the need for any provision within the indicative Capital Programme.

- 6.6 Within the capital model it is currently envisaged that the Authority will need to externally borrow in 2024/25, reductions to the capital programme of this magnitude will push back the need to start externally borrowing outside the modelling period. The table below shows the annual impact of reductions in capital expenditure on the Medium Term Financial Strategy:

Annual savings from Reduction in Budgeted Expenditure for the new Scheme	million £000s	Million £000s
Savings if internally borrowing		
Savings if externally borrowing		

- 6.7 Since the sites will not have vacant possession until at least the start of the 2017/18 financial year, the majority of the expenditure will be in the 2017/18 financial year so there will be some slippage of expenditure from the 2016/17 to 2017/18 financial year. The financial monitoring report elsewhere on the agenda progresses the re-profiling of the scheme.

- 6.8 The proposals in respect of the 125 year lease would be classified as a finance lease and result in the asset being taken off of Merton's balance sheet.

#### **Value Added Tax Implications**

- 6.7 The authority can recover the VAT incurred on the works to build the new school, and to adapt Merton Hall provided the contracts are in the name of the Council and invoices made out to the authority. The leases are at a peppercorn and so there is no VAT on them.

- 6.8 The transfer of Merton Hall as consideration for the sale of the Elim Church will need to be examined so that this transaction is reflected correctly in the Council's VAT accounts.

#### **Property implications**

- 6.9 The provision of a new 1,050 secondary school is clearly a major project, with just the construction cost being in the region of £25-30 million, and substantial site assembly costs.

- 6.10 As a result of this scheme the council will be transferring two properties currently within the council's freehold (a) High Path Day Centre will be leased to the Harris Federation for 125 years and (b) Merton Hall will be disposed of on a freehold to the Elim Church.

- 6.1. Whatley Avenue will only be transferred on a short term basis, to summer 2020 at the latest, and would then be available for a capital receipt to the council or another alternative use

## **7 LEGAL AND STATUTORY IMPLICATIONS**

- 7.1. The council has a duty under section 14 of the Education Act 1996 to secure that sufficient schools for providing primary and secondary education are available for its area. The Act provides that schools available for an area shall not be regarded as sufficient unless they are sufficient in number,



character and equipment to provide for all pupils the opportunity of appropriate education. The local authority must exercise its functions under section 14 with a view to securing diversity in the provision of schools, and increasing opportunities for parental choice.

- 7.2. There is a statutory presumption that new publicly-funded schools should be academies. The DfE has confirmed that all new provision academies are now classified as “free schools”. Under section 6A of the Education and Inspections Act 2006, if the council thinks that a new school needs to be established in its area, it must seek proposals for the establishment of an academy (free school) and specify a date by which proposals must be submitted. In considering the need for a new school, the council can take account of any other free school projects that the DfE has approved and are due to open.
- 7.3. The council has power to acquire land by agreement for the purpose of a school which is to be maintained by a local authority or which the authority has power to assist, under section 531 of the Education Act 1996 and section 120 of the Local Government Act 1972. The Secretary of State may authorise a local authority to purchase compulsorily any land required for the purpose of an academy ( whether established or to be established) under section 530 of the Education Act 1996.
- 7.4. The council may assist an academy (including a free school) under section 6 of the Academies Act 2010.
- 7.5. Section 123 of the Local Government Act allows a local authority to dispose of land in manner they wish provided they obtain the best consideration reasonably obtainable. A disposal includes a lease of seven years or more.
- 7.6. The nature of the various occupants in the council owned properties need to be considered to establish the nature of their occupation and how they can be terminated.

### **Contract Standing Orders and Procurement**

- 7.7. Any works carried out by the council are subject to the council’s contract standing orders (CSOs).
- 7.8. CSO 21 requires that contracts for works over £100,000 but below the relevant threshold set out in the Public Contracts Regulations 2015 (SI 2015/102) (the “PCR”) (that limit currently being £4,104,352) are procured either via an existing framework agreement or via a competitive tendering process.
- 7.9. Any works carried out by the council are also subject to the PCR.
- 7.10. The value of the works at Merton Hall and Leyton Road are both less than the limit at which the PCR requires a more formal approach to the procurement (£4,104,352). However, the procurements are still subject to the PCR and still have to be carried out in a transparent, fair and non-discriminatory way.
- 7.11. If it is proposed that framework agreements are used to procure the developers, the council must lawfully be able to use the proposed framework agreements.

- 7.12. If framework agreements are not used, as CSO 21 requires the contract opportunities to be advertised, the PCR also requires them to be advertised on Contracts Finder, the Government's database of contract opportunities.
- 7.13. Other minor/incidental works carried out by the council will be subject to CSOs and the PCR, the impact of which will depend upon the value of those works.
- 7.14. Where Harris Academy or the Education Funding Agency carry out any construction works (either to the new school or the temporary school), CSOs would of course not be relevant.

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

- 8.1. This project is to provide sufficient school places for the local community, particularly in the Wimbledon, Colliers Wood, and North Mitcham areas. As a result other services will be displaced but the replacement arrangements ensures that any disruption or changes would be mitigated and any disadvantage to protected groups would be minimal and would be outweighed by the need for sufficient secondary school places. The play and PE arrangements between Merton Abbey and Harris Wimbledon will be carefully thought out to meet the needs of all children.

## **9 CRIME AND DISORDER IMPLICATIONS**

- 9.1. None specific

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

- 10.1. A major site assembly has required significant risks, but these have been managed in the context of the need to provide sufficient statutory school places.

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

- Appendix 1 – Alternative Options considered before recommending High Path site
- Appendix 2 - Plan A: High Path site
- Appendix 3 – Plan B: Merton Hall site
- Appendix 4 – Plan C: Whatley Avenue site

## **12 BACKGROUND PAPERS**

- 12.1. Previous council reports on secondary school expansion:
- 11 November 2013 Cabinet
  - 15 October 2014 Children and Young People Overview and Scrutiny Panel
  - 8 June 2015 Cabinet
  - 18 January 2016 Cabinet

## APPENDIX 1

### DETAIL ON ALTERNATIVE OPTIONS BEFORE THE RECOMMENDATION THAT HIGH PATH IS THE PREFERRED SITE

- 1.1. The council has been considering options for a secondary site since 2013. These are outlined below to demonstrate how officers reached the conclusion that the High Path site is the most viable option.

#### **First step – the Capita report and related follow up work**

- 1.2. The starting point was to commission a site search, which was undertaken by Capita Symonds (now Capita plc). This looked at all areas of the borough with the exception of the wards to the far east of the borough. For transparency, the Capita report was published on the council's website in 2015:  
[http://www.merton.gov.uk/learning/schools/moreschoolplaces/new\\_secondary\\_school\\_site\\_options.htm](http://www.merton.gov.uk/learning/schools/moreschoolplaces/new_secondary_school_site_options.htm)
- 1.3. The site search undertaken by Capita was an extensive and thorough piece of work, involving:
1. "Top-down" review of market availability
  2. "Bottom-up" detailed search for non-residential property
  3. Compilation of a 'long list', assisted by CSF and E&R officers
  4. Site visits to all properties on the long list
  5. First sift for suitability (not already developed, sufficient access, appropriate setting)
  6. Planning policy review of properties assisted by the Future Merton team
  7. Second sift for suitability and production of a short-list
  8. Title review, market assessment and capacity assessments
  9. Priority sites for detailed design and feasibility studies
- 1.4. Open space sites were not considered and the report noted the council's large primary school sites over 25,000m<sup>2</sup> where a secondary school might be provided on the site. However, it did not consider them in further detail.
- 1.5. The report considered 200 sites including many in the commercial sector. However, the only options in the commercial sector that were of sufficient size were industrial sites in the South Wimbledon and Colliers Wood area. The report stated these were not considered practical for purchase within a reasonable timescale due to their multiple ownership. The former Manuplastics site, Kingston Road SW20, was also discounted although it had been suggested several times by ward Members. This is because it is only 5,500m<sup>2</sup> so too small for a standalone secondary school, and the landowners made it clear that they were not willing to sell to the council for any reasonable market sum.
- 1.6. Only four sites were identified by Capita as potentially suitable, and all are within the control of the council. Atkins were then commissioned to undertake more detailed feasibility work on these four sites according to the latest Education Funding Agency (EFA) guidance. Canons Leisure centre and surrounding was entirely discounted due to heritage issues so only 3 sites were then identified as having any potential. These are summarised in the table below.

Site	Site capability to provide places
Merton Adult College (Whatley Avenue) as part of a split site (reduced specialist facilities including no sports hall)	3FE (450 places) no 6 <sup>th</sup> form
Worsfold House incorporating Melrose site	6FE (900 places) plus 6 <sup>th</sup> form
Chaucer Centre incorporating SMART centre	4FE (600 places) no 6 <sup>th</sup> form

- 1.7. However, as outlined below there are significant issues with these sites:
- 1.8. Merton Adult College: With some extension to the existing building, the site could only accommodate a maximum of approximately 450 places, and even then it would be challenging to manage the school provision due to the lack of any immediate open space.
- 1.9. Worsfold House and surrounding: This site has potential in that it is a sufficient size for a secondary school as long as the adjacent playing fields were utilised for outdoor PE and Melrose Special School was relocated. With the adjacent Cricket Green Special School also needing to expand to meet the rising need for special school places there would also need to be major re-modelling to ensure this could be provided alongside the new secondary school, and even then it may leave Cricket Green with insufficient space. In addition, this site is clearly to the east of the borough so a substantial number of children residing in Wimbledon would need to attend the school for it to fill. While public transport access is good e.g. through the tramlink, the experience of officers from primary school admissions is that it would be extremely challenging persuading parents of the children residing in Wimbledon to travel to Mitcham for their secondary school.
- 1.10. Chaucer Centre including SMART centre: This site could only accommodate a small school, 4FE with no 6<sup>th</sup> form, and would also have similar location issues as identified above for Worsfold House, as well as requiring the re-location of the pupil referral unit. It is less accessible generally for Merton residents than Worsfold House, near the borough boundary with Sutton, and in an area where there has not been the increased demand to expand any of our primary schools
- 1.11. In conclusion, since Merton Adult College and Chaucer Centre were established by the Atkins study as being too small, the only site with any merit from the Capita study was Worsfold House. However, as well as its complications regarding the need to move Melrose Special school and also compromising Cricket Green Special School, its location in Mitcham means that there would be concerns regarding whether it could attract the extra pupils from the schools that have expanded in Wimbledon.

### **Next steps – further appraisal of options**

- 1.12. In view of none of the sites identified by Capita being considered suitable, officers considered whether (i) industrial units could be viable despite Capita's recommendations, (ii) part of an open space could be used and (iii) use of primary school sites.

1.13. These alternative options were considered on the basis that the minimum recommended site area for a secondary school is in the region of 9,000m<sup>2</sup> (Area guidelines for mainstream schools BB 103, published April 2014).

**(i) industrial units:**

1.14. Future Merton undertook additional investigations on two specific non-residential sites that had been identified in the Capita report that appeared most viable:

- Nelson Trading Estate (industrial estate at the end of Merantun Way)
- Lyon Road industrial site (part of the South Wimbledon Business Area)

1.15 Nelson Trading Estate is an industrial site accessed from Morden Road (A24) SW19 nearly opposite the junction of Merantun Way, and adjacent to Abbey Recreation Ground. It is approximately 2ha in size and is occupied by a series of relatively modern industrial type sheds: occupied by Staples close to Morden Road at the Merantun Way end with 16 further similar sized industrial units behind, well-occupied by businesses including plumbing supplies, builders and a Safestore . Capita flagged it up as possibly having potential for school use due to its size, location and non-residential land use, subject to land ownership

1.16 The Future Merton team investigated the site further in summer 2014. Land registry searches for the whole of Nelson Trading Estate show that the estate has one freeholder and is occupied by at least 16 separate business leaseholders, occupying similar sized premises, with lease ends varying from 2017 to 2028. There are also various utilities and access rights that apply to the estate. In conclusion, the site is not available for school use in the near future (i.e. by 2018) and, given the length and complexity of the lease structure, is unlikely to be available within the next 10 years.

1.17 Lyon Road industrial site runs north-south within South Wimbledon Business Area, to the east of the site where it meets Merantun Way to the north. It is made up of multiple sites, varying in size from over 3,000sqm to much smaller units. However, investigations found that the area is owned by at least eight separate freeholders (not including the financial institutions who have a financial investment in the sites) with a wide variety of plot sizes.

1.18 Some of these freeholds are further subdivided into a total of more than 20 leaseholders, with a wide variety of dates for lease endings. There are a few single ownership sites but, at under 2,000sqm, these are not of a size that would support a secondary school.

**(ii) open spaces:**

1.19 The council has extensive open spaces and the most appropriate considered were Nursery Road Playing Field (adjacent to Abbey Recreation Ground) and Morden Recreation Ground. However, it is recognised that the administration and government are normally opposed to building on open space and there are significant issues with these sites as outlined below:

Morden recreation ground: This would require building on Metropolitan Open Land ("MOL") which has the highest possible planning presumption against building. Past

efforts to develop the area demonstrates that there is likely to be strong opposition from local residents. Lastly the location is to the south of the area of demand.

Nursery Road playing fields: This would be building on an open space, although not Metropolitan Open Land or a park that is open to the public at all times. The school building footprint would be about 10% of the area, but more land would be required to be reserved for the school. However, this space is well used for sports provision and the loss of playing field would lead to an objection from Sport England and the requirement for central government to make the planning permission decision. Lastly, the freeholder is Rutlish Foundation (the council is in the middle of a long term lease) so the Rutlish Foundation would have a veto and informal discussion is that they would not agree, especially as the field is officially part of Rutlish School's provision to provide sufficient playing field space.

### **iii) primary school sites:**

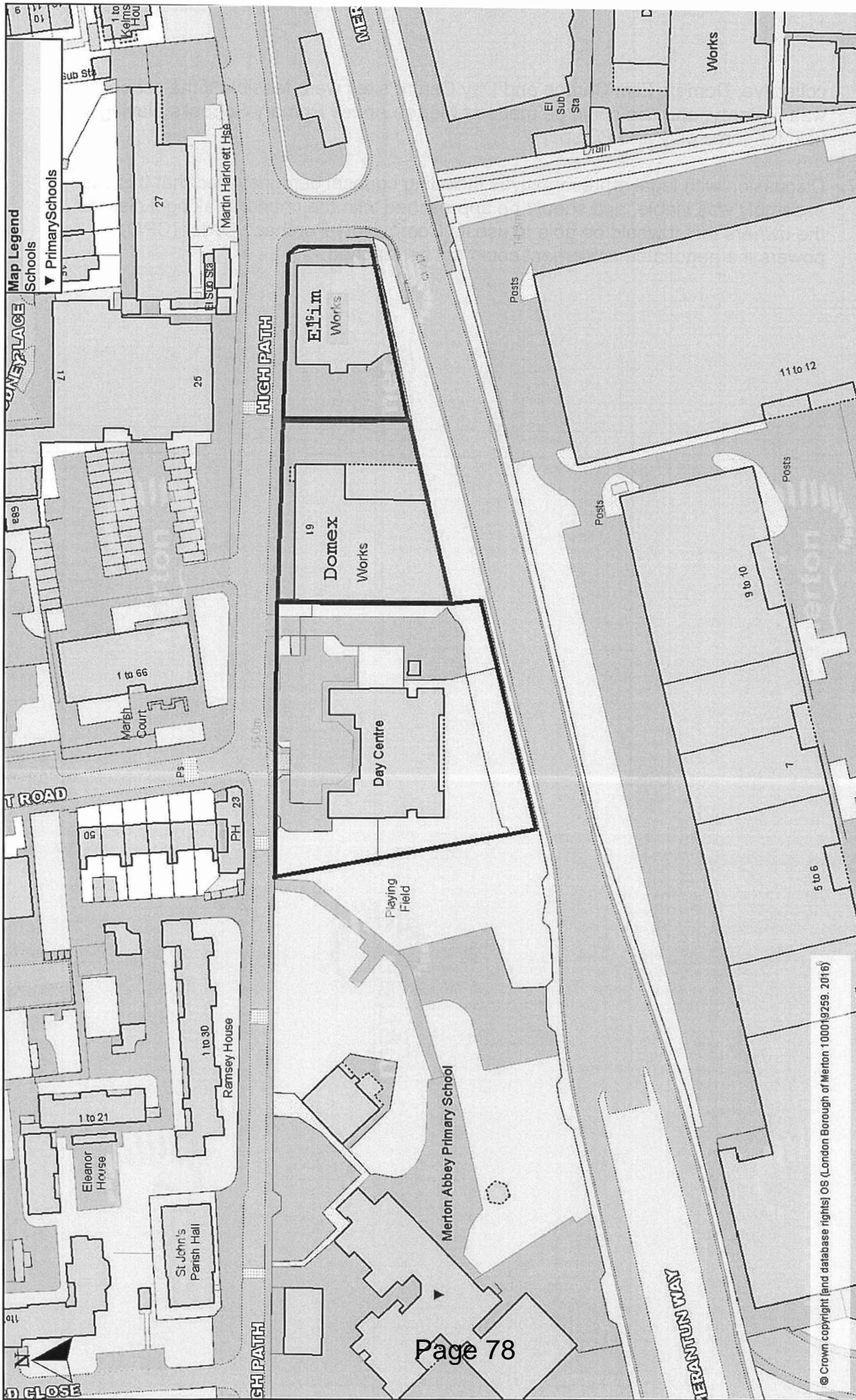
- 1.20 As acknowledged in the Capita report, the council has some large primary school sites that were previously high and middle schools. Cranmer, Hillcross, Wimbledon Chase, Liberty and Abbotsbury Primary Schools were all acknowledged in the Capita report to have a site area of over 20,000 m<sup>2</sup> (though in the case of Abbotsbury the large area is a protected meadow and in the wrong location in any case).
- 1.21 Building the secondary school on one of these four sites would mean expansion onto the school playing field involving the entire loss of the playing fields. All the schools have been expanded over the past eight years so already provide for 630 children plus nursery, so expansion would also provide highways related difficulties. In the case of Hillcross and Wimbledon Chase, the schools are surrounded at all sides by residential houses making extensive development particularly difficult.
- 1.22 The option of using a primary school site for a secondary school was not considered viable due to the continuing need for primary school places.

### **Further considerations to reach a conclusion**

- 1.23. In summer 2015 the EFA started working with the council to identify a site and the EFA undertook their own site search. This provided no further viable options.
- 1.24. Officers therefore looked again to consider whether there were any further options. The possibility of utilising part of South Thames College was considered but, as well as not being in the ideal location, South Thames College made it clear to the EFA that they needed their site so would not sell for any reasonable sum.
- 1.25. The possibility of establishing a site at High Path was therefore considered in detail. Initially it was considered whether a new school could be established on the housing site as part of the overall housing regeneration project. However, it was quickly established that the site area for a new secondary school made this prohibitive, preventing the estate being able to be redeveloped and the timescale of estate regeneration and requirement for a new school did not match.
- 1.26. Therefore the proposed site in this report was considered for its viability. A high level feasibility study undertaken by Atkins in autumn 2015 established that the

collective, Domex, Elim Church and Day Centre sites were feasible if the school was 5-storey, and use could be made of Merton Abbey Primary School's playing field for some play and PE space.

- 1.27. Discussion with legal representatives including counsel demonstrated that this site assembly was viable, and should be approached with the council making it clear to the owners that it would be able to use its Compulsory Purchase Order (CPO) powers if a negotiated settlement could not be reached



**Land at High Path, Colliers Wood**

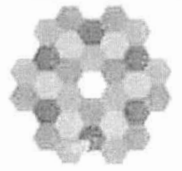




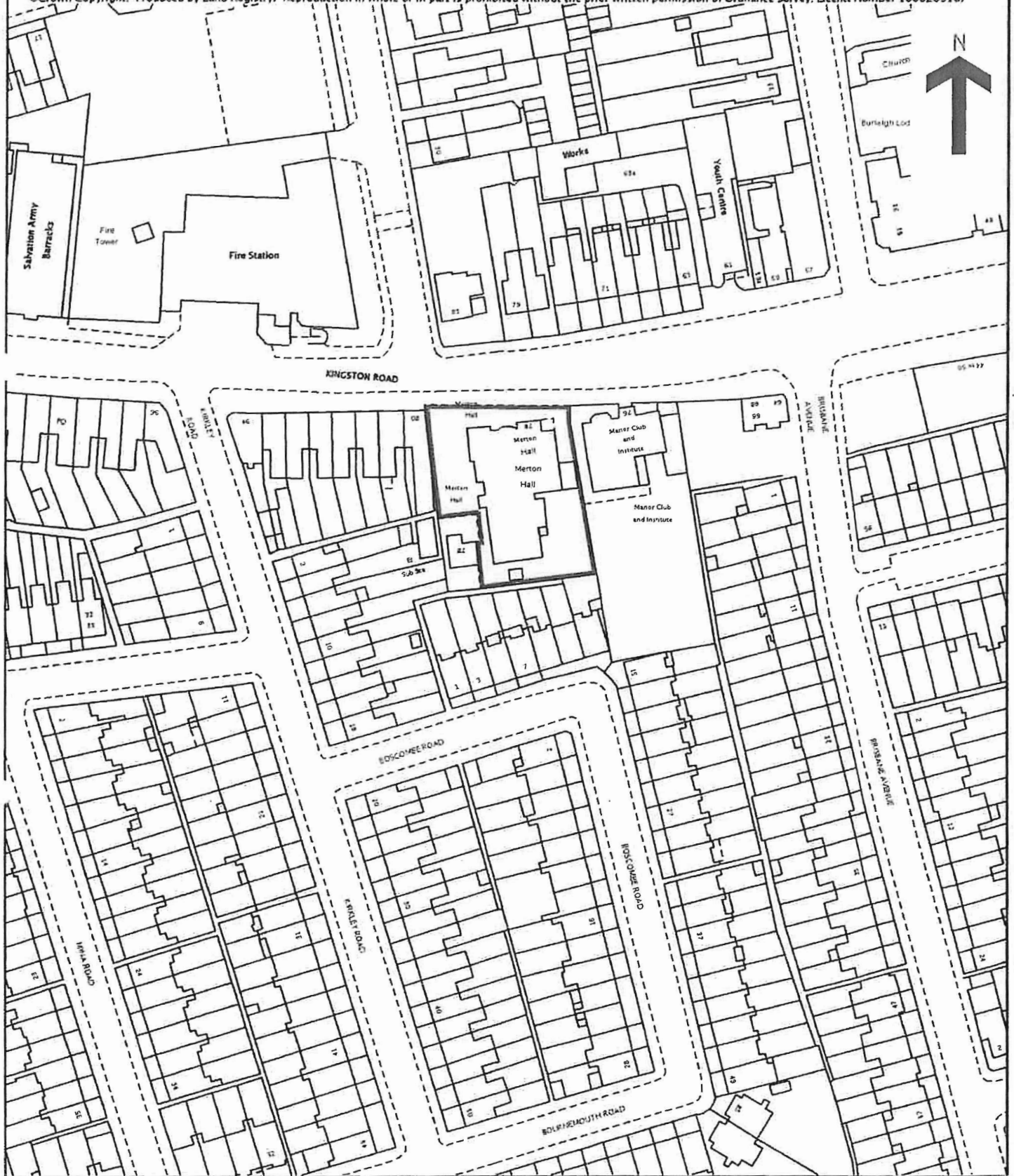
# Land Registry

Official copy of  
title plan

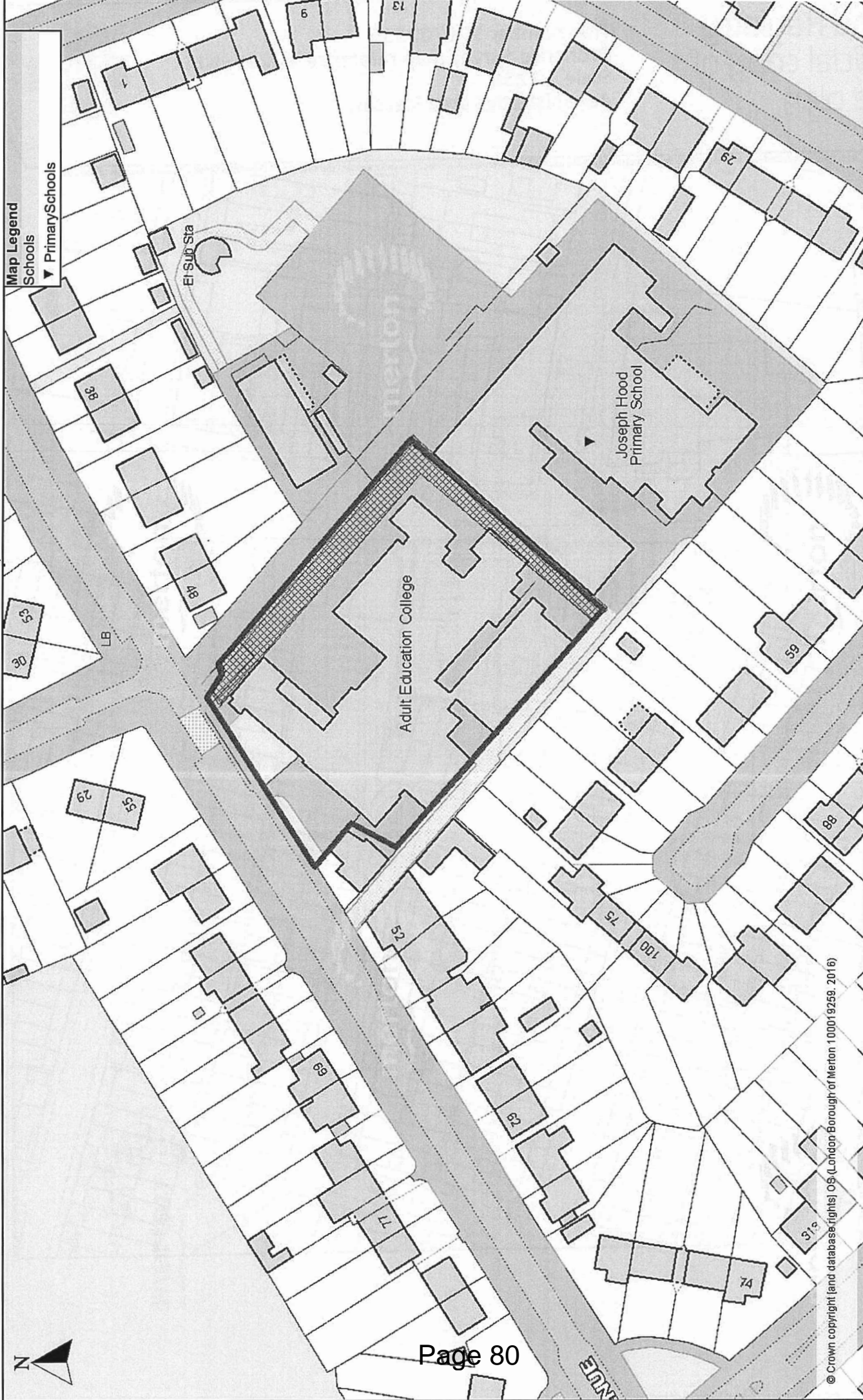
Title number SGL702536  
Ordnance Survey map reference TQ2569NE  
Scale 1:1250  
Administrative area Merton



©Crown Copyright. Produced by Land Registry. Reproduction in whole or in part is prohibited without the prior written permission of Ordnance Survey. Licence Number 100026316.



Map Legend  
Schools  
▼ Primary Schools



© Crown copyright (land database rights) OS (London Borough of Merton 100019259, 2016)

**Harris Wimbledon Site - edged in red. Hatched brown  
- rights of access for Joseph Hood Primary School**

Scale 1 : 1000



MERTON COUNCIL

## Committee: Cabinet

Date: 4 July 2016

Wards:	Borough wide implications
<b>Subject:</b>	<b>Reference from the Children and Young People Overview and Scrutiny Panel – Pre decision scrutiny of Harris Wimbledon Secondary School site approval</b>
Lead officer:	Annette Wiles, Scrutiny Officer, 0208 545 4035
Lead member:	Councillor Dennis Pearce, Chair of the Children and Young People Overview and Scrutiny Panel
Reason for urgency:	The Chair has approved the urgent submission of this item in order that Cabinet may have regard to the outcome of scrutiny when considering the substantive item found elsewhere on this agenda.
Reason for exemption:	This report is exempt from publication virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

---

### Recommendation:

That Cabinet takes account of comments made by the Children and Young People Overview and Scrutiny Panel when taking decisions on Harris Wimbledon Secondary School site approval (set out in paragraph 2.2 below);

---

## 1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. To inform Cabinet of the recommendations and comments resulting from pre decision scrutiny of the Harris Wimbledon Secondary School site approval recommendations at a Panel meeting on 29 June 2016.

## 2 DETAILS

- 2.1. Members received the Cabinet report with all accompanying appendices. The Director for Children, Schools and Families and the Deputy Leader and Cabinet Member for Finance presented the report and answered questions.
- 2.2. With the agreement of the chair, the Head of Ursuline High School, representing Merton Secondary Heads, also provided a short presentation. This supported the new school but only on the basis of it opening in September 2018 rather than September 2017; opening in 2017 would be before the forecast significant rise in pupil numbers so would lead to spare places in existing LB Merton secondary schools with significant financial consequences.
- 2.3. Members acknowledged the considerable work and effort of officers that has gone into developing the site proposal. Comments on the recommendations in the Cabinet report were agreed as set out below:

Discussions should continue with the Education Funding Agency (EFA) regarding the opening date of the new school with a view to supporting existing secondary schools for Harris Wimbledon School to open in September 2018 rather than 2017. (Members noted the information tabled at the meeting by officers on the supply and demand for secondary school places in Merton which is attached to this report);

The design of the Harris Wimbledon School should be developed with the EFA to seek to provide its pupils with the same advantage enjoyed by children at other secondary schools in Merton;

Merton Abbey Primary School should be supported through the negotiation process to ensure it achieves maximum benefit from the shared use agreement;

To ensure the borough's financial interests are protected in the sale of the Merton Hall site; the borough should ensure a share of the financial benefit of any follow on sale in the event of the Elim Church ever selling the property for higher value uses such as commercial or housing;

The borough should actively seek to sustain the level of available space for community rental; and

During the design and development of the school, traffic around the site should be carefully reviewed and steps taken to appropriately accommodate the development of the new school and to ensure the safety of pupils entering and exiting the school premises.

Recommendations are endorsed.

**3**

### **ALTERNATIVE OPTIONS**

3.1.

Cabinet is required under the terms of the constitution to receive, consider and respond to recommendations from Overview and Scrutiny.

**4**

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

4.1.

None for the purposes of this report.

**5**

### **TIMETABLE**

5.1.

None for the purposes of this report.

**6**

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

6.1.

None for the purposes of this report.

**7**

### **LEGAL AND STATUTORY IMPLICATIONS**

7.1.

None for the purposes of this report.

**8**

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

8.1.

None for the purposes of this report.

**9**

### **CRIME AND DISORDER IMPLICATIONS**

9.1.

None for the purposes of this report.

**10**

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

10.1. None for the purposes of this report.

**11 APPENDICES**

11.1. Appendix 1: Paper tabled at the Panel meeting; supply and demand for secondary school places.

**12 BACKGROUND PAPERS**

12.1. None



**Additional information for CYP Overview and Scrutiny Panel 29 July 2016 report**  
**“Harris Wimbledon Secondary School - to agree required site approvals”**

## **Supply and demand for secondary school places**

### **Introduction**

The main Cabinet report presented to CYP overview and scrutiny panel concentrates on site approvals for Harris Wimbledon school rather than whether there is a 'basic need' for a school, but references previous Cabinet report from 11 November 2013 to January 2016 where the need was evidenced.

A new secondary school in the area has the potential to change admissions patterns of existing schools, and it is natural that these schools feel an element of threat when a new school is proposed. In this context, Merton Secondary Heads' meeting has raised concern regarding whether there is a need to provide a new school, especially when three of LB Merton's 8 secondary schools have not been able to fill all their places for this September 2016, collectively meaning there are presently 128 vacancies. With an allowance for some further late applications and placements it is expected there will be around 110 spare places (6.5%) in the official roll count.

### **Review of demand –Cabinet paper on Secondary School expansion 18 January 2016**

Due to the wide variety of choice for secondary education, the key challenge in forecasting secondary school numbers is the retention rate between year 6 and year 7 (the first year of secondary school). The Cabinet paper on 18 January 2016 reviewed the supply of demand of school places on the basis of 2015/16 academic year rolls, and preference information for 2016/17 year 7 entry. This identified that:

- Our analysis from the number of resident admissions applications for September 2016 shows that the expected additional number of pupils up to September 2016 requiring a secondary school place is as forecast - there have been over 200 additional on-time admissions applications from Merton residents from 2014 to 2016 (139 extra in 2015 and a further 66 in 2016).
- However, to date this extra demand has not fully translated itself into numbers on roll in LB Merton state funded secondary schools in September 2015, or projected through the admissions preferences for LB Merton secondary schools for September 2016 which have recently been received

It concluded that the demand for secondary school places may not be as high as previously forecast due LB Sutton 'front loading' its expansions, and that while the council should proceed with plan for the new school (6 forms of entry) and the expansion of Harris Academy Merton (2 forms of entry), officers should continue to monitor the position before committing to the expansion of Harris Academy Morden and St. Mark's Academy.

### **Latest position**

LB Merton projects secondary places through a local model based on historic retention panels from previous school year groups, and from a more sophisticated model by the GLA. The latest GLA model forecasts a slightly lower demand than the LB Merton model for places up to 2018/19, but a higher demand from 2020/21. The tables below are based on the Merton model as it is more flexible to adjust:

**TABLE 1 - SHOWS ACTUAL AND FORECAST RISE IN YEAR 6 NUMBERS, ACTUAL YEAR 7 NUMBERS AND FORECAST BASED ON CIRCA 79% RETENTION RATE**

	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Year 6 roll actual/forecast											
Merton model	1837	1817	1848	2024	2081	2133	2378	2369	2332	2380	2392
Year 7 roll actual/forecast											
Merton model	1457	1454	1465	1492	1578	1651	1687	1879	1873	1844	1882
Transfer percentage	84.5%	79.2%	80.6%	80.7%	78.0%	79.3%	79.1%	79.0%	79.1%	79.1%	79.1%

Note - should read diagonally to see the transfer i.e. 2014/15 year 6 is 2015/16 year 7. Forecasts in italics, others actual roll. 5% is circa 100 pupils, so 100 pupils 'lost' in 5 years

**TABLE 2 - SHOWS ACTUAL AND FORECAST SURPLUS YEAR 7 PLACES AGAINST ADMISSION NUMBERS WITH EXPANSION PLANS**

	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Total planned admission number*	1669	1669	1669	1669	1669	1699	1729	1909	1909	1909	1909
Surplus places	212	215	204	177	91	48	42	30	36	65	27
Surplus percentage	12.7%	12.9%	12.2%	10.6%	5.5%	2.8%	2.4%	1.6%	1.9%	3.4%	1.4%

\*Based on current PAN then expansion of Harris Merton (30 extra in 2016/17 and 60 from 2017/18), and Harris Wimbledon opening 2018/19

If Harris Wimbledon opens in September 2017 with 120 places, surplus forecast in 2017/18 would be 162 (8.8%)

Traditional recommendation from Audit Commission is 5-10% surplus places for ideal balance between efficiency and parental preference

These tables show how the year 6 roll has risen by 264 over the past 3 years, but only about half of this has translated into additional year 7 places. Over the 2 years to 2017/18 (which will be year 7 in 2018/19) there is forecast to be a further 297 year 6 children requiring secondary school places.

On the basis of a consistent retention rate of 79% the plans for Harris Wimbledon and Harris Merton forecasts that the council will be providing sufficient places, but with a surplus of only circa 2%; this is lower than the traditional recommendation from the Audit Commission to balance parental choice and efficiency.

If the new school opens in September 2017 as preferred by the EFA then the forecast is for 8.8% surplus places in 2017/18; this may impact on the roll and budget of existing schools.

The very latest admissions information shows that the retention rate for 2016/17 will be only 76%, and if this continues the surplus in 2018/19 and beyond would be closer to 5%. However, even this will be lower than the current year and significantly lower than in recent years for LB Merton secondary schools.

## Conclusion

The latest admissions information confirms that the retention rate from year 6 to year 7 will be lower in 2016/17, but this may well be temporary as LB Sutton has 'front loaded' its school expansions of popular schools. In the 5 years from 2012/13 to 2017/18, the rise in year 6 places will be 561 pupils, yet Harris Wimbledon and Harris Merton will only collectively provide an additional 240 places.

Any new school provides some risk to existing schools but a new school is needed to meet basic need. Indeed, the greater long-term risk is that the council will not be providing sufficient places. This is alleviated by its contingency plan of being able to expand existing schools at short notice, particularly St. Mark's Academy and Harris Morden. Opening the new school in 2017/18 is likely to lead to more surplus places than preferred for one year only.



# 4 JULY 2017 CABINET EXEMPT MINUTE

The Leader of the Council announced that he would be taking item 7 Reference from Scrutiny, on Harris Wimbledon Secondary School - Required Site Approvals as part of this item's discussion.

The Cabinet Members for Finance and Education presented the report which details a proposed site for a new secondary school in Wimbledon – Harris Wimbledon. The Cabinet were guided through the exempt comprehensive report that provided details of the proposed site, legal and financial aspects and other practical implications aligned to the proposal including the role of the Education Funding Agency (EFA) in setting the opening date of the new school. It also noted that the report included information over the possibility of using the Whatley Avenue Adult Education centre as a temporary school, for pupils in year 7 and 8, for a period of 2 years whilst Wimbledon Harris was being built.

Councillor Dennis Pearce, Chair of Children and Young People Overview and Scrutiny Panel presented to the Cabinet the Panel's reference, highlighting their views as contained in paragraph 2.3 of the reference, including that the need for further discussion with the EFA and with the landholders on the project.

## RESOLVED

That Cabinet:

- 1). authorises the Director of Environment and Regeneration to complete the freehold purchase of the following land for the provision of a new secondary school and to lease the land to the Harris Federation for the Harris Wimbledon School on a 125 year lease at a peppercorn rent:
  - (i) The land edged red on plan A from Domex to a maximum price of [REDACTED] excluding stamp duty and fees
  - (ii) The land edged blue on plan A from Elim and to transfer in exchange the freehold of Merton Hall (the land edged red on Plan B) to Elim and to adapt and re-build the majority of the building for use by Elim to a maximum cost of [REDACTED] excluding stamp duty and fees
- 2). agrees that the High Path Day Centre land (edged green on plan A) should be leased to the Harris Federation for the Harris Wimbledon School on a 125 year lease at a peppercorn rent, with the day centre service moved to an adapted and extended 21 Leyton Road SW19 1DJ, and that Children Schools and Families services in this building will be located to other LB Merton accommodation
- 3). authorises the Director of Children Schools and Families to enter into an agreement with the Harris Federation to enable the Harris Wimbledon School to use part of the grassed area of the Merton Abbey Primary School playing field at times to be agreed and to note that for this agreement to be implemented the playing field will need to be converted to a synthetic turf pitch to provide for the more intensive use required – these costs will be met by the Education Funding Agency

- 4). agrees that the Adult Education site in Whatley Avenue (land edged red on plan C) should be leased to Harris Federation on a short term lease at a peppercorn rent to provide school places for up to two academic years prior to the school on the High Path site being completed, either 2017/18 and 2018/19 or 2018/19 and 2019/20 depending on the agreed school opening date
- 5). notes that in view of the displacement of South Wimbledon Community Centre from Merton Hall, officers are seeking to provide replacement accommodation on similar rental terms with an interim offer made for the currently vacant Pincott Road SW19
- 6). notes that £16.55 million is included in the capital programme in the financial years 2016/17 to 2018/19 for the purposes of a new secondary school but the agreement with the EFA (Education Funding Agency) to pay for the construction cost and contribute to the council's land purchase ensures that the council's contribution to enable the new school and associated works after receipts from the EFA should be in the region of [REDACTED] (maximum of [REDACTED] prior to EFA contributions)
- 7). notes that item will go for pre-decision scrutiny to the Children and Young People Overview and Scrutiny Panel on 29 June 2016, with an invitation to members of Sustainable Communities Overview and Scrutiny Panel.

**Committee: Children and Young People Overview and Scrutiny Panel**

**Date: 8<sup>th</sup> November 2017**

Wards: All wards

**Subject: Children and Young People's Plan Update (Quarter 2 - 2017/18)**

Lead officer: Yvette Stanley, Director of Children, Schools and Families Department

Lead member: Cllr Katy Neep, Cabinet Member for Children Services  
Cllr Caroline Cooper-Marbiah, Cabinet Member for Education

Contact officer: Mark Gwynne, Interim Head of Policy, Planning and Performance

---

**Recommendations:**

A. Members of the panel to discuss and comment on the contents of the report.

---

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

1.1 The report provides members of the panel with information on key developments not covered elsewhere on the agenda and affecting the Children, Schools and Families Department since the panel's last meeting in October 2017.

## **2 DETAILS**

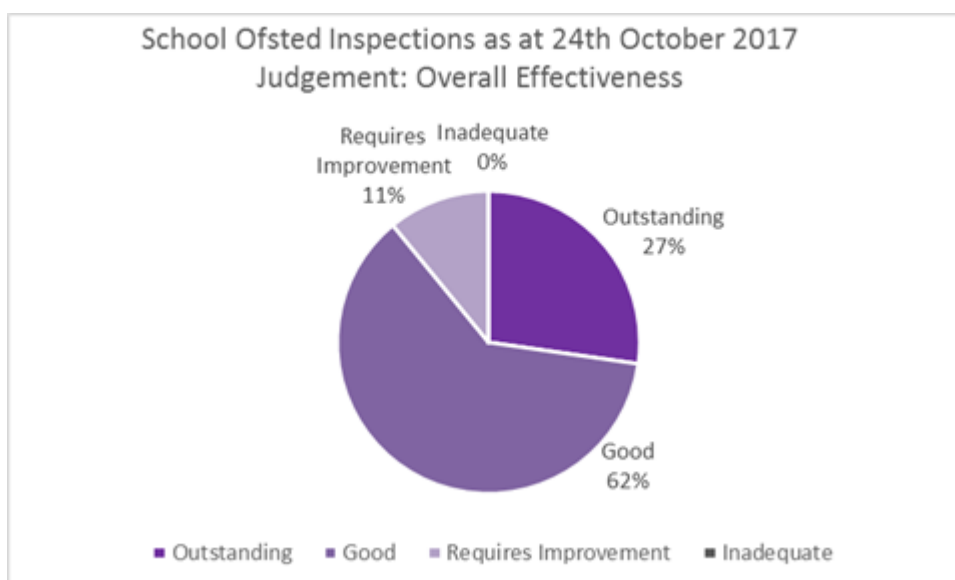
2.1 **Provisional GCSE Exam Results** – In 2017, pupils sat reformed GCSEs in English language, English literature and mathematics for the first time, graded on a 9-1 scale. New GCSEs in other subjects are being phased in for first teaching over 3 years, 2016-2018.

2.2 When comparing 2017 headline measures to the equivalent provisional data from 2016, it is important to note the changes in methodology underpinning the 2017 data.

- Merton has the highest Average Progress 8 score in the country +0.51 (joint with Brent). This equates to Merton pupils achieving an average, half a grade better, per subject than other pupils with the same prior attainment.
- Merton is above national in all headline attainment outcome indicators:
  - Average Attainment 8 score per pupil 50.0 (national: 44.2);
  - percentage of pupils who achieved a 9-5 pass English and maths GCSEs 48.9 (national: 39.1);
  - percentage of pupils who achieved a 9-4 pass English and maths GCSEs 69.1 (national: 58.5);
  - English Baccalaureate (9-5 pass in English and maths) 27.2 (national: 19.5);
  - English Baccalaureate (9-4 pass in English and maths) 30.3 (national: 21.7).
- Merton is above London in attainment 8 and English and maths attainment outcome indicators:

- Average Attainment 8 score per pupil 50.0 (London: 48.6);
- percentage of pupils who achieved a 9-5 pass English and maths GCSEs 48.9 (national: 47.7);
- percentage of pupils who achieved a 9-4 pass English and maths GCSEs 69.1 (national: 67.3).
- In comparison to 2016, the average Attainment 8 score per pupil has decreased by 2.4 points for Merton schools to 50.0 in 2017. The national decrease is 4.3 points. These decreases are as expected following changes to the point scores assigned to grades because of the introduction of 9-1 GCSEs in performance tables 2017. Merton's decrease from 2016 is one of the lowest nationally (joint 11th of 151 LA's).

2.3 **School Ofsted Inspections** – Members are aware that Park Community School was inspected in June and has been judged as “Good”. Over a quarter of Merton’s schools are now judged to be outstanding. At the end of the Summer term, Harris Primary Academy was inspected and have been judged to be “Outstanding”. Our Pre-school at the Abbey Children Centre has been inspected and the report is still awaited: when last inspected in 2011 it was rated as “Satisfactory”. A verbal update will be given at the meeting if this report is received in time.



2.4 **Harris Wimbledon Academy** – The school is advertised to open in in September 2018, and be located in the former Adult Education Building at Whatley Avenue, SW20 for two years before the new building at High Path is ready. An open evening was held on 3 October 2017. Merton primary schools have circa 250 additional Year 6 pupils on roll compared to last year so it is essential for the new school to open in September 2018 to ensure the council provides sufficient places. A detailed report on this is included elsewhere on the agenda.

2.5 **SEN School Expansion** – There continues to be a significant increase in demand for special school places, especially for ASD (Autism Spectrum Disorder) and MLD (Moderate Learning Difficulties) children, which continues to place pressure on budgets. The council is working on projects to increase provision in our special schools. Construction of the expansion of Perseid School is underway to ensure that the capacity of the upper school matches the previously expanded lower school, and detailed design is underway to expand Cricket Green School.

- 2.6 **School Funding** – The Dedicated Schools Grant (DSG) funds a variety of educational establishments and services. This includes mainstream and special schools, early years, alternative and other high need provision such as Pupil Referral Units.
- 2.7 While it remains the government’s intention that a school’s budget should be set on the basis of a single national formula in 2018/19 and 2019/20, local authorities will continue to determine final funding allocations for schools through a local formula. In 2018/19 and 2019/20, the national funding formula will set notional allocations for each school, which will be aggregated and used to calculate the total schools block received by each local authority.
- 2.8 There are a number of significant changes to the funding system this year:
- The central school services block (CSSB) has been created. Local authorities will be allocated funding for central school services through the new CSSB. This will comprise funding for ongoing responsibilities and a cash sum for historic commitments. The DSG therefore now comprises four blocks: schools, high needs, early years and the new central school services block.
  - Each of the four blocks of the DSG will be determined by a separate national funding formula. National funding formulae will determine local authorities’ schools, high needs and central school services blocks for the first time in 2018/19. Funding for early years has been allocated through a national funding formula since 2017/18.
- 2.9 **30 hours** – Following on from the work of the summer term, early years providers, including schools, continue to engage with families and the local authority to facilitate implementation of the policy for 30 hours of free early education which came into effect in September 2017. The success of this will not be known until after the headcount returns have been completed.
- 2.10 **Ofsted Inspection Action Plan** – Following the inspection, our action plan has been drafted and will be submitted to Ofsted by the start of December. This action plan delivers on the four recommendations received and is summarised as Appendix 1.
- 2.11 **Merton Safeguarding Children Board (MSCB)** – has extended key development priorities for 2016/17 through to 2019. These priorities are:
- **Think family:** A Think Family Coordinator has been appointed. The current focus is on adult mental health and embedding Think Family across adults and children. The Board is also review its Young Carers’ Strategy and a Domestic Violence and Abuse Strategy; it is expected that this strategy will address DVA between adults; teenage relationship abuse and elder abuse. The aim is for these strategies to be delivered and launched at the MSCB Joint Annual Conference;
  - **Supporting Vulnerable Adolescents:** The Self-harm protocol has been approved, along with Harmful sexual behaviour and Online Strategies, the focus is on contextual safeguarding – addressing adolescent risk outside of the home; review CSE Protocol and strategy;
  - **Early Help:** The Merton Child, Young Person and Family Well-Being Model has been approved. We are updating tools and looking at implementing the Social Work Practice Model (including Signs of Safety) across the system.

- 2.12 These also link with the MSCB business as usual activities (e.g. CSE, Missing, PREVENT, FGM, etc.) undertaken by the Board and its sub groups. The Board continues to seek to improve its links to practitioners and their managers as part of our quality assurance processes to inform service improvement and development as well as maintaining our strong focus on the Voice of the Child / Young person.
- 2.13 Addressing the incidence and impact of neglect, is a cross-cutting theme that runs across the work of the Board and each of the priorities. A plan is being finalised for the piloting of a Neglect Tool to be used across the system and an audit of neglect cases is being conducted alongside this. The tool will be piloted in Merton from January to March 2018.
- 2.14 **Transforming Families** – The inspection with DCLG has taken place and on the back of this we are considering the option of gaining “earned autonomy” enabling us to further develop our Transforming Families approach.
- 2.15 **Children Returning From Syria** – The government has issues advice on responding to children returning from Syria. The local authority is given the lead role for this, but there are no more resources provided. We are currently reviewing the guidance issued to determine the implications with it estimated that around 800 children will be returning.
- 2.16 **Family Drug and Alcohol Court (FDAC)** – Working together with Croydon County Court, West London Family Court and the Inner London Family Court, the partnership will offer an alternative form of care proceedings for parents and children in those cases where substance misuse is a key factor in the decision to bring proceedings: known as the Family Drug and Alcohol Court (FDAC). Referrals will be made by children’s social care and will be agreed internally to ensure referrals meet the criteria for FDAC services. Work is at an advanced stage in development of this new service, which Merton is leading, across ten boroughs. The contract was awarded to the Tavistock and Portman NHS Trust who have now met with the Cross Borough Operational Group and the FDAC Board. Detailed Project Plans have been developed and all boroughs are in the process of mobilisations. Contracts and Terms & Conditions are being finalised to ensure that the new service is up and running from January 2018.
- 2.17 **County Lines** – Merton participated in a Local Assessment Process completed by the Institute for Community Safety from which a report with recommendations in regard to County Lines, Exploitation and Violence was completed. These have been discussed by senior management in CSC & YI and an Action Plan has been drafted. This will formulate part of the revised Serious Youth Violence and Exploitation Protocol with activities occurring across the partnership in regard to defining roles and responsibilities, identifying prevention opportunities, undertaking reviews and involving community partners, families and young people in the development of a local response. A full update on this will be discussed at the next Merton Partnership Executive Board meeting.
- 2.18 **Contextual Safeguarding** – Merton is committed to the Contextual Safeguarding Framework, which will involve a system-wide application and implementation. Following the initial period of implementation in regard to governance and action plan, the first stage is underway in collecting and analysing protocols, procedures and Terms of Reference relevant to Peer-on-Peer abuse. The recruitment of a project support administrator has commenced with advertisement expected imminently. The audit process will also compliment other pieces of work in regard to the Adolescent panel review and Harmful Sexual Behaviour Protocol launch.

2.19 **Social Impact Bond (SIB)** – Merton Council is part of the Pan-London Care Impact Partnership - with Tower Hamlets, Bexley, Newham and Sutton councils - which was formed to deliver Multi-Systemic and Functional Family Therapy services for councils within the partnership, leveraging in financial resources using a (SIB). The aim of the programme is to keep vulnerable families together and prevent children from being taken into care.

2.20 The partnership has commissioned Positive Families Partnership to deliver the infrastructure of the SIB and to deliver the services. A SIB is a way of financing a 'Payment by Results' contract, which means Positive Families Partnership will be paid only if it succeeds in meeting certain milestones related to keeping the young person with their family. This contract has recently been awarded and mobilisation meetings are underway to ensure that the new service is up and running from January 2018. The Positive Families Partnership ("PFP") brings together five organisations, with considerable individual strengths and a commitment to working together to deliver this contract. These partners are: Bridges Fund Management; Social Finance; Family Psychology Mutual; South West London and St George's Mental Health NHS Trust; and Family Action.

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

3.1 No specific implications from this report.

### **4. LEGAL AND STATUTORY IMPLICATIONS**

4.1 No specific implications from this report.

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

5.1 No specific implications from this report

### **6. CRIME AND DISORDER IMPLICATIONS**

6.1 No specific implications from this report.

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

7.1 No specific implications from this report.

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

8.1 Appendix 1 – Draft Ofsted Action Plan

### **9. BACKGROUND PAPERS**

9.1 None





## Draft Ofsted Action Plan

No.	Issue	Outcome	Action	Responsible AD / Head of Service	By when	Reported to
1	Ensure that all plans, including child in need, child protection, care plans for children looked after and pathway plans, consistently contain specific actions, achievable timescales and clear, measurable outcomes.	All children and young people are supported to achieve the best outcomes for them through the development and delivery of clear and focussed plans.	Undertake an external challenge of plans and SMART actions to develop a more robust approach to inform training, review and auditing of plans	Assistant Director	Jan-18	MSCB QA Sub Group
2	Improve the use of return home interviews for each episode of missing for children missing from home or care and ensure that risks are understood and reduced for individual children.	Reasons for young people going missing are understood through timely and effective return home interviews.	Strengthen processes to ensure consistent and effective oversight of young people placed at a distance following and addressing instances of going missing	Head of MASH & Child Protection	Feb-18	Corporate Parenting Board
		Risks for young people are understood and effectively managed, drawing on repeat data, learning from return home interviews and the analysis of threats.	Improve mechanisms for instances of repeat missing to ensure risks to young people are fully understood and effectively managed	Head of MASH & Child Protection	Nov-17	Corporate Parenting Board
3	Ensure that 'staying put' is made available to all care leavers who would benefit from this.	Young people are able to enjoy a smooth and supported transition into adulthood remaining with their foster carers where they choose to	New Staying Put Policy approved and launched	Head of Access to Resources & CWD	Dec-17	Corporate Parenting Board
4	Ensure that all former relevant care leavers receive information on their health histories.	Young people leaving care are able to make appropriate decisions based on full knowledge of their health histories	Review process for age 18 Leavers Health Summary	Head of Permanency, LAC & Care Leavers	Nov-17	Corporate Parenting Board

This page is intentionally left blank

# Children and Young People Work Programme 2017/18



This table sets out the Children and Young People Overview and Scrutiny Panel work programme for 2017/18; the items listed were agreed by the Panel at its meeting on 24 July 2017. This work programme will be considered at every meeting of the Panel to enable it to respond to issues of concern and incorporate reviews or to comment on 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.

**Chair:** Cllr Dennis Pearce

**Vice-chair:** Cllr Linda Taylor

## **Scrutiny Support**

For further information on the work programme of the Children and Young People Scrutiny Panel please contact: -

Annette Wiles, Scrutiny Officer

Tel: 020 8545 4035; Email: [annette.wiles@merton.gov.uk](mailto:annette.wiles@merton.gov.uk)

For more information about overview and scrutiny at LB Merton, please visit [www.merton.gov.uk/scrutiny](http://www.merton.gov.uk/scrutiny)

Meeting date: 24 July 2017 (**Deadline for papers: 12pm 14 July 2017**) **COMPLETE**

<b>Theme: setting the work programme</b>			
<b>Item</b>	<b>Purpose/intended outcome</b>	<b>Responsible officer/Member topic lead</b>	<b>POSSIBLE external witnesses/visits and questioning guidance (TBC)</b>
<b>Cabinet Member priorities</b>	Update from the responsible Cabinet Member. Questions from the Panel.	Cabinet Member for Education (Cllr Caroline Cooper-Marbiah)	
<b>ECHP performance update</b>	The Panel will look at this performance measure within a wider context including growing demand, parental satisfaction, and the transfer of existing statements and the performance of other authorities.	<ul style="list-style-type: none"> <li>Jane McSherry, Assistant Director of Education</li> <li>Karla Finikin, Service Manager – SEN &amp; Disabilities Integrated Service</li> </ul>	
<b>Final report of the rapporteur scrutiny review of user voice</b>	Report on how looked after children and young people are able to expressed their wishes and feelings as well as participate in decisions that affect their lives.	Cllr Jerome Neil	
<b>Prevent task group – terms of reference</b>	To agree whether or not to proceed with a <i>Prevent</i> task group and accept the suggested terms of reference.	Annette Wiles, Scrutiny Officer	
<b>Performance monitoring</b>	<ul style="list-style-type: none"> <li>Discussion of the existing basket of performance indicators for on-going monitoring; and</li> <li>Selection of a Panel Member to act as a lead on performance monitoring.</li> </ul>	Naheed Chaudhry, Head of Policy, Planning and Performance	
<b>Department update report</b>	Update on developments affecting the Children, Schools and Families Department since the last	Yvette Stanley, Director of Children,	

	scrutiny Panel meeting. Questions will be taken from Panel members.	Schools and Families	
<b>Children, schools and families glossary</b>	A glossary of acronyms commonly used within the remit of the Children, Schools and Families Department will be provided.	Mark Gwynne, Head of Policy, Planning and Performance	
<b>Agreeing the Panel's work programme</b>	To agree the Panel's work programme and consider: <ul style="list-style-type: none"> <li>• a thematic approach to the work programme;</li> <li>• appointing topic leads;</li> <li>• getting the best from performance monitoring;</li> <li>• the Panel's use of task groups;</li> <li>• opportunities for pre-decision scrutiny; and</li> <li>• monitoring task group recommendations.</li> </ul>	Cllr Dennis Pearce, Panel chair, and Annette Wiles, Scrutiny Officer	

**Meeting date:** 10 October 2017 (*Deadline for papers: 12pm 2 October 2017*) **COMPLETE**

<b>Theme: setting the work programme</b>			
<b>Item</b>	<b>Purpose/intended outcome</b>	<b>Responsible officer/Member topic lead</b>	<b>POSSIBLE external witnesses/visits and questioning guidance (TBC)</b>
<b>Cabinet Member priorities</b>	Update from the responsible Cabinet Member. Questions from the Panel.	Cabinet Members for Education (Cllr Caroline Cooper-Marbiah) and Children's Services (Cllr Katy Neep)	
<b>Performance monitoring</b>	Discussion of the existing basket of performance indicators for on-going monitoring.	Mark Gwynne, Head of Policy, Planning and Performance	
<b>Department update report</b>	Update on developments affecting the Children, Schools and Families Department since the last scrutiny Panel meeting. Questions will be taken from	Yvette Stanley, Director of Children, Schools and Families	

	Panel members.		
<b>Ofsted inspection outcome</b>	Exact content and format to be determined once the Ofsted report is available (approx. 25 August 2017). This is likely to focus on areas for improvement highlighted by Ofsted and take a workshop approach. This will allow members to focus on and become a champion of a specific aspect of the Ofsted report/action plan. It has been suggested that the workshop be supported with training provided by service heads.	<ul style="list-style-type: none"> <li>• Yvette Stanley, Director of Children, Schools and Families</li> <li>• Paul Angeli, Assistant Director Children's Social Care and Youth Inclusion</li> </ul>	Contribution from Kathy Bundred, Children's Improvement Adviser for the London Government Association
<b>Work programme</b>	To amend/agree the Panel's work programme and accommodate any new/additional pre-decision or other items that the Panel may wish to consider.		

**Meeting date:** 8 November 2017 (*Deadline for papers: 12pm 31 October 2017*)

<b>Theme: setting the work programme</b>			
<b>Item</b>	<b>Purpose/intended outcome</b>	<b>Responsible officer/Member topic lead</b>	<b>POSSIBLE external witnesses/visits and questioning guidance (TBC)</b>
<b>Cabinet Member priorities</b>	Update from the responsible Cabinet Member. Questions from the Panel.	Cabinet Members for Education (Cllr Caroline Cooper-Marbiah) and Children's Services (Cllr Katy Neep)	
<b>Performance monitoring</b>	Discussion of the existing basket of performance indicators for on-going monitoring. REPORT WITHDRAWN AS AGREED AT PREVIOUS MEETING.	Mark Gwynne, Head of Policy, Planning and Performance	
<b>Department</b>	Update on developments affecting the Children,	Yvette Stanley,	

<b>update report</b>	Schools and Families Department since the last scrutiny Panel meeting. Questions will be taken from Panel members.	Director of Children, Schools and Families	
<b>Children, Schools and Families Budget/business planning (Round 1)</b>	<p>To enable the Panel to comment on the budget proposals and any new or revised savings as part of the first round of the process for agreeing the Council's budget and business plan.</p> <p>The current budget required cost savings to the CSF department. This agenda item also provides the opportunity to understand if this objective is being realised and what impact this is having in terms of service provision.</p>	<ul style="list-style-type: none"> <li>• Yvette Stanley, Director of Children, Schools and Families</li> <li>• Caroline Holland, Director of Corporate Services</li> </ul>	<ul style="list-style-type: none"> <li>• Caroline Holland, Director of Corporate Services, will provide training before the January meeting giving a detailed guide to the Medium Term Financial Strategy. <u>All members are encouraged to attend.</u></li> <li>• <a href="#">Scrutiny of finance – Councillor workbook</a> (the Local Government Association).</li> </ul>
<b>Harris Wimbledon update</b>	To monitor progress of the delivery of the new school in line with the Panel's reference to Cabinet in June 2016: 1) ensuring the opening date for the new school is optimised to not destabilise existing Merton secondaries, 2) maximising the design to give pupils the same advantage enjoyed by children at other Merton secondaries, 3) supporting Merton Abbey Primary in agreeing shared use of the site, 4) protecting the financial interests of the borough during the development of the site, 5) sustaining the level of community rental space, and 6) ensuring the safety of pupils using the site.	<ul style="list-style-type: none"> <li>• Yvette Stanley, Director of Children, Schools and Families</li> <li>• (Possibly Chris Lee to discuss site clearance for permanent site)</li> </ul>	<ul style="list-style-type: none"> <li>• Invite representative(s) of the Harris Academy Chain to update members directly on the development of the school and plans for its future</li> <li>• Visit Harris Merton, to see the expansion project and to hear from the provider of the new school first hand and in situ</li> <li>• <a href="#">Free schools: challenges and</a></li> </ul>

			<a href="#">opportunities for accountability</a> : Centre for Public Scrutiny
<b>Routes into employment for vulnerable cohorts task group – executive response and action plan</b>	The task group's report has been accepted by Cabinet. This will be to receive an executive response to the task group's recommendations and an action plan.	<ul style="list-style-type: none"> <li>• Sara Williams, Programme Manager Economy, futureMerton</li> <li>• Kim Brown, Head of Organisational Development &amp; HR Strategy</li> </ul>	
<b>Final report of the rapporteur scrutiny review of user voice</b>	When presented to the Panel at its meeting in July, it was agreed that Cllr Neil, Cllr Neep, (the Cabinet Member for Children's Services), and Yvette Stanley, (Director, Children, Schools and Families), would meet to discuss the recommendations resulting from the review. Following the meeting the Department will provide the Panel with a response to the paper.	<ul style="list-style-type: none"> <li>• Yvette Stanley, Director of Children, Schools and Families</li> <li>• Paul Angeli, Assistant Director Children's' Social Care and Youth Inclusion</li> </ul>	
<b>Work programme</b>	To amend/agree the Panel's work programme and accommodate any new/additional pre-decision or other items that the Panel may wish to consider.		

**Meeting date:** 17 January 2018 (**Deadline for papers:** 12pm 9 January 2018)

<b>Theme: setting the work programme</b>			
<b>Item</b>	<b>Purpose/intended outcome</b>	<b>Responsible officer/Member topic lead</b>	<b>Possible external witnesses/visits and questioning guidance</b>
<b>Cabinet Member priorities</b>	Update from the responsible Cabinet Member. Questions from the Panel.	Cabinet Members for Education (Cllr	



		Caroline Cooper-Marbiah) and Children's Services (Cllr Katy Neep)	
<b>Performance monitoring</b>	Discussion of the existing basket of performance indicators for on-going monitoring.	Naheed Chaudhry, Head of Policy, Planning and Performance	
<b>Department update report</b>	Update on developments affecting the Children, Schools and Families Department since the last scrutiny Panel meeting. Questions will be taken from Panel members.	Yvette Stanley, Director of Children, Schools and Families	
<b>Children, Schools and Families Budget/business planning (Round 2)</b>	<p>To enable the Panel to consider the Council's budget and business plan proposals. Additionally to forward any comments/recommendations to the Overview and Scrutiny Commission to compile a scrutiny response on the Budget/Business Plan to Cabinet.</p> <p>To include discussion of major projects identified in the CSF draft service plans.</p>	<ul style="list-style-type: none"> <li>Yvette Stanley, Director of Children, Schools and Families</li> <li>Caroline Holland, Director of Corporate Services</li> </ul>	<ul style="list-style-type: none"> <li>Caroline Holland, Director of Corporate Services, will provide training before the January meeting giving a detailed guide to the Medium Term Financial Strategy. <u>All members are encouraged to attend.</u></li> <li><a href="#">Scrutiny of finance – Councillor workbook</a> (the Local Government Association).</li> </ul>
<b>Health and wellbeing strategies for children and families</b>	In partnership with public health, look at strategies to support the health and wellbeing of children and young people including consideration of school travel plans. It has agreed that this will focus on childhood obesity and mental health strategies (including the developing autism strategy). <u>Members of the Healthier</u>	<ul style="list-style-type: none"> <li>Dagmar Zeuner, Director of Public Health</li> </ul>	<ul style="list-style-type: none"> <li>Invite relevant members of the CCG and mental health teams</li> <li>Invite attendance by Central London</li> </ul>

	<u>Communities and Older People Panel to be invited to attend.</u>		<p>Community Healthcare NHS Trust (CLCH) to provide oversight of the commissioned services it provides</p> <ul style="list-style-type: none"> <li>• Visit the Children's centre to see CLCH in action, to provide interaction with parents and see how child health and wellbeing services are being delivered</li> <li>• <a href="#"><u>10 questions to ask if you're scrutinising local immunisation services</u></a> (Centre for Public Scrutiny)</li> <li>• <a href="#"><u>Best start in life: promoting good emotional wellbeing and mental health for children and young people</u></a> (Local Government Association)</li> </ul>
<b>Task group updates</b>	<p>For the Panel to decide whether or not it wants receive a further update for any of the following task groups:</p> <ul style="list-style-type: none"> <li>• Provision of secondary school places;</li> <li>• Succession planning in schools; and</li> <li>• Online strategies in schools.</li> </ul>	Annette Wiles, Scrutiny Officer	
<b>Work programme</b>	To amend/agree the Panel's work programme and		

	accommodate any new/additional pre-decision or other items that the Panel may wish to consider.		
--	---	--	--

**Meeting date:** 1 February 2018 (*Deadline for papers: 12pm 24 January 2018*)

<b>Theme: setting the work programme</b>			
<b>Item</b>	<b>Purpose/intended outcome</b>	<b>Responsible officer/Member topic lead</b>	<b>Possible external witnesses/visits and questioning guidance</b>
<b>Cabinet Member priorities</b>	Update from the responsible Cabinet Member. Questions from the Panel.	Cabinet Members for Education (Cllr Caroline Cooper-Marbiah) and Children's Services (Cllr Katy Neep)	
<b>Performance monitoring</b>	Discussion of the existing basket of performance indicators for on-going monitoring.	Mark Gwynne, Head of Policy, Planning and Performance	
<b>Department update report</b>	Update on developments affecting the Children, Schools and Families Department since the last scrutiny Panel meeting. Questions will be taken from Panel members.	Yvette Stanley, Director of Children, Schools and Families	
<b>Merton Safeguarding Children Board annual report</b>	An in-depth review of safeguarding for children and young people in Merton. This will focus on strengths, areas for review during the coming period and work with schools as well as areas which were agreed as priorities from last year including action to address knife crime, domestic abuse, mental health issues and substance misuse.	Paul Angeli, Assistant Director Children's Social Care and Youth Inclusion	<ul style="list-style-type: none"> <li>• Keith Makin, the Independent Chair of the Merton Safeguarding Children Board attending.</li> <li>• Invite Steven Wallace, Borough Commander</li> <li>• Invite a representative of the <i>Muslim Women in Morden</i></li> </ul>

			<ul style="list-style-type: none"> <li>• Invite a representative from the Association of Independent LSCB Chairs</li> <li>• Visit to Jigsaw4U, provider of Merton commissioned services including return home interviews for missing children.</li> <li>• <a href="#">Safeguarding Children – a practical guide for overview and scrutiny councillors</a> (Local Government Association and the Centre for Public Scrutiny)</li> </ul>
<b>Prevent task group draft final report</b>	As highlighted at its outset, the local elections in May 2018 mean this task group must report to Cabinet at its meeting on 26 March 2018. In order to comfortably meet this deadline, the draft final report of the task group should be presented to this meeting of the Panel.	<ul style="list-style-type: none"> <li>• Cllr Henry, Task group chair</li> <li>• Annette Wiles, Scrutiny Officer</li> </ul>	
<b>Work programme</b>	To amend/agree the Panel's work programme and accommodate any new/additional pre-decision or other items that the Panel may wish to consider.		

**Meeting date:** 14 March 2018 (**Deadline for papers:** 12pm 6 March 2018)

**Theme: setting the work programme**

Item	Purpose/intended outcome	Responsible officer/Member topic lead	Possible external witnesses/visits and questioning guidance
<b>Cabinet Member priorities</b>	Update from the responsible Cabinet Member. Questions from the Panel.	Cabinet Members for Education (Cllr Caroline Cooper-Marbiah) and Children's Services (Cllr Katy Neep)	
<b>Performance monitoring</b>	Discussion of the existing basket of performance indicators for on-going monitoring.	Mark Gwynne, Head of Policy, Planning and Performance	
<b>Department update report</b>	Update on developments affecting the Children, Schools and Families Department since the last scrutiny Panel meeting. Questions will be taken from Panel members.	Yvette Stanley, Director of Children, Schools and Families	
<b>Schools annual report</b>	<p>Members receive the detailed annual schools report giving them the opportunity to focus on attainment for all key stages as well as at foundation stage and for post 16.</p> <p>As a result of the presentation of the schools annual report during the last municipal year, members noted the need to retain their focus on the attainment and progress of children on SEN support as well as looked after children. Also, how to oversee the work of the school standards panel.</p>	<ul style="list-style-type: none"> <li>• Yvette Stanley, Director of Children, Schools and Families</li> <li>• Jane McSherry, Assistant Director of Education</li> </ul>	<ul style="list-style-type: none"> <li>• Invite representatives of Merton heads' group</li> <li>• <a href="#"><u>Back to School – Ways for scrutiny to influence local education and support school leaders to improve results</u></a> (Local Government Association and the Centre for Public Scrutiny)</li> </ul>
<b>Ofsted inspection outcome workshop follow-up</b>	For members to monitor progress made against the Ofsted action plan.	<ul style="list-style-type: none"> <li>• Yvette Stanley, Director of Children, Schools and Families</li> <li>• Paul Angeli,</li> </ul>	TBC once the initial workshop has taken place

		Assistant Director Children's' Social Care and Youth Inclusion	
<b>Topic suggestions 2017/2018</b>	To seek topic suggestions form the Panel to inform discussions about the 2018/19 work programme	Annette Wiles, Scrutiny Officer	

### Forward Plan items

#### **Merton Hall - Construction Contract**

To award the construction contract for the refurbishment and partial re-build of Merton Hall for Elim Church to enable a clear site for the new Harris Wimbledon Academy school.

**Decision type:** Key

**Reason Key:** Expenditure > £500,000;

**Decision status:** For Determination

**Notice of proposed decision first published:** 14/02/2017

**Decision due:** 13 Nov 2017 by Cabinet

**Lead member:** Cabinet Member for Education

**Lead director:** Director of Children, Schools and Families

**Contact:** Marina Bowyer, Admin Officer, Contracts & School Organisation Email: [marina.bowyer@merton.gov.uk](mailto:marina.bowyer@merton.gov.uk).