

Merton Council Sustainable Communities Overview and Scrutiny Panel



Date: 2 November 2017

Time: 7.15 pm

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

AGENDA

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1	Apologies for absence	
2	Declarations of pecuniary interest	
3	Minutes of the previous meeting	1 - 6
	<u>Matters arising</u>	
	• Library service performance indicator	
4	Performance monitoring: South London Waste Partnership - Phase C Scott Edgell, General Manager of Veolia Environmental Services UK, will attend the Panel for this item.	7 - 18
5	Pre-decision scrutiny: budget and business planning (round 1)	19 - 52
6	Update report: public space protection orders - dog controls	53 - 56
7	Draft final report: Crossovers task group	57 - 74
8	Work Programme	75 - 88
9	Pre-decision scrutiny: Morden re-development This item is exempt and will be dealt with by the Panel in private session which will be closed to the public. Report to follow.	

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

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Sustainable Communities Overview and Scrutiny Panel Membership

Councillors:

Abigail Jones (Chair)
Daniel Holden (Vice-Chair)
Stan Anderson
Kelly Braund
Michael Bull
David Chung
Dennis Pearce
John Sargeant

Substitute Members:

Laxmi Attawar
Mike Brunt
Edward Foley
Janice Howard
Abdul Latif

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.

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Agenda Item 3

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SUSTAINABLE COMMUNITIES OVERVIEW AND SCRUTINY PANEL

11 OCTOBER 2017

(7.15 pm - 9.40 pm)

PRESENT: Councillors Councillor Abigail Jones (in the Chair),
Councillor Daniel Holden, Councillor Stan Anderson,
Councillor Kelly Braund, Councillor Michael Bull,
Councillor David Chung, Councillor John Sargeant and
Councillor Dennis Pearce

ALSO PRESENT: Chris Lee, Director for Environment and Regeneration, Graeme Kane, Assistant Director for Public Space Contracting and Commissioning, Doug Napier Leisure and Culture Greenspaces Greenspaces Manager, Mitre Dubet, Future Merton Commissioning Manager, John Hill, Assistant Director Public Protection, Paul Walshe Head of Parking and CCTV Services, Stella Akintan, Scrutiny Officer.

Councillors Martin Whelton Cabinet Member for Regeneration, Environment and Housing, Councillor Nick Draper, Cabinet Member for Community and Culture, Councillor Ross Garrod Cabinet Member for Street Cleanliness and Parking.
Councillor Oonagh Moulton and Councillor James Holmes

1 APOLOGIES FOR ABSENCE (Agenda Item 1)

None

2 DECLARATIONS OF PECUNIARY INTEREST (Agenda Item 2)

None

3 MINUTES OF THE PREVIOUS MEETING (Agenda Item 3)

The Chair reported that she will present the reference to Cabinet on the 16th October.

The Chair clarified that recommendation 12 of the Housing Supply task group will be reviewed rather than removed as previously thought.

4 CALL-IN: PROPOSALS FOR IMPROVING PARKING FACILITIES IN SELECTED BOROUGH PARKS (Agenda Item 4)

Councillor Oonagh Moulton reported that she will speak on behalf of Wimbledon Park; there had been one decision in relation to the four parks but individual decisions would have been more appropriate. Overall residents were not aware of the proposals as the consultation was poor and councillors resorted to sending out ward letters about the plans. There are two car parks in Wimbledon Park the officer report did not state why only one will be subject to parking charges. Also there was no consultation on the proposed times for the parking restrictions.

The Wimbledon Controlled Parking Zone (CPZ) is in place between 11am to 3pm, which does not align with the parking charges time of 8am to 4pm. Residents are concerned that this will result in cars being displaced to other busy roads and will not deter commuters. Timings should be shorter and aligned with the CPZ time.

There is also an equalities issue; as the parking charges may have an effect on people with disabilities and those with buggies and heavy sports equipment who are essential users of the car park but are not addressed in report.

Councillor Holmes said he is speaking on behalf of Haydons Road recreation ground which does not have a commuter parking issue. The car park is near to a parade of shops and is used by shoppers. Cabinet members should balance use of park and support for local businesses.

Councillor Holmes expressed concern that the proposals will not achieve the desired purpose, it will impact local business impact sports clubs and those with disabilities. We should not deter those participating in sports as this could have a negative effect on our public health agenda. Councillor Holmes suggested the impact of the proposals are reviewed in 12 months time, to look at the issues raised and ensure the changes are effective.

Panel members were given the opportunity to ask questions of Councillor Moulton and Councillor Holmes.

A panel member highlighted that people with disabilities can make use of designated bays. Councillor Moulton highlighted this is a problem if the car park is busy. Councillor Holmes said that people may have mobility issues but are not registered disabled and these measures should not discourage them.

A panel member asked for a suggested recommendation on preferred hours. Councillor Moulton suggested 11-3pm in line with the CPZ hours.

Hayley Morris, representative from Colliers Wood Bowling Club asked the Panel for further details about the proposals and how it will benefit the Club. Ms Morris said she was unsure about the details but not against the idea of charging for the use of the car park.

Councillor Guy Humphries, London Borough of Wandsworth reported to the Panel that Wimbledon Park has a borough boundary with Wandsworth. The lack of consultation was extraordinary, with only one sign on the gate of the park. Parking measures should be introduced to both Wimbledon parks and it is not clear why this

is not the case. Hours for the parking charges need to be adjusted. Cllr Humphries expressed support for a 12 months review.

Panel members asked about preferred hours for parking charges and reason for the preference for charges in both Wimbledon Park car parks. Councillor Humphries reported that it doesn't need to be longer than one hour. A one hour CPZ is in place in Wandsworth and it is enough to deter commuters.

Hilary Morris from Battles Area Residents Association sought clarification about a typographical error in the report. Cllr Martin Whelton clarified; Item e: should be 8am-4pm. The second charging period should not have been included and was referring to the initial proposal to include Saturday charges which is no longer going ahead.

Dr Dave Dawson spoke on behalf of Friends of Wimbledon Park and various residents associations. Dr Dawson reported that consultations needs to be longer and better notice given when they begin. They are in support of charging parks but current proposals will not solve worst problems as the charge is too low so it will not deter people. The biggest problems are on holiday weekends.

Jane Stone, a representative from Tamworth Recreation Centre said she would like the parking charges to be implemented as soon as possible and feels they have been waiting too long. The car parks are currently being used by commuters and this should deter them.

Cllr Martin Whelton thanked speakers for their contributions. It was noted that people agree the with principle of charges, however there are different views about the hours and the Panel will decide if further recommendations need to be made.

Councillor Nick Draper welcomed the range of representation and highlighted that we currently have no control over car parks, as a result there are untaxed and abandoned vehicles in the park. These proposals will regulate some of those problems. It gives residents the chance to use the car park as they wish.

Councillor Draper added that the council cannot implement charges in the second car park, it is not a made up car park and it needs to be tarmacked. There is a cost implication to make the required changes. As this is a pilot, the Cabinet Member welcomed Councillor Holmes suggestion that it is reviewed after a year.

The Assistant Director for Public Space Contracting & Commissioning welcomed this opportunity to listen to the views of the community. There has been informal consultation over many years which informed the initial proposals. The statutory consultation was carried out in accordance with all the guidelines. All ward councillors were also informed and he is pleased that they were able to cascade the information. The Council are learning and listening organisation and will seek to continuously improve.

A panel member asked for clarification about the cost of making up the car park and said installing meters before the consultation ended gave a poor message to residents which we need to reflect upon.

Councillor Draper reported that will cost £6,000.00 which is a significant portion of the Greenspaces budget. It is hoped that this work will be carried out in the future. Councillor Draper also reported that only four car parks went forward with the parking charges. It was decided not to charge in Sir Joseph Hood Memorial Playing Fields and the machines will be removed.

Panel members asked about the rationale for the decision on parks being taken as a whole and what were the benefits.

Councillor Whelton reported that considering all parks simultaneously had an administrative benefit. Alternatively it would have meant preparing a report in relation to each park which would have significant impact on officer time.

Councillor Holden moved a motion asking Panel to agree that the Cabinet member revise the hours for the parking charges in line with the current CPZ hours. This was seconded by Councillor Bull and was defeated by five votes to three.

The panel unanimously agreed to ask the Cabinet member to review the proposals in 12 months time.

RESOLVED

The Panel resolved to accept all proposals within the report and ask the Cabinet member to conduct a review in 12 months time to ensure the changes are delivering the intended outcomes.

5 UPDATE REPORT: CHRISTMAS PARKING (Agenda Item 5)

The Assistant Director of Public Protection reported that discussions between Parking Services and Love Wimbledon had taken place. At those discussions it was confirmed by Love Wimbledon that there was no evidence emerging from the business community which could demonstrate that the current Christmas parking concessions were having an adverse effect on the local economy. In the absence of such evidence the Assistant Director confirmed that the council will continue with the current scheme.

A panel member suggested that it must be possible to obtain evidence of the success of the scheme. The Head of Parking and CCTV Services reported that it would be costly to run consultation to find evidence. It would cost £14,000 to compare figures between two Christmas periods. The parking scheme does bring footfall, however this is a loss in parking revenue.

Some Panel members expressed concern that we are losing money on the scheme. It was reported that the scheme costs £60,000 a year.

A Panel member suggested that the scheme is reconsidered as part of future budget rounds

RESOLVED

The update report was noted.

6 PRE-DECISION SCRUTINY: LOCAL PLAN (Agenda Item 6)

The deputy Future Merton Manager reported that the team wants to publish short consultation to discuss areas for protection and development in the local area

Panel members sought clarification that it would fit in with existing plans such as the Estates Plan and London Plan and asked for assurance that the consultation will meet resident's expectations and comply with best practice.

The Deputy Future Merton Manager reported that the Local plan makes reference to other plans and the consultation would be carried out to the highest standard.

RESOLVED

The Panel agreed the recommendations set out in the report.

7 UPDATE REPORT: EASTERN ELECTRIC EVENT PERFORMANCE (Agenda Item 7)

The Assistant Director for Public Space Contracting & Commissioning reported that it is first event of its kind and hope to continue to provide future events which can bring an income and residents will enjoy. Feedback from residents indicates that noise was not a great cause for concern and there were limited incidences of anti-social behaviour. Local businesses, especially food outlets, benefitted from the event with increased custom.

Panel members reported that the event was reasonably well received by many local residents.

RESOLVED

Officers were thanked for their work in making the event successful.

8 PERFORMANCE MONITORING (Agenda Item 8)

The Director of Environment and Regeneration highlighted three main issues from the performance data

For the target "Parking Services Estimated Revenue" there is significant income above estimate, this is due to Automatic Number Plate Recognition which highlights the effectiveness of the moving traffic system.

In waste and street cleaning we cannot report links between the council and Veolia system, we hope this will be completed by the end of the year. We are working closely with Veolia to implement contract and seek improvements.

Within development control and enforcement there are, a number of vacancies filling them at the moment successful in recruiting , process of this ongoing performance

will improve. We can increase planning fees by the promised 20% by the end of the year.

A panel member queried SP:318 “No of outdoor events in parks” and if this should now be related to level of income. The Director of Environment and Regeneration reported that this could be looked at it in the service plan 2018/19.

A panel member asked if data can be provided on the age of enforcement cases and if they can be resolved. The Director of Environment and Regeneration said this information can be provided.

A panel member asked if indicator:

SP 282 – Partnership numbers (Libraries) can be replaced with one that is more challenging. The Director of Environment and Regeneration said it is not within his portfolio but will discuss it with the Director of Community and Housing.

RESOLVED

The report was noted

9 WORK PROGRAMME (Agenda Item 9)

Work programme

The Chair reported that the next meeting will focus on the first budget round and the Veolia contract.

RESOLVED

The work programme was noted

Committee: Sustainable Communities Scrutiny and Overview Committee

Date: 2nd November 2017

Wards: All

Subject: South London Waste Partnership - Phase C performance monitoring

Lead officer: Graeme Kane

Lead member: Cllr Ross Garrod, Cllr Nick Draper

Contact officer: Graeme Kane

Recommendations:

1. Members are asked to note the contents of the report and provide officers with any comments regarding their experiences, or reports they have received, relating to the waste, recycling, street cleaning and greenspaces services.
-

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. This report is intended to provide Members with an update on the performance of the waste, recycling, street-cleaning and greenspaces contracts.
- 1.2. idverde's contract began on 1st February 2017, whilst Veolia began on 1st April 2017.
- 1.3. Performance of the contract is managed by the South London Waste Partnership in conjunction with the London Borough of Merton's (LBM) Public Space team and actively monitored by LBM's Neighbourhood Client Team.
- 1.4. The procurement of these services delivered significant savings to the council whilst introducing significant improvements to the service including a new fleet of vehicles including mechanical sweepers which provide a more efficient and effective means to clean streets and modern technology to provide a more efficient response to residents' concerns.
- 1.5. Overall the transition to Veolia and idverde went smoothly with little disruption to the waste/ recycling collection and street cleaning service or parks maintenance. The contracts are based on an output based specification requiring the streets to be maintained at the required standard. There have been service issues with various elements of the contract, on which the client team have been working with Veolia; further details are provided in the report.
- 1.6. The greenspaces services delivered by idverde have performed well during the summer period which is the busiest season for the service. There have been some isolated issues relating to litter bins in some locations, which have been addressed by the client team.

2 DETAILS

2.1. Background

- 2.2. Following the endorsement from the Joint Waste Committee on 7th June 2016, the Cabinet, on 4th July 2016, approved the appointment of Veolia ES (UK) Ltd as Preferred Bidder for LOT 1 services following the procurement exercise

undertaken by the South London Waste Partnership (SLWP). Lot 1 services included: waste collection; street cleaning; commercial waste collection; winter maintenance; vehicle procurement; and fleet maintenance

2.3. At the same Cabinet meeting, it was agreed to appoint The Landscape Group Ltd as Preferred Bidder for LOT 2 services (including Parks, Grounds maintenance, Cemeteries, Verges and Tree maintenance). The Landscape Group was then bought by idverde, who became the provider of these services.

2.4. idverde's contract began on 1st February 2017, whilst Veolia began on 1st April 2017.

2.5. Both contracts are for a period of 8 years with the option to extend for two further periods of 8 years, a maximum total of 24 years.

2.6. **Procurement Process**

2.7. The following objectives, agreed prior to the commencement of the procurement were:

- to target optimum savings on the costs of service provision through lower service costs and increasing recycle income;
- to deliver residents a high performing service, achieving high levels of customer satisfaction;
- to provide improved environmental and carbon outcomes in the way we deliver environmental services; and,
- to ensure the community remain engaged and involved in the management, maintenance and oversight of parks, cemeteries and open spaces in Merton and Sutton.

2.8. With these objectives in mind the Competitive Dialogue procurement process allowed the opportunity to seek optimal solutions by engaging with leading providers in the market. Through dialogue, the procurement team were able to harness the experience and economies of scale of bidders to identify the right solution for the four boroughs.

2.9. **Financial Implications**

2.10. The cost to the SLWP of this procurement is forecast to be £1,640,000, of which Merton's share is £410,000. In addition to the Partnership's cost. Merton incurred the cost of additional project management support along with HR resource at a cost of c£216k over the three years. Transformation Challenge Award funding of £1,330,500 was successfully bid for and received from the Department for Communities and Local Government, of which Merton's share is £332,625, resulting in a net cost for Merton of c£293k. This was funded by the Merton Improvement Board.

2.11. For the purposes of comparison it has been assumed that existing budgets will be inflated by 1.5% annually and benchmarked against the Preferred Bidders 2.5% inflation cap within the contract.

2.12. Work undertaken by Waste Services indicates that the award of the contract to Veolia has more than achieved the original savings estimation of up to £1.3m, as reported to Cabinet in July 2016.

- 2.13. Current forecasts, for Lot 2, predict a revenue saving in the region of £230k in year 1 based on current assumptions on pension contributions (£200k), and NNDR pass through costs (£49k).
- 2.14. Both contracts allow for further potential savings to the Council through the income generation and profit share elements of the contract.
- 2.15. In addition to the savings achieved by the LOT 1 & 2 services there are additional revenue savings which have been achieved centrally. For example, our corporate insurance has been reduced as a result of both the transfer of c50% of our fleet and front-line staff members to the contractors. Transport services have also seen a reduction in the cost of maintaining the retained fleet.
- 2.16. **Service requirements**
- 2.17. As explained in the Cabinet report of July 2016, the key features of the services are as follows.
- 2.18. Waste and recycling remain a weekly collection service for residents until October 2018 when a service change will be implemented. This will introduce an alternate weekly residual waste and recycling collection service with a wheeled bin for residual waste. To maintain hygiene and public health standards, food waste will continue to be collected weekly for all properties.
- 2.19. Street cleaning is based on an output model whereby Veolia are required to maintain Merton's streets and pavements to a 'B' grade as defined by Defra's Code of Practice on Litter and Refuse. Where the cleanliness of a street falls below this standard, as judged by an officer, Veolia are required to return to the road within two hours in town centres and within 24 hours in residential areas to bring the street up to an 'A' grade. Veolia are able to flex their resources and frequency of cleaning in order to maintain these standards. Litter bins should never be overflowing and when reported as full, they must be emptied within two hours. Fly-tips should be removed within 24 hours of receiving a report. Graffiti should be removed within 2 hours if offensive otherwise within two working days.
- 2.20. The maintenance of greenspaces is also based on an output model of cleanliness together with the height and quality of grass cutting. The frequency at which cuts and litter picks occur is for the contractor to decide in order to maintain these standards. The cleanliness of parks must also be maintained at a 'B' grade.
- 2.21. **Neighbourhood approach**
- 2.22. In accordance with their bid, Veolia have implemented a neighbourhood approach to deliver the services across the borough in a consistent manner. There are three neighbourhoods consisting of approximately equal size. Veolia has two Neighbourhood Environmental Managers who oversee the teams within each of the neighbourhoods. In this way, the Neighbourhood Environmental Managers, and their teams, become familiar with their areas and are able to respond in an informed manner to issues that arise as well as use their knowledge to avoid issues occurring in the first place. The Neighbourhood Environmental Managers are responsible for allocating resource across their neighbourhoods to respond to incidents reported to the Council or identified by the crews. The manual sweepers are also based within their neighbourhood; this allows them to learn their routes/beats, and the characteristics of the area.

Each neighbourhood is supported by a cage vehicle to empty litter bins and remove fly-tips and street cleaning bags. The mechanical sweepers, of which there are six across the borough, are not allocated to a neighbourhood and cross boundaries in order to maximise their efficiencies and productivity. In addition, they have five 'gluttons' which vacuum up small bits of litter and detritus in the key town centres. The suite of resources work as a team to reach the required standards.

2.23. Performance monitoring and contract management

- 2.24. The operational performance of the contract is overseen and managed in a number of different ways in order to maintain and improve performance for the benefit of our residents. Before the commencement of the contracts, LBM created a new Neighbourhood Client Team consisting of three experienced Neighbourhood Client Officers (NCOs). Together, they monitor the contract through site visits and daily interaction with the contractors' Neighbourhood Environmental Managers, residents, stakeholders and local Members. They respond to customer requests, queries and complaints in order to resolve waste/recycling collection, street cleaning or green space issues. They also gather intelligence and information from analysing data held in the Council's customer management system. In addition, they have access to the contractor's operational management systems in order to determine what resources are being used in order to deliver the services and when. Through their work they are developing strong relationships with key stakeholders as well as intricate knowledge of the wards for which they are responsible. This helps them to pre-empt problems and resolve issues to avoid disruption and inconvenience for our residents.
- 2.25. The contracts are managed through the SLWP team. The Authorised Officer for both contracts is the SLWP Strategic Partnership Manager and there is a separate Contract Manager for the Lot 1 contract within the partnership team. These roles are responsible for the management of the contract across all four of the partner authorities. They are directed by the Management Group which consists of the appropriate Assistant Directors from each borough. Regular contract management meetings are held between SLWP, representatives from each of the boroughs and the contractors in order to oversee and progress the delivery of the contract.
- 2.26. Weekly operational meetings take place with both contractors and the client team to address immediate services issues. Monthly meetings with senior managers from Veolia and idverde also take place to address strategic and commercial elements of the contract to ensure contract compliance and service delivery. The authorities, through the SLWP, work in partnership to address issues across the contract area; this puts each authority in a stronger position to ensure contractual compliance from the service providers.
- 2.27. Within the contract there are mechanisms by which poor performance can be addressed. The Service Performance Indicators provide an insight into how the contract is performing. These indicators are reported and reviewed on a monthly basis. Where performance is below the required standard, financial deductions can be applied to the monthly contract payments. The calculation of the indicators and deductions is reliant on having a fully integrated ICT system, which is progressing but not yet complete. Financial deductions are routinely

applied to the contract where appropriate to address poor performance. Deductions were applied in both July and August and are being finalised for September.

2.28. **System integration**

2.29. The efficiency of both contracts relies on the integration of Merton's customer relationship management (CRM) system and the contractor's operational systems. The contract with Veolia provides the opportunity to integrate their operational management system (Echo) with LBM's CRM. The client team have access to all the data in Echo, which is updated in real time by the collection and street cleaning team as well as the office-based supervisors.

2.30. For example, a report of a missed bin entered by a resident through LBM's website can be delivered to a driver within minutes and they can return to the missed bin before returning to the depot. This speeds up response times and reduces administrative overheads.

2.31. There is a long list of service requests to integrate for example: missed bin; street below grade; fly-tipping; container delivery; new garden waste customer. The list is grouped into priority order based on the volume of each request. As of end of September, all the Priority 1 integrations had been completed and work had started on Priority 2 integrations. All integrations are currently expected to be completed by Christmas 2017. The service will not be running at optimum efficiency and responsiveness until these processes are integrated.

2.32. For idverde, the key system from a resident's perspective is that relating to pitch and court bookings. idverde has introduced a new system which will enable on-line bookings. The system is currently in test to ensure it is user-friendly before it is launched on the LBM website. Residents can currently book by calling or emailing idverde directly. Further integration is required between LBM's CRM and idverde's operational system so that residents can log service requests on-line, which will then go directly to idverde. Currently reports are sent to idverde by email or phone.

2.33. **Contract Performance**

2.34. **Missed bins**

2.35. Residents are requested to present their rubbish and recycling in the following way:

- put it out by 6am on their collection day (unless in a time-banded collection)
- put it in the correct containers
- put it at the front edge of their property where it can be seen clearly, but not on the road or pavement
- take their black bags out of their outside bin, if they have one
- make sure their bags are not split.

2.36. If a resident's bin is not collected, and they have followed all the requirements above, it is referred to as a 'missed bin'. As long as a resident reports the 'missed bin' within 48 hours of their scheduled collection day, Veolia are required to return to empty it within 24 hours. If a report is made after this time,

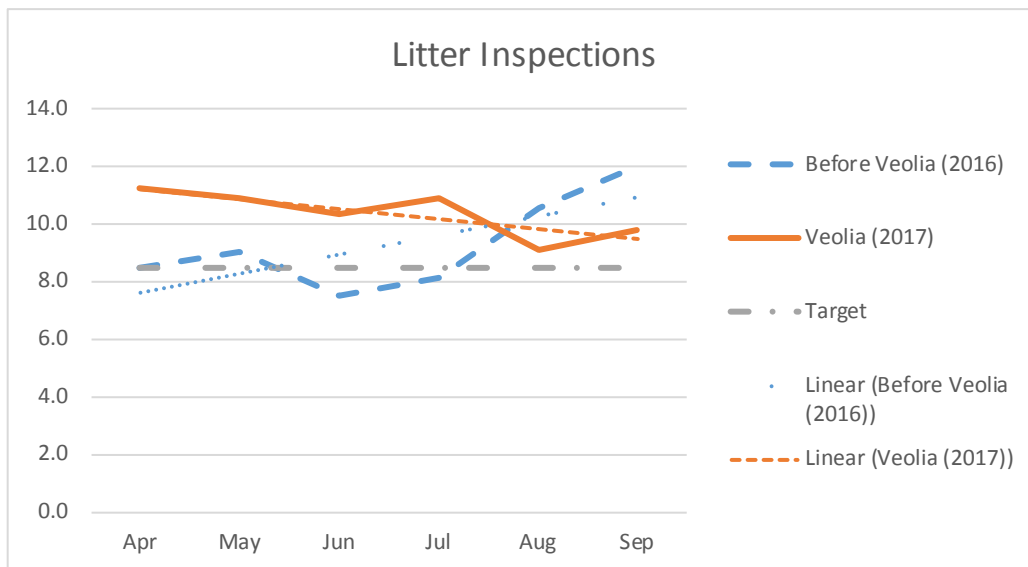
the resident will either have to take the waste to the household recycling centre or retain it until their next collection.

- 2.37. The client team monitors the number of missed bins as well as their location in order to identify any repeat misses. This analysis helps the team to identify where repeated issues are occurring and proactively take steps to resolve them before residents feel the need to escalate it as a complaint.
- 2.38. To enable comparison from one month to another, the performance of missed bins is measured against 100,000 collections. This can be equated to a percentage of bins missed. LBM's performance monitoring target for missed bins per 100,000 collections is 75/month.
- 2.39. In the first six months of the contract, the following 'missed bins' have been reported:

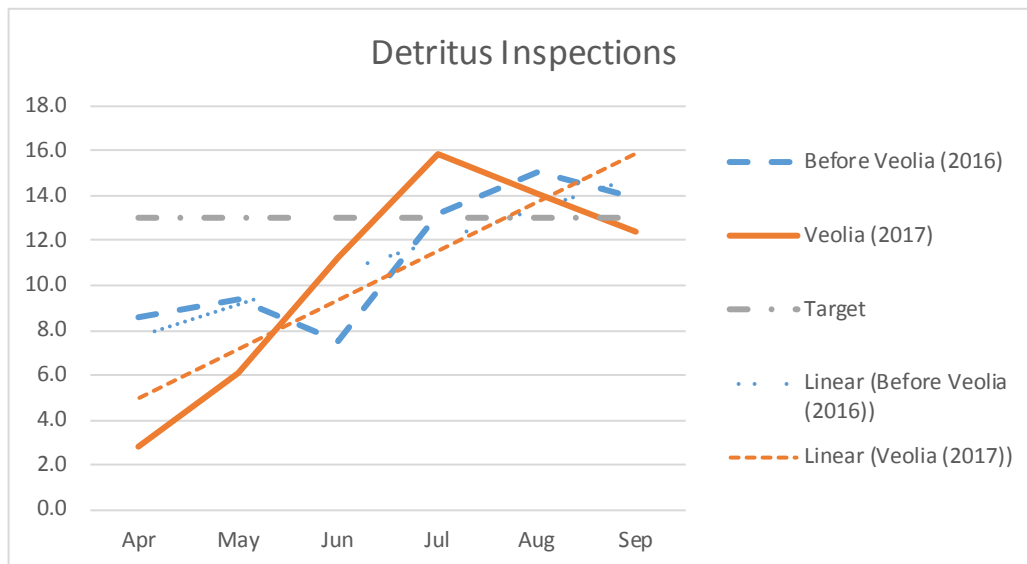
Month	April	May	June	July	August	Sept
Missed bins per 100,000 collections	48	68	77	90	75	107
Percentage of collections missed	0.048%	0.068%	0.077%	0.09%	0.075%	0.11%

- 2.40. The average for the first six months is 78 missed bins per 100,000 collections. This is marginally above target of 75. Reducing the number of missed bins as low as possible will remain a focus for the NCOs, who work with Veolia to identify issues and find solutions before a resident experiences repeated collection issues.
- 2.41. Owing to the in-cab technology and improvements to LBM's on-line reporting functions, the system to record missed bins is now more accurate than before the Veolia contract began and the methodology of calculating the number of missed bins has changed. Therefore, the number of missed bins recorded before the Veolia contract is not directly comparable with the current reported performance.
- 2.42. **Commercial waste**
- 2.43. The commercial waste service delivered by Veolia is operated by a separate team to the residential service. All administration and customer service for the service is carried out directly by Veolia. The contract is structured in such a way that LBM should have little or no involvement in the delivery of this service. The team are aware that some customers have experienced difficulties in receiving collections and have raised particular concerns about the standard of service from the Veolia call centre. These issues have been raised with Veolia's management. Early problems with collections from schools have been resolved and there have been no further significant issues at schools or community centres.
- 2.44. **Street cleaning**
- 2.45. NCOs respond to reports of street cleanliness issues by liaising with Veolia to rectify the problem. Issues are identified by their own proactive inspections as well as their reactive inspections following a resident, or Member, report. In

addition, LBM's Performance Monitoring Officer undertakes monthly and quarterly inspections at random across the borough to assess for litter and detritus separately. The data from these inspections provides an insight into the street cleanliness of Merton's roads over time. Anything graded B- or above is within the acceptable limits of the contract. The graphs below compare the results of these inspections between April - September 2016 (before Veolia) and April - September 2017 (with Veolia). The scores are based on the former Defra National Indicator 195 for street cleanliness; LBM's performance target is less than 8.5 for litter and less than 13 for detritus; both of which are stricter targets than previous years.



2.46. Independent inspections for litter on Merton's roads indicates that the management of litter since Veolia began the contract is improving and for the last two months has been better than the standards previously maintained.



2.47. The same independent inspections for detritus indicate that there was an increase in detritus in the first four months of the contract but has since improved and for the last two months, the performance is better than last year. In September, the streets were cleaner than the target.

- 2.48. Since the beginning of the contract, there have been specific issues related to street cleaning which have been a focus for the client team, Veolia and residents. These include the management of street cleaning green sacks. These should be removed by the evening crews on the day of sweeping; this is not always happening and is being addressed by the client team with Veolia. Overflowing litter bins undermine residents' ability and commitment to disposing of their litter responsibly and bring down the overall condition of an area. It is disappointing therefore when the bins are not emptied frequently enough to avoid this occurring. Unfortunately, there have been incidents when bins have been overflowing. This remains a focus for improvement.
- 2.49. Weeds on pavements and roads were treated with pesticide in June. For whatever reason, this application did not appear to work and there was a flush of weeds across Merton in July and August. Veolia made a second application of weed spray in August and this made a notable difference by killing off weeds in most roads. The crews were then removing the weeds by hand from tree pits, where weed spraying is not possible in order to protect the trees. A further application of pesticide is scheduled during the autumn.
- 2.50. The leaf fall season presents an annual challenge for the street cleaning crews. As a result of this contract, there will be additional resources to clear the leaf fall compared to arrangements prior to the contract. Veolia are committed to introducing two additional crews equipped with specialist equipment to sweep and collect the leaves. The work will take place over a ten week period. Exact dates cannot yet be specified due to the seasonal factors that can affect leaf fall. The work will start once the majority of the leaves are starting to fall, which is of course variable and depends on the weather. Veolia and the client team are monitoring the situation and will make a joint decision about when the additional crews should be mobilised. The use of additional resources ensures that the normal street cleaning operations can continue throughout the season. Until the additional resources are introduced, the normal crews will clear leaves from the streets during their scheduled sweeping.
- 2.51. **Fly-tips**
- 2.52. The number of recorded fly-tips across the borough has increased significantly since March. This is unlikely to reflect a significant increase in incidents and is more likely to be a result of improved reporting and data capture by the new in-cab technology. The number of fly-tips in the borough is higher than expected by Veolia and they are currently struggling to keep up with their removal within 24 hours of being reported. The key to reducing the number of fly tips is to encourage residents to dispose of their waste responsibly. LBM's Environmental Engagement and Enforcement Team are actively working in areas where fly-tipping is a particular problem in order to raise awareness among residents of their duties to dispose of waste responsibly and where necessary, fines are issued to offenders.
- 2.53. The table below presents the number of fly-tips reported (previous fly-tip records are not comparable given the changes in data capture and reporting technology). Whilst some reports may be duplicates, it gives an impression of the volume of fly-tips that Veolia are required to clear each month across the borough.

	April	May	June	July	August	September	Totals
Reported Cases	658	574	561	635	547	768	3743

2.54. Graffiti

2.55. Veolia were delayed in being able to provide the necessary resource to clear graffiti from public land; this was resolved in August when their new bespoke graffiti removal vehicle was delivered. They are now able to respond to reports and should be clearing graffiti from public land within 48 hours of a report. For graffiti on private property, Veolia require a waiver form to be signed by the property owner; this can delay removal. There may also be a charge for the property owner. The client team are working with Veolia to clear the backlog of graffiti cases that built up as a result of the delay.

2.56. Idverde operates a dedicated graffiti team that deals with this problem across parks and open spaces across both Merton and Sutton boroughs. After some initial mobilisations issues, this team is now generally performing to the standards of the specification which mirror those within the contract with Veolia for clearing graffiti on other public land.

2.57. Greenspaces

2.58. idverde have been performing well in their maintenance of Merton's parks, verges and open spaces. The grass cutting regime has ensured grass has not been higher than the required specification. On the whole they have performed well regarding litter picking and emptying of litter bins. There have been incidents where bins have been overflowing, particularly over the weekend during fair weather. Where necessary, the client team have liaised with idverde to ensure the frequency of collections increases to meet the seasonal demand. idverde have experienced a high level of turnover amongst their managerial team in Merton, this has led to some delays in establishing good contract management processes and principles. idverde have appointed a Commercial Manager who is responsible for increasing the income from sports and leisure activities across Merton. Regardless, the operational service has been delivered in line with the specification. Relationships between the client teams and idverde staff are improving and will assist with better partnership working.

2.59. There has been substantial and productive engagement between idverde and our various parks' friends groups throughout the contact period to date. idverde staff have attended a number of meetings of the borough's friends groups, both collectively and individually, during the past 9 months in their endeavours to become familiar with the friends' aspirations and current work programmes and have provided practical support and materials where required.

2.60. Winter maintenance and gully cleansing

2.61. Under the Veolia contract, they are responsible for highway gritting and gully emptying. Veolia have been working with the Highways team to prepare for the winter season and the gritting requirements. Five new vehicles have been delivered to provide this service. Grit has been ordered and delivered. Calibration and test-runs of the vehicles have been undertaken and the crews have completed the City and Guilds accreditation to ensure they are fully trained in their duties.

2.62. Gully cleansing services have begun. Veolia undertake scheduled maintenance of gullies as well as ad hoc works in response to resident and Member requests.

Veolia are reporting that the work is being undertaken and providing records of this work. Merton's Highways team are continuing to work with Veolia to improve the standard of these records.

2.63. Ways for the public to report incidents

2.64. Residents, and Members, are able to report incidents or service failures in a range of ways. They can use the Report It function on the LBM website: <http://www.merton.gov.uk/doitonline/report-it.htm>

2.65. The website enables residents to report easily a range of service requests including:

- Missed recycling or waste collection
- Litter and street cleaning problems
- Abandoned cars
- Graffiti
- Fly-tipping

2.66. Residents can also telephone the Merton Council Contact Centre: 020 8274 4901.

2.67. By using these channels, the reports reach the contractor and client team as quickly as possible so problems can be solved as efficiently and effectively as possible. This also ensures all resident reports are logged in CRM and any repeat issues can be identified before they become bigger problems.

3 SERVICE CHANGES IN OCTOBER 2018

3.1. In accordance with the contract, service changes will be implemented for the waste and recycling services from the autumn of 2018. The introduction of alternate weekly waste and recycling collections is expected to incentivise recycling, particularly the use of the food waste service. The introduction of wheeled bins is intended to keep Merton's streets cleaner as well as providing a more cost effective and safer method of collection. The collection regime is similar to many boroughs and councils across the country, including those with the highest rates of recycling. WRAP and the Health and Safety Executive have conducted reviews of alternate weekly collections and separate food collections to ascertain the health and safety risks and any appropriate mitigation. The findings have indicated that all possible risks for both operatives and residents can be avoided through basic precautions. Veolia will be undertaking risk assessments and appropriate training and safety measures to ensure their operatives are working safely. Advice is already provided on LBM's website to help residents keep their bins clean. <https://www.merton.gov.uk/rubbish-and-recycling/changes-from-2018>

3.2. Plans for the service changes are being developed by Veolia in conjunction with LBM officers and the SLWP. The plans will include: ordering, delivering and commissioning of new vehicles; ordering and delivering of new bins; and route adjustments and day changes. A crucial work stream will be the development of clear and comprehensive communications to residents. An update on the planned service changes will be presented to the Sustainable Communities Panel in February 2018 for their information and comment.

4 ALTERNATIVE OPTIONS

- 4.1. This is an update on the performance of the Council's key waste, recycling and street cleaning services and therefore there are no decisions required or recommended. Members are asked to note the contents of the report and provide officers with any comments regarding their experiences, or reports they have received, relating to the services.

5 CONSULTATION UNDERTAKEN OR PROPOSED

- 5.1. No formal consultation has contributed to the creation of this report.

6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 6.1. The report includes information relating to the financial savings secured from the procurement of these services.

7 LEGAL AND STATUTORY IMPLICATIONS

- 7.1. There are no legal or statutory implications as a result of this update report.

8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

- 8.1. There are no human rights, equalities or community cohesion implications as a result of this update report.

9 CRIME AND DISORDER IMPLICATIONS

- 9.1. There are no crime or disorder implications as a result of this update report.

10 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

- 10.1. There are no risk management or health and safety implications as a result of this update report.

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

- 11.1. N/A

12 BACKGROUND PAPERS

- 12.1. N/A

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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 MTFs 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

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:-

SAVINGS TARGETS BY DEPARTMENT	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Total £000
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
Total	0	5,619	15,284	828	21,731
Cumulative	0	5,619	20,903	21,731	

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:-

	2018/19 £000	2019/20 £000	2020/21 £000	2022/22 £000	Total £000
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
Total	7,018	1,719	0	0	8,737
Cumulative total	7,018	8,737	8,737	8,737	

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:-

SUMMARY (cumulative)	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Total £000
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
Total	0	300	0	0	300
Net Cumulative total	0	300	300	300	

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:-

Investment Income	2018/19 Estimate £'000	2019/20 Estimate £'000	2020/21 Estimate £'000	2021/22 Estimate £'000
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
Budget Gap in MTFS	0	5,215	20,742	21,571

- 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

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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
TOTAL	2,768

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
Total Environment and Regeneration Savings 2016			235	235	

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
Total Environment and Regeneration Savings 2017/18			381	381	

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
TOTAL			324	

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>Leisure & Culture</p> <p>Two year extension of the GLL contract Extend continuity of service provision with same contractor for 2 further years.</p> <p>None</p> <p>Continuity of service maintained with existing contractual arrangements. Puts back the need to reprocure contract by two years</p> <p>Business Plan implications</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>Impact on other departments</p> <p>Continuity of service maintained with existing contractual arrangements.</p> <p>Equalities Implications</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	Parking Services Service/Section Description Service Implication Staffing Implications Business Plan Impact on other Equalities Implications	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	Waste Services Service/Section Description Service Implication Staffing Implications Business Plan Impact on other Equalities Implications	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	D&BC Various Budgets - Increase in income from commercialisation of services Service/Section Description Service Implication Staffing Implications Business Plan Impact on other Equalities Implications	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	Traffic & Highways Service/Section Description Service Implication Staffing Implications Business Plan Impact on other Equalities Implications	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>Building and Development Control 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>Business Plan implications Impact on other departments Equalities Implications TOM Implications</p>	<p>Building and Development Control 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>Building and Development Control 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>Business Plan implications Impact on other departments Equalities Implications TOM Implications</p>	<p>Building and Development Control 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>Building and Development Control 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>Business Plan implications Impact on other departments Equalities Implications TOM Implications</p>	<p>Building and Development Control 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>Service Implication</p> <p>Staffing Implications Business Plan Impact on other departments Equalities Implications</p>	<p>Building and Development Control</p> <p>Eliminate the Planning Duty service (both face to face and dedicated phone line)</p> <p>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</p> <p>Reduce by 1FTE</p> <p>none</p> <p>Less assistance for pre app enquiries (unless charged)</p> <p>reduced assistance for all residents in understanding the planning process</p>	35			Low	High	SS2
D&BC6	<p>TOM Implications Service/Section Description</p> <p>Service Implication Staffing Implications Business Plan Impact on other departments Equalities Implications</p>	<p>Reduced customer care, contrary to the general aims of TOM</p> <p>Building and Development Control</p> <p>Stop sending consultation letters on applications and erect site notices only</p> <p>Site notices will be mandatory so failsafe system to be devised</p> <p>none</p> <p>None</p> <p>none</p> <p>Those without web site connections will find it difficult to search for application details</p> <p>None</p>	10			Low	Med	SNS2
ENV06	<p>TOM Implications Service/Section Description</p> <p>Service Implication</p> <p>Staffing Implications Business Plan Impact on other departments Equalities Implications TOM Implications</p>	<p>Parking Services</p> <p>Reduction in transport related budgets</p> <p>May result in slight reduction in quality of some areas of service, particularly in respect of civil enforcement</p> <p>some changes in staff travel arrangements to ensure on site as effectively and efficiently as possible.</p> <p>None</p> <p>None</p> <p>None</p> <p>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	Service/Section Description	Greenspaces Increased income from events in parks		100		Med	Med	SI2
	Service Implication	Increased income through a broader range of commercial opportunities - over and above those previously agreed.						
	Staffing Implications	Some unquantified extra resource likely to be required, linked to the business case for each initiative. In line with the TOM outcomes						
	Business Plan implications Impact on other departments	None						
	Equalities Implications TOM Implications	None In line with the TOM direction of travel						
ENV20	Service/Section Description	Development & Building Control Increased income from building control services.		35		Med	Low	SI2
	Service Implication	Increased income through a broader range of commercial opportunities - over and above those previously agreed.						
	Staffing Implications	None In line with the TOM outcomes						
	Business Plan implications Impact on other departments	None						
	Equalities Implications TOM Implications	None In line with the TOM outcomes however care will be needed to ensure there is no duplication of commercial income counting .						
D&BC7	Service/Section Description	Building and Development Control Shared service collaboration with Kingston/Sutton			50	Low	Low	SI2
	Service Implication	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						
	Staffing Implications	Additional service demand may need more staff. Efficiencies should result in less staff.						
	Business Plan implications Impact on other departments	Increased income, PPA's and pre apps None						
	Equalities Implications TOM Implications	None Significant progress on one of the main TOM strategies						

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	Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications	<p>Building and Development Control Review of service through shared service discussions</p> <p>To be determined through shared service discussions To be determined through shared service discussions To be determined through shared service discussions</p> <p>None. None. In line with the TOM.</p>			274	High	Med	SI1; SI2; SS1; SS2;SNS 1: SNS2
TOTAL			235	381	324			
Cumulative Total			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	<p>Parking Services - ORIGINALLY A GROWTH ITEM In response to residents concerns about traffic congestion, enforcement of moving traffic contraventions, following the Implementation of ANPR.</p> <p>Improvement of traffic enforcement efficiency and compliance by motorists</p> <p>Expansion of FTEs in PCN processing and Debt Registration teams by up to 100%</p> <p>Increase in fines from PCNs and expenditure and a need for more accommodation</p> <p>Corporate Services: increasing accommodation will require Facilities input along with support from Business Improvement and IT infrastructure</p> <p>None</p>	<p>Service/Section Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications impact on other departments</p> <p>Equalities Implications</p>	2016/17 £000	2017/18 £000	2018/19 £000	Med	High	S12
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	<p>Parking Services/Regulatory Services Partnership 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.</p> <p>None</p> <p>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.</p> <p>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.</p> <p>None anticipated as vehicle emissions has no known correlation with equalities groups</p> <p>Both service area TOMS (Parking & RSP) are committed to taking traffic congestion and improving air quality. The proposal is entirely consistent with these aims.</p>	<p>Service/Section Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p> <p>TOM Implications</p>	2016/17 £000	2017/18 £000	2018/19 £000	Med	Med	S12
			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)	
	Savings Type	Panel						
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							

DRAFT MTFS 2018-22:				
	2018/19	2019/20	2020/21	2021/22
	£000	£000	£000	£000
Departmental Base Budget 2017/18	151,131	151,131	151,131	151,131
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
Re-Priced Departmental Budget	149,770	150,151	156,167	159,802
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
Sub-total: Corporate provisions	(6,560)	(2,565)	(893)	(1,698)
Sub-total: Repriced Departmental Budget + Corporate Provisions	143,211	147,587	155,274	158,104
Savings/Income Proposals 2018/19	0	(300)	(300)	(300)
Sub-total	143,211	147,287	154,974	157,804
Appropriation to/from departmental reserves	173	(92)	(234)	(100)
Appropriation to/from Balancing the Budget Reserve	(1,977)	(3,473)	0	0
BUDGET REQUIREMENT	141,406	143,722	154,740	157,704
Funded by:				
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. WPCC	(85,382)	(87,420)	(89,477)	(91,552)
Collection Fund – (Surplus)/Deficit	372	0	0	0
TOTAL FUNDING	(141,406)	(138,507)	(133,999)	(136,134)
GAP including Use of Reserves (Cumulative)	0	5,215	20,742	21,571

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
Capital	58,162	26,380	8,432	8,944	7,457	9,852	7,869	13,855	6,902
Corporate Services	16,798	10,626	2,135	3,962	2,510	4,800	2,862	4,560	1,920
Business Improvement	1,362	0	0	2,042	100	3,075	682	2,550	0
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
Facilities Management Total	1,250	1,250	950	950	950	950	950	950	950
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
Infrastructure & Transactions	1,085	630	1,060	970	760	775	630	1,060	970
Planned Replacement Programme	1,085	630	1,060	970	760	775	630	1,060	970
Resources	0	0	125	0	700	0	0	0	0
Financial System	0	0	0	0	700	0	0	0	0
ePayments System	0	0	125	0	0	0	0	0	0
Corporate Items	13,101	8,746	0	0	0	0	600	0	0
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									
Community and Housing	629	480	630	280	280	280	280	630	280
Housing	629	280	280	280	280	280	280	280	280
Disabled Facilities Grant	629	280	280	280	280	280	280	280	280
Libraries	0	200	350	0	0	0	0	350	0
Library Enhancement Works	0	200	0	0	0	0	0	350	0
Major Library Projects	0	0	350	0	0	0	0	0	0
Children Schools & Families	16,905	7,536	650	650	650	755	650	650	650
Primary Schools	650	650	650	650	650	650	650	650	650
Schs Cap Maint & Accessibility	650	650	650	650	650	650	650	650	650
Secondary School	8,847	5,781	0	0	0	0	0	0	0
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
SEN	7,304	1,000	0	0	0	0	0	0	0
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
CSF Schemes	104	105	0	0	0	105	0	0	0
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
Environment and Regeneration	23,830	7,738	5,017	4,052	4,017	4,017	4,077	8,015	4,052
Public Protection and Developm	0	60	0	35	0	0	60	0	35
Parking Improvements	0	60	0	0	0	0	60	0	0
Public Protection and Developm	0	0	0	35	0	0	0	0	35
Street Scene & Waste	5,790	340	340	340	340	340	340	4,338	340
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
Sustainable Communities	18,041	7,338	4,677	3,677	3,677	3,677	3,677	3,677	3,677
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
Capital	59,212	26,630	8,432	8,844	7,697	8,952	7,869	12,855	7,902
Corporate Services	17,848	10,876	2,135	3,862	2,650	3,900	2,862	3,560	2,920
Business Improvement	2,412	250	0	1,942	100	2,175	682	1,550	1,000
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
Facilities Management Total	1,250	1,250	950	950	950	950	950	950	950
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
Infrastructure & Transactions	1,085	630	1,060	970	900	775	630	1,060	970
Planned Replacement Programme	1,085	630	1,060	970	900	775	630	1,060	970
Resources	0	0	125	0	700	0	0	0	0
Financial System	0	0	0	0	700	0	0	0	0
ePayments System	0	0	125	0	0	0	0	0	0
Corporate Items	13,101	8,746	0	0	0	0	600	0	0
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									
Community and Housing	629	480	630	280	380	280	280	630	280
Housing	629	280	280	280	280	280	280	280	280
Disabled Facilities Grant	629	280	280	280	280	280	280	280	280
Libraries	0	200	350	0	100	0	0	350	0
Library Enhancement Works	0	200	0	0	0	0	0	350	0
Major Library Projects	0	0	350	0	0	0	0	0	0
Children Schools & Families	16,905	7,536	650	650	650	755	650	650	650
Primary Schools	650	650	650	650	650	650	650	650	650
Schs Cap Maint & Accessibility	650	650	650	650	650	650	650	650	650
Secondary School	8,847	5,781	0	0	0	0	0	0	0
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
SEN	7,304	1,000	0	0	0	0	0	0	0
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
CSF Schemes	104	105	0	0	0	105	0	0	0
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
Environment and Regeneration	23,830	7,738	5,017	4,052	4,017	4,017	4,077	8,015	4,052
Public Protection and Developm	0	60	0	35	0	0	60	0	35
Parking Improvements	0	60	0	0	0	0	60	0	0
Public Protection and Developm	0	0	0	35	0	0	0	0	35
Street Scene & Waste	5,790	340	340	340	340	340	340	4,338	340
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
Sustainable Communities	18,041	7,338	4,677	3,677	3,677	3,677	3,677	3,677	3,677
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 Tfl	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
Capital	1,050	250	0	(100)	240	(900)	0	(1,000)	1,000
Corporate Services	1,050	250	0	(100)	140	(900)	0	(1,000)	1,000
Business Improvement	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
Facilities Management Total	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
Infrastructure & Transactions	0	0	0	0	140	0	0	0	0
Planned Replacement Programme	0	0	0	0	140	0	0	0	0
Resources	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
Corporate Items	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									
Community and Housing	0	0	0	0	100	0	0	0	0
Housing	0	0	0	0	0	0	0	0	0
Disabled Facilities Grant	0	0	0	0	0	0	0	0	0
Libraries	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
Children Schools & Families	0	0	0	0	0	0	0	0	0
Primary Schools	0	0	0	0	0	0	0	0	0
Schs Cap Maint & Accessibility	0	0	0	0	0	0	0	0	0
Secondary School	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
SEN	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
CSF Schemes	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
Environment and Regeneration	0	0	0	0	0	0	0	0	0
Public Protection and Developm	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
Street Scene & Waste	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
Sustainable Communities	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 intranet .	
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
Stage 1: Overview	
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 & 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>Outcome 1 – 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>Outcome 2 – Adjustments to remove negative impact identified by the EIA or to better promote equality. List the actions you propose to take to address this in the Action Plan.</p>		
<p>Outcome 3 – 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’. List the actions you propose to take to address this in the Action Plan. (You are advised to seek Legal Advice)</p>		

<p>Outcome 4 – Stop and rethink: when your EA shows actual or potential unlawful discrimination.</p>	<p>If a policy shows unlawful discrimination it must be removed or changed.</p>
<p>Note: If your EA is assessed as outcome 3, 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>Risks or improvements identified in the EIA</p>	<p>Action required</p>	<p>Performance measure & target(s)</p>	<p>By when</p>	<p>Uses existing or additional resources?</p>	<p>Lead Officer</p>	<p>Progress</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>Stage 6: Monitoring 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>How will you monitor the impact of the proposal once it has been implemented? Monitoring will be done through the leisure management contract monitoring processes within existing business practices</p> <p>How often will you do this? Quarterly through formal meetings, otherwise through day to day working and business operations.</p>	
<p>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)</p>	
<p>Summary of the assessment</p> <ul style="list-style-type: none"> ➤ What are the key impacts – both negative and positive? ➤ What course of action are you advising as a result of this assessment? ➤ Are there any particular groups affected more than others? Do you suggest to proceeding with your proposals although a negative impact has been identified? 	<p>Summary of the key findings:</p> <p>None.</p>
<p>Stage 8: Sign off by Head of Service</p>	
<p>Assessment completed by:</p> <p>Name/Job Title</p>	<p>Christine Parsloe Leisure & Culture Development Manager</p>
<p>Improvement action plan signed off by Head of Service</p>	<p>Graeme Kane, Head of Public Space Division</p>
<p>Department</p>	<p>Environment & Regeneration</p>
<p>Signature:</p> <p>C A Parsloe</p>	<p>Date:</p> <p>29 Sept 2017</p>
<p>Signature:</p> <p>G Kane</p>	<p>Date:</p> <p>29 Sept 2017</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 & Regeneration /Public Protection/Parking and CCTV Services</p>

<p>Stage 1: Overview</p>	
<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:
Date: 10th Nov 2015	Date:
Improvement action plan signed off by Director/ Head of Service	John Hill Head of Public Protection
Signature:	Signature:
Date:	Date:

Committee: Sustainable Communities Overview and Scrutiny Panel

Date: 2 November 2017

Wards: All

Subject: Public Space Protection Orders - Dog Controls

Lead officer: Chris Lee, Director of Environment & Regeneration

Lead member: Councillor Nick Draper, Cabinet Member for Community & Culture

Contact officer: Doug Napier, Greenspaces Manager: doug.napier@merton.gov.uk

Recommendations:

1. Members are asked to note the contents of the report and relay any comments or observations they may have for consideration as part of the current review of dog controls within the borough.
-

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. This report sets out the Council's proposals for future dog controls in public spaces within the borough.
- 1.2. The proposals replace existing dog control measures made under the Clean Neighbourhoods and Environment Act 2005 and include some new measures to address some additional concerns that have emerged since these existing measures were first adopted in 2007.

2 DETAILS

2.1 Merton has two Dog Control Orders currently, adopted in 2007:

- It is an offence for any dog owner or dog walker to fail to clean up after their dog. This order applies across the whole borough.
- Dog exclusion areas have been designated where dogs are not permitted: children's playgrounds and ball courts, for example.

2.2 Public Space Protection Orders (PSPOs) are a relatively new measure, established by the Anti-social Behaviour, Crime and Policing Act 2014, that replace some existing legislation and introduces wider discretionary powers to address particular nuisances or problems that are detrimental to the local community's quality of life. PSPOs seek to ensure that the law-abiding majority can use and enjoy public spaces, safe from anti-social behaviour. The Orders can be enforced by fixed penalty notices or prosecution, by the police or the Council. Under the 2014 Act the existing Dog Control Orders ceased to exist after 17 October 2017 but under transitional provisions they automatically become effective as PSPO's for a period of three years, i.e. until October 2020.

- 2.3 Local residents and open space users have reported concerns about: dogs off their leads; large and unmanageable groups of dogs; aggressive dogs and dogs being exercised inside children's playgrounds; and dog faeces on sports pitches and within children's playgrounds.
- 2.4 The Council is committed to tackling these issues and has recently undertaken a community consultation on its proposals.
- 2.5 The PSPOs consulted upon are:
- Prohibiting dog fouling by ensuring that dog owners and walkers clear up after their dogs
 - The establishment of dog exclusion areas, predominantly children's playgrounds and enclosed play and sports facilities, such as tennis courts, multi-use games areas and bowling greens
 - Dogs to be put on a lead in public spaces when directed to do so by an authorised officer of the council, a police officer or a police community support officer. (This proposal includes Morden Hall Park and Mitcham Common, but not Wimbledon Common which has its own byelaws).
 - The maximum number of dogs that can be walked by one person in all public open spaces at any one time is four. (This proposal includes Morden Hall Park and Mitcham Common, but not Wimbledon Common which has its own byelaws).
- 2.6 At the time of writing this report (the consultation is due to close on 30th October 2017) the Council had received almost 1,200 responses to its survey questionnaire. Officers will provide a verbal update on the initial findings at the Scrutiny Panel meeting.
- 2.7 The detailed findings of the consultation survey exercise will be reviewed and a summary report will be produced that will form the basis of a recommendation to the Council's Cabinet in respect of the Orders to be adopted.

3 ALTERNATIVE OPTIONS

- 3.1. An alternative option would be to do nothing which would not address some of the existing community concerns relating to dogs and their control within public spaces.

4 CONSULTATION UNDERTAKEN OR PROPOSED

- 4.1. A public consultation exercise on the Council's dog control proposals was undertaken between 24 August and 30 October 2017.

5 TIMETABLE

- 5.1. A nine week community consultation exercise on the Council's dog control proposals closed on 30 October 2017. The findings of the survey that was integral to the consultation will inform the recommendations presented to Cabinet for its approval in the early part of 2018 and for the adoption of the agreed measures as soon as possible thereafter.

6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 6.1. There are no specific financial or resource implications arising from these proposals, except to note that the enforcement of these Orders could, upon their adoption, generate income for the authority, albeit the sums concerned are not considered to be significant.

7 LEGAL AND STATUTORY IMPLICATIONS

- 7.1. Section 59 of the Anti-social Behaviour, Crime and Policing Act 2014 enables a local authority to make a public spaces protection order (PSPO) if it is satisfied on reasonable grounds that two conditions are met. The first condition is that the activities carried on in a public place within the authority's area have had a detrimental effect on the quality of life of those in the locality, or it is likely that they will have such an effect. The second condition is that the effect, or likely effect of the activities (a) is, or is likely to be, of a persistent or continuing nature (b) is, or is likely to be, such as to make the activities unreasonable, and (c) justifies the restrictions imposed.
- 7.2. When deciding whether to make a PSPO, section 72 requires a local authority to carry out consultation.
- 7.3. The validity of a PSPO can be challenged in the High Court within 6 weeks of it being made. There are two possible grounds. Firstly, that the local authority did not have power to make the order, or to include particular prohibitions or requirements in the order. The second grounds is that a requirement of the Act for making the Order was not complied with.
- 7.4. Non compliance with a PSPO is a criminal offence and subject to a fine of up to £1000 on conviction. The Act provides however that liability can be discharged by payment of a fixed penalty within 14 days, with a discount for earlier payment. The maximum amount that can be charged is £100 and the Council will have to decide the amount of the fixed penalty and the discounted amount.

8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

- 8.1. A public consultation exercise on the Council's proposals was conducted between August and October 2017. Details of the consultation were widely circulated within the borough, including to community groups and organisations representing the interests of dogs and dog walkers to ensure that participation by stakeholders was maximised.

- 8.2. Section 72 of the Act requires a local authority to have regard to Convention rights when deciding whether to make a PSPO and states particular regard must be given to the rights of freedom of expression and freedom of assembly under articles 10 and 11 of the Convention.

9 CRIME AND DISORDER IMPLICATIONS

- 9.1. Measures to control unruly and overly aggressive dogs are integral to the current proposals.
- 9.2. Additional proposals include restrictions on the maximum number of dogs that can be walked by one person in all public open spaces at any one time in order to address concerns in relation to large packs of dogs commonly witnessed in some local open spaces and measures to exclude dogs from sensitive public spaces such as children's playgrounds.

10 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

- 10.1. The risk of not addressing this issue would be irresponsible and could be considered as a failure by the Council to address the genuine needs and wishes of the community, and exacerbating existing community health and safety concerns from dog faeces and overly aggressive dogs, for example.

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

- None

12 BACKGROUND PAPERS

- 12.1. The recent public consultation details and survey on dog controls in the borough can be viewed here:

www.merton.gov.uk/dogcontrolorders

Public Spaces Protection Orders – Guidance for Councils:

https://www.local.gov.uk/sites/default/files/documents/10.4%20-%20PSPO%20guidance_03_1.pdf

Committee: Sustainable Communities Overview and Scrutiny Panel

Date: 2nd November 2017

Wards: ALL

Subject: Report and Recommendations arising from the ‘Crossovers in Merton’ Task Group

Lead member: Councillor Abigail Jones, Chair of the Sustainable Communities overview and scrutiny panel.

Contact officer: Stella Akintan, Scrutiny Officer stella.akintan@merton.gov.uk; 020 8545 3390

Recommendations:

- A. That the Panel comment on the report and recommendations arising from the ‘Crossovers task group.
 - B. That Panel send the report to Cabinet for final agreement.
-

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. This Panel commissioned a task group to consider Crossovers in Merton. The full report is attached at Appendix A.

2 ALTERNATIVE OPTIONS

The Sustainable Communities Overview and Scrutiny Panel can select topics for scrutiny review and for other scrutiny work as it sees fit, taking into account views and suggestions from officers, partner organisations and the public.

Cabinet is constitutionally required to receive, consider and respond to scrutiny recommendations within two months of receiving them at a meeting.

- 2.1. Cabinet is not, however, required to agree and implement recommendations from Overview and Scrutiny. Cabinet could agree to implement some, or none, of the recommendations made in the scrutiny review final report.

3 CONSULTATION UNDERTAKEN OR PROPOSED

- 3.1. The Panel will be consulted at the meeting

4 TIMETABLE

- 4.1. The Panel will consider important items as they arise as part of their work programme for 2017/18

5 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 5.1. None relating to this covering report

6 LEGAL AND STATUTORY IMPLICATIONS

6.1. None relating to this covering report. Scrutiny work involves consideration of the legal and statutory implications of the topic being scrutinised.

7 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

7.1. It is a fundamental aim of the scrutiny process to ensure that there is full and equal access to the democratic process through public involvement and engaging with local partners in scrutiny reviews. Furthermore, the outcomes of reviews are intended to benefit all sections of the local community.

8 CRIME AND DISORDER IMPLICATIONS

8.1. None relating to this covering report. Scrutiny work involves consideration of the crime and disorder implications of the topic being scrutinised.

9 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

9.1. None relating to this covering report

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

- Report and Recommendations arising from the Crossovers in Merton Report.

11 BACKGROUND PAPERS

11.1. None.



London Borough of Merton

**Report and recommendations arising from the
scrutiny task group review of Crossovers in Merton**

Sustainable Communities Overview and Scrutiny Panel

October 2017

Task group membership

Councillor David Chung (Chair)

Councillor Daniel Holden

Councillor Russell Makin

Councillor John Bowcott

Councillor Dennis Pearce

Councillor Laxmi Attawar

Scrutiny support:

Alisha Muhmood, Graduate Management Trainee

For further information relating to the review, please contact:

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Acknowledgements

The task group would particularly like to thank the officers who shared their experiences and thoughts with us.

- Steve Cooper, Principal Highway Officer, Merton Council
- Paul Walsh, Head of Parking and CCTV Services, Merton Council
- Neil Milligan, Development Control Section Manager, Merton Council
- Spencer Palmer, Director (Transport and Mobility), London Councils
- Jennifer Sibley, Principal Policy Officer (Transport), London Councils

Crossovers Task Group Report

Introduction

Crossovers are the technical term for a dropped kerb, constructed to allow residents to drive across the pavement and access their property for off-street parking. A rise in applications for crossovers throughout London has been attributed primarily to a growth in car use and ownership alongside local parking restrictions. Merton's policy seeks to take a balanced view in relation to crossovers. It supports the right of residents who meet the criteria to have one installed as well as taking into consideration the impact of crossovers on the local community.

Many residents value the opportunity to have a crossover as it provides security when parking their vehicles outside their home and the convenience of being close to home for people with a disability or young children. Residents who have crossovers also benefit from lower car insurance premiums and the added financial value to the property.

Both councillors and officers identified crossovers as an important area to review; local residents often contact their ward councillors in relation to this issue and the members of the Environment and Regeneration Departmental Management Team also felt a review of this area would be beneficial.

The impact of crossovers is now a priority across London. The London Assembly passed a motion in February 2016 which called for the mayor and the government to promote lawns, flower beds, rain gardens and other vegetation over paving¹. This was due to the Assembly's concerns about the impact that crossovers are having on green spaces and the importance of front garden plant cover for flood protection, wildlife habitats, the alleviation of air pollution and the character of streets². This was also a key theme in The Royal Horticultural Society, Greening Grey Britain report³ which warns that half of all London's front gardens are now paved over, many with impermeable surfaces that put further pressure on drainage systems.

¹ <https://www.london.gov.uk/press-releases/assembly/put-the-garden-back-in-front-gardens-0> (2016)

² [https://www.london.gov.uk/press-releases/assembly/put-the-garden-back-in-front-gardens-0\(2016\)](https://www.london.gov.uk/press-releases/assembly/put-the-garden-back-in-front-gardens-0(2016))

³ [https://www.london.gov.uk/about-us/london-assembly/london-assembly-publications/crazy-paving-environmental-importance-londons\(2005\)](https://www.london.gov.uk/about-us/london-assembly/london-assembly-publications/crazy-paving-environmental-importance-londons(2005))

Draft recommendations:

1. Highways Team to strengthen advice and guidance for residents who wish to implement crossovers. This could be incorporated into the London Plan and should include; guidance around porous materials and water retention. The team could improve the links to construction advice from Merton's design guides. Good practice designs from London Councils and central government should also be made available to residents.
2. Merton crossover policy to be reviewed to ensure it complies with plain English guidance. The revised policy should be sent to the Community Forums for comments and feedback.
3. Highways Team to hold information sessions with councillors about crossover policy.
4. Council to consider extending the Short Frontage Agreement from 4.0 metres to 4.3 metres.
5. Highways Team to adopt and implement effective enforcement action to tackle the rise in illegal crossovers. Consideration should be given to other enforcement measures such as Community Protection Orders.
6. Highways Team to conduct a review of fees charged for crossovers ensuring that the fee not only includes the implementation of the crossover but the time spent managing the service and a contribution towards enforcement.
7. Highways Team to take action to reduce parking stress caused by the rise of crossover applications in controlled parking zone areas. A limit of 2.5 annual permits to be issued per bay. Once this is reached no further crossovers should be allowed in that zonal area as this would reduce the number of bays available for use.
8. Highways Team to implement a process to manage the increase in applications for crossovers when a controlled parking zone is proposed. Once the Cabinet or its representative has formally approved the consultation for a new CPZ , applications for a crossover will be kept on hold until the consultation has been resolved.

Terms of Reference:

The review will focus on ensuring that Merton's crossover policy is effective in balancing the council's responsibilities to individual residents and their properties as well as making it accessible and fair to all residents in the community.

It will involve:

- An analysis of good practice and an evaluation of Merton's crossover policy to ensure that is user friendly and informative to residents.
- An assessment of the implications of Controlled Parking Zones on crossovers in the Borough.
- A consideration of the effects of crossovers on drainage and flooding in the Borough and ways to communicate to residents about the obligation to use non porous materials.
- An evaluation of the enforcement of illegal crossovers and a consideration of ways in which the council can improve its enforcement of crossovers.

Legislation

The creation and enforcement of Crossovers is governed by the following legislation:

- *The Highways Act 1980* (Providing the highway authority with the power to serve a notice on the owner/occupier of premises).
- *The London Local Authorities Act 2003* (Providing powers for Councils to block unauthorised crossovers at the homeowner's expenses).
- *Traffic Management Act 2004, Part 6, s.86* (Ensures that if an occupier of premises habitually crosses the footway other than at a footway *crossover* with a motor vehicle, the Highway Authority can serve a notice imposing reasonable conditions on the use of the footway or the highway verge as a crossover).

Background policy context

Merton Council welcomes and accepts the right of its residents to request crossovers for their property and seeks to minimise any impact that this can have on the local community. This requires striking a balance between residents' preferences for a right of access to their property, and ensuring accessibility to the pavement for other residents, maintaining greenspace and preventing flooding and drainage problems.

In 2005 the Greater London Assembly published its "Crazy Paving" Report⁴, the first London-wide analysis of problems associated with building crossovers. This established that an area 22 times the size of Hyde Park had already been at least partially paved over in London as a result of front gardens being turned from grass to concrete. It is assumed that this area will have grown considerably in the more than 10 years since the report's publication. The report was one of the first to highlight the

⁴ <https://www.london.gov.uk/about-us/london-assembly/london-assembly-publications/crazy-paving-environmental-importance-londons>

strategic importance of protecting London's front gardens and recommended that this issue needs to be formally recognised in the mayor's planning policies, along with a public awareness campaign on non porous materials for paving gardens. Increasing awareness on non porous alternatives is essential for local authorities as planning teams have increased workloads, only reported breaches can be followed up, leaving many more to go unnoticed resulting in some homeowners perhaps unknowingly covering their front garden with concrete or other surfaces.

Drainage and flooding:

The most recent information published by the Environment Agency stated that parts of South West London have a particular susceptibility to surface water and sewer flooding⁵, due to the urbanised nature of the area and the complexity of the sewer system leading to a high potential for constrictions, blockages and failure. This was taken into account by Merton Council's Local Flood Risk Management Strategy in 2014 which that Merton is at greatest risk of flooding from surface water.⁶

Members also express concerns regarding localised flooding and drainage issues in Merton. It is their desire to protect the green space and street scene in Merton, especially when the council is faced with an increasing amount of approved crossover applications. There are particular concerns about streets in the Borough in which almost all the front gardens had been paved over to accommodate cross overs.

Planning permission is not required for a crossover if the resident uses a porous or permeable material to pave their property. Only if a resident is going to pave over 5m² of their property with a non-permeable surface will they need to acquire planning permission. The council also offers guidance on permeable surfaces to residents on the council website.

Officers were asked to look at good practice from other local authorities on permeable surfaces for crossovers and ways for Merton to improve the advice given to residents on paving their gardens. The task group also invited representatives from London Councils to provide information about London boroughs and how they were tackling the issue of drainage and flooding in relation to crossovers.

Policies from other councils ranged from:

- Not permitting crossovers unless the hardstanding is permeable (London Borough of Hillingdon)
- A requirement of minimum of 25% soft landscaping or permeable material and actively encouraging careful planning of hard surface construction (London Borough of Harrow).
- Requiring 50% of front area to be soft landscaping under planning requirements and council green policy (London Borough of Brent).

⁵ <https://www.merton.gov.uk/streets-parking-transport/streets-and-pavements/flooding>

⁶ <https://www.merton.gov.uk/streets-parking-transport/streets-and-pavements/flooding>

It was agreed by the task group that Merton could improve on its communication with residents regarding what constitutes porous and permeable material and warn them of particular materials that are advertised as porous but will not allow water to soak into them e.g. 'Porous Concrete'.

Recommendation:

1. Highways Team to strengthen advice and guidance for residents who wish to implement crossovers. This could be incorporated into the London Plan and should include; guidance around porous materials and water retention. The team could improve the links to construction advice from Merton's design guides. Good practice designs from London Councils and central government should also be made available to residents.

Air pollution

The Environment Committee of the Greater London Assembly (GLA) has reported that the replacement of grass and plant beds with concrete and asphalt surfaces can have a negative affect on air pollution levels. This is because water that soaks into the ground will evaporate back into the air, causing a "cooling effect" around the house. This "cooling effect" is lost if water cannot soak into the ground due to it being covered with hard impermeable surfaces⁷, ultimately causing local temperatures to rise (often referred to as the urban heat island effect). Moreover the removal of hedges and greenery has been attributed to reduced CO2 absorption, thereby increasing air pollution levels. Maintaining clean air is a key strategic priority for Merton Council and we are currently consulting the public on a new air quality strategy.

Effects of Crossovers on House Prices

The rise in crossovers can have an impact on house prices in the local area. The GLA has stated⁸ that there is evidence of a "skittle effect" whereby if a single house in any given street has a driveway instead of a garden, and there is limited or no on-street parking, the value of the property will be greater than the surrounding properties. However, this can lead to a negative effect as once a critical mass has been reached, and the majority of front gardens have been paved over, the value of all the houses on the street will be reduced because of the reduction in the attractiveness of the streetscape.

⁷ <https://www.london.gov.uk/about-us/london-assembly/london-assembly-publications/crazy-paving-environmental-importance-londons>

⁸ <https://www.london.gov.uk/press-releases/assembly/put-the-garden-back-in-front-gardens-0>

Good Practice on Local Authority Websites:

It is important to members that residents are kept well informed and aware of the council's policy for crossovers and that any information provided to them was user-friendly and accessible. The Highways Team was tasked with reviewing the current policy and making changes to any technical language or wording that did not achieve the clarity required for Merton residents. Moreover the examples of good practice outlined below from other council were also highlighted as potential ways for Merton to improve the way it communicates with residents.

The following are examples of good practice from other council websites that Merton could adopt from neighbouring local authorities:

London Borough of Richmond:

- Dropped Kerb Measurement Form: To help customers note down measurements and once completed they are entered into the online form which can check the measurements to see if the minimum and maximum measurements are met before they apply.
- A timeline of the process, outlining each stage and what will happen.

London Borough of Kingston:

- Guidance on 'Things to know before applying' and 'Reasons your application may be refused'.
- It is written in informal and clear language, very little specialist or technical language.

London Borough of Wandsworth:

- Link below the information to the application form which is available in downloadable PDF format, available without having to log in or fill in details.

London Borough of Bromley:

- The structure is a step by step guide outlining: What is A Crossover?, How To Apply, Terms and Conditions and Vehicle Crossover Application Documents.

London Borough of Sutton:

- Pre Application and Pre-Approval Checklist, answering 'Yes' or 'No'. e.g. "Will any of the following affect the application...?" and "Have you checked...?".

Recommendations:

2. Merton crossover policy to be reviewed to ensure it complies with plain English guidance. The revised policy should be sent to community forums for comments and feedback.
3. Highways team to hold information sessions with councillors about crossover

policy.

Enforcement against Illegal Crossovers:

Whilst the vast majority of crossovers are used with safety and comply with our criteria, the issue of illegal crossovers and the impact that they have in the Borough is a priority for members. Task group members had concerns about vehicles over hanging and obstructing the pavement,. This is especially the case with large vehicles that make it difficult for disabled residents those with limited mobility or vision and those pushing buggies to use the pavements and avoid parked vehicles.

Task group members were also aware that some residents illegally access a neighbouring crossover, or access a property without a crossover.

Currently there are over 170 recorded instances of reported illegal footway crossings to gain access to off street parking spaces and according to the Highways Team, there will be more which are not recorded. The task group talked with Development Control Section Manager, Head of Parking and CCTV Services and the Principal Highways Officer about these issues.

Procedure for enforcing crossovers at Merton:

Currently Merton writes to resident of the property informing them that they have been illegally crossing and offers the resident an opportunity to apply through the formal application process. If this is not received, the Highways Team will write a second letter advising that preventative measures may be imposed to protect the public and maintain safety. However the department is restricted in its ability to enforce this action due to lack of staff resources. In reality, priority is given to those that cause damage. Task group members discussed this issue at length and agreed that an increase in administration fee would allow a full follow-up to the letters and implementation of the formal notice, reducing the number of illegal crossovers and increasing safety in Merton. It would also send out a clear message to residents that enforcement procedures are in place and will be implemented when necessary.

Short Frontage Agreements:

The Short Frontage agreement licenses the use of a vehicle crossover where the property front garden depth measures between 4.0m and 4.49m.

Task group members found in their experience that there were reported tensions between neighbours due to changes in council measurement criteria for crossovers, leading to some applications being rejected that would previously have been accepted. The Highways Team attributed this to confusion surrounding the implementation of 'Short Frontage Agreements' in the borough.

Enforcing the agreement:

The Short Frontage Agreement is enforced by a three strike ruling. If the property has a vehicle overhanging the public highway causing obstruction, the resident receives a first and second written warning and by the third instance they receive a notice advising that the council is revoking the agreement and removing the vehicle crossover at the applicants full cost. If the applicant fails to pay the cost, the full cost plus any additional costs are recorded onto the Land Charges register for that property.

Issues with Short Frontage Agreements

The Highways Team are aware of instances where applicants have larger vehicles which are overhanging the footway. Whilst these do not meet the legal definition of obstruction, they are obstructing for our residents who may be visually or mobility impaired. According to car sales figures for 2016, the average car length is still 4.3m. Therefore it is suggested that Merton retain the short frontage agreement, which strengthens Merton's drive to be innovative. It is recommended that the Council increase the measurement criteria from 4.0m depth to 4.3m, this would ensure that Merton does not legalise obstruction and meets the need of modern car users.

Recommendation:

4. Council to consider extending Short Frontage Agreements from 4.0 metres to 4.3 metres.

Closer working between the Planning and Highways Teams:

The task group held a meeting with highways and planning officers to look at ways to improve Merton's enforcement of illegal crossovers, and ways to increase communication and closer working between the Planning and Highways Teams. This could be in the form of further checks during the customers building period which would highlight any issues that would need to be referred to planning or further attention which could be given to ensure that garden works are complete prior to the construction of the crossover. This would strengthen the control over poor construction resulting in less flooding and prevent further delays for residents. However this would require an increased workload for the Planning Team and would therefore be dependent upon staffing levels and resources.

Recommendation:

5. Highways Team to adopt and implement effective enforcement action to tackle the rise in illegal crossovers. Consideration should be given to other enforcement measures such as Community Protection Orders.

Fees and charges for installing a crossover:

The task group considered how to improve the overall crossover policy in the borough it was found that this would be difficult within the existing budget envelope and current level of staff resource. Task group members were informed that in some instances the current fees do not cover the costs of implementing the crossover and

considered the financial resources that would be necessary to effectively enforce illegal crossovers.

The suggestions were:

- To introduce a contingency fund of £20,000 from Parking Sections Transport improvement funding to finance the implementation of restrictive measures against illegal crossovers and their associated highway damage.
- To increase the non-refundable application fee to £100 and to no longer deduct this fee from the estimated costs when the application is approved and estimated. This would amount to an increase of the Administration Fee to £300 and to ensure that £50 of this fee is put towards taking action against illegal crossovers.

Cost of a Crossover in Merton:

Merton has one of the lowest administration costs in London and while this is non-refundable, it is deducted from the overall costs if permission for the crossover is granted.

The current standard costs of implementing a permitted vehicle crossover are as follows:

Measurement	Charges
Standard minimum (2.5m width) crossover implementation.	£700.00 to £900.00 (Including £75 or £125 non-returnable deposit)
Standard maximum (4.8m width) crossover implementation.	£1,250.00 to £1500.00 (Including £75.00 or £125.00 non-returnable deposit)
Optional White bar marking	£80.00

- If it is in an unclassified road the deposit fee is £75 and in a Controlled Parking Zone the deposit fee is £125. (in a classified road the planning fee is a further £125).
- There will be extra costs to the applicant if the proposed crossover affects manhole covers, lamp columns, telegraph poles or trees.
- Where an application requires an amendment to an existing traffic management order due to the need to remove a parking bay within a Controlled Parking Zone. This will attract a £3000 stand-alone fee or a contribution of £300 and await 9 further applicants. Neither of these costs are refundable.

Fees for Crossovers from other Boroughs

Members looked at pricing in neighbouring boroughs to assess Merton's costs and charges for the administration and construction of a crossover. Prices ranged from:

Local Authority	Fees Charged
Merton	Administration fee of £75.00 (non-refundable) .
Sutton	Administrative fee of £80.00 (non refundable).
Croydon	Administrative Fee of £150.00 (non refundable).
Kingston	Administrative fee of £80 (non-refundable).
Wandsworth	Administrative fee of £45 (non-refundable) and a fixed cost for the construction of a 'standard' crossover of £1,493.50.
Bromley	Administrative Fee of £200.00 (non refundable) and the average cost of a construction is £918.29.
Richmond	Price of application is £221 (non-refundable).If the application is approved; there is an administration charge of £740 that is included in the quote for the dropped kerb. The construction cost was on average between £2000 and £2500.
Camden	No charge for crossover applications and the average cost of construction ranged between £2000 to £3000.

Recommendation:

6. Highways Team to conduct a review of fees charged for crossovers to ensure these covers the full cost of managing the service. Revised fees should include an additional pot of money to pay for enforcement action. Additional funding could be identified from transport related budgets.

Vehicle Crossovers within Controlled Parking Zones(CPZ)

Controlled Parking Zones in Merton

The regulations covering the introduction of a CPZ state that all of the highway must be designated as either a parking place or an area where parking is prohibited. To ensure that obstructive parking does not take place, yellow lines are painted across crossovers and residents can park on the lines outside the CPZ hours, unless special restrictions apply and are appropriately signed. The CPZ design on which there is consultation and which is implemented is the most

efficient use of the kerb space available and the design process takes into account the existing vehicle crossovers in each street to be covered by the CPZ. Moreover implementing a crossover within a CPZ can be expensive for the applicant as they will be required to pay for any amendments to the existing traffic management order.

Issues with Controlled Parking Zones

Members informed the task group that residents have expressed frustration due to the limited parking space available close to their homes. It is important that Merton's policies are open and transparent to support perceptions of fairness. This is also true in relation to changes in CPZ policy.

It was identified that there were a number of issues in respect to vehicle crossovers and CPZs in the Borough:

- Every crossover permitted post CPZ implementation reduces the available parking bays by one. If every property in a street was eligible for a crossover this in effect would remove the majority of bays and dramatically impact on the overall efficiency of the CPZ.
- When a CPZ is proposed there is an increased amount of vehicle crossover applications received. This severely restricts the amount of kerb space available to create a CPZ. The increase demand impacts on the delivery resource. Conflict in CPZs with residents that have crossovers and residents that cannot park close to their homes as crossovers take away parking space.

It was also noted by members that from the feedback made by residents, it seems that there is a generational difference in attitudes to off street parking, with younger residents viewing off street parking as more acceptable than residents who have lived in the area for a long time.

Good practice on crossovers in CPZ areas:

Members were interested in looking at good practice from other boroughs in regulating and monitoring the use of crossovers in CPZ areas. It was identified that some central London boroughs practice a no crossover in a CPZ policy when at least 75% of the Borough was covered by a CPZ and the amount of permits issued exceed the resident bays available by more than 25%.

Furthermore many boroughs cited the increase of applications prior to the adoption of a CPZ impacting on their resources and the ability to effectively design the CPZ. Although with the exception of the London Borough of Kensington and Chelsea operating a no crossovers in CPZ areas policy, most boroughs opted for a restriction instead of an outright ban, in order to improve the management of CPZs. This can be seen in The London Borough of Wandsworth which has introduced a policy that allows crossovers within CPZs providing they do not exceed a 50% reduction in kerb space available and that the proposed location does not split two bays.

The task group looked at all the evidence and discussed this with the Highways Team and colleagues from London Council's and believed that the fairest way to balance the efficient working of a CPZ could be done in two ways:

1) To adopt a policy that:

- During a prescribed period freezes crossover applications within a proposed CPZ. This could greatly improve the opportunities of ensuring that the CPZ implemented is the most efficient use of the kerb space available.
- The prescribed period would be from the date of the Cabinet meeting where permission to move forward to the detailed design stage is requested because initial public consultation is in favour of a CPZ to the date the Traffic Management Order is made.
- This would enable applications to continue until that point and then be contained within the original Traffic Management Order.
- Once the Cabinet or its representative has formally approved the consultation for a new CPZ, no applications for crossovers in that area/zone will be processed until the application has been resolved.

2) To limit crossovers in CPZ areas in which there is 'parking stress' (defined as more than 2.5 permits per bay). This would involve the Highways Team considering the number of permits issued to the number of spaces. When a Bay reached the saturation zone of 2.5 permits per space not including disabled bays, the resident application for a crossover would not be accepted.

Recommendations:

7. Highways Team to take action to reduce parking stress caused by the rise of crossover applications in controlled parking zone areas. A limit of 2.5 annual permits will be issued per bay. Once this is reached no further crossovers should be allowed in that zonal area.
8. Highways Team to implement a process to manage the increase in applications for crossovers when a controlled parking zone is proposed. No application will be processed once the controlled parking zones is formally approved for consultation and will held awaiting the outcome of and implementation of the proposals.

Conclusion

The recommendations outlined in this report are considered necessary in improving the way we use crossovers in the borough. Merton has a proud tradition of providing

support to residents who want a crossover. However issues such as enforcing illegal crossovers that cause obstructions for residents, loss of green space due to paving front gardens and limited parking available in CPZ areas are affecting residents on a day to day basis. Therefore the task group has sought to balance residents' desires to modify their properties with the interests of the local community. It is considered that increasing funding to enforce illegal crossovers, limiting crossovers in 'high stress' areas and communicating better with residents about Merton's policy are an essential step in improving the effect of crossovers in Merton.

The task group also discussed the emerging recommendations with colleagues from London councils who recognised the innovative and pioneering work that is taking place and being proposed. They have asked for the final report and recommendations to be circulated to all London Boroughs.

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Sustainable Communities Work Programme 2017/18

This table sets out the Sustainable Communities Panel Work Programme for 2017/18; the items listed were agreed by the Panel at its meeting on 4 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 upon pre-decision items ahead of their consideration by Cabinet/Council.

The work programme table shows items on a meeting-by-meeting basis, identifying the issue under review, the nature of the scrutiny (pre-decision, policy development, issue specific, performance monitoring, partnership related) and the intended outcomes.

Chair: Cllr Abby Jones

Vice-chair: Cllr Daniel Holden (also performance monitoring lead)

Scrutiny Support

For further information on the work programme of the Sustainable Communities Scrutiny Panel please contact: -

Annette Wiles, Scrutiny Officer

Tel: 020 8545 4035; Email: annette.wiles@merton.gov.uk

For more information about overview and scrutiny at LB Merton, please visit www.merton.gov.uk/scrutiny

Meeting date: 4 July 2017 (*Deadline for papers: 12pm, 26 June 2017*) **COMPLETE**

Scrutiny category	Item/issue	How	Lead member and/or lead officer	Intended outcomes
Performance monitoring	Merton's response to the Grenfell Tower fire	Verbal update	Simon Williams, Director for Community and Housing	To allow members to ask questions about Merton's response.
Executive oversight	Cabinet Member priorities	Verbal update	<ul style="list-style-type: none"> Community and Culture Regeneration, Environment and Housing 	To allow members to understand current priorities and consider how these should inform the work programme.
Performance monitoring	Performance monitoring	Basket of indicators plus verbal report	<ul style="list-style-type: none"> Chris Lee, Director of Environment and Regeneration Simon Williams, Director for Community and Housing 	To highlight to the Panel any items of concern where under performance is evident and for the Panel to make any recommendations or request additional information as necessary.
Scrutiny review	Facilities for physical activity in children's playgrounds	Written report	Doug Napier, Greenspaces Manager and Hilina Asrress, Senior Public Health Principal	To understand how these departments are working together to maximise the benefit provided by Merton's playgrounds for children's health.

Performance monitoring/scrutiny review	South London Waste Partnership – Phase C <ul style="list-style-type: none"> Update report Ride along 	<ul style="list-style-type: none"> Written update report Verbal update on ride along 	<ul style="list-style-type: none"> Graeme Kane, Assistant Director, Public Space, Contracting and Commissioning Cllr John Sargeant 	To understand performance since the contracts were let and to undertake a scrutiny review of the service in another borough to inform the rollout of the service in Merton.
Setting the work programme	Agreeing the work programme for 2017/18	Written report	Annette Wiles, Scrutiny Manager	To enable the Panel to agree the draft 2017/18 work programme.

Meeting date: 5 September 2017 (*Deadline for papers: 12pm, 25 August 2017*) **COMPLETE**

Scrutiny category	Item/issue	How	Lead member and/or lead officer	Intended outcomes
<u>Scrutiny review IN PARTNERSHIP WITH CYP</u>	Housing deep dive: <ul style="list-style-type: none"> Provision for care leavers and homeless Progress against the housing supply task group recommendations Safety issues Local Authority Property Co presentation 	<ul style="list-style-type: none"> Housing paper Workshops Update report on the housing supply task group Presentation on the Local Authority Property Co 	<ul style="list-style-type: none"> Steve Langley (as previously provided to CYP) Officers from Housing, <i>futureMerton</i> and Children Schools and Family to support both workshops. Steve Langley and James McGinlay James McGinlay and Paul McGary 	To allow the Panel to focus in depth on the issue of housing in Merton.

Setting the work programme	Work programme 2017/18	Written report	Annette Wiles, Scrutiny Officer	To amend/agree the Panel's work programme and accommodate any pre-decision or other items that the Panel may wish to consider.
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Meeting date: 11 October 2017 (*Deadline for papers: 12pm, 2 October 2017*) **COMPLETE**

Scrutiny category	Item/issue	How	Lead member and/or lead officer	Intended outcomes
Scrutiny review	Call- in: proposals for improving parking facilities in selected borough parks	Written report	<ul style="list-style-type: none"> • Graeme Kane, Assistant Director, Public Space, Contracting and Commissioning • Doug Napier, Leisure and Culture Greenspaces Manager 	<ul style="list-style-type: none"> • Refer the decision back to the Cabinet Members for Regeneration, Environment and Housing and Community and Culture for reconsideration; or • Determine that the matter is contrary to the policy and/or budget framework and refer the matter to Full Council; or • Decide not to refer the matter back to the Cabinet Members for Regeneration and,

				Environment and Housing and Community and Culture, in which case the decision shall take effect immediately.
Performance monitoring	Performance monitoring	Basket of indicators plus verbal update	<ul style="list-style-type: none"> Chris Lee, Director of Environment and Regeneration A representative from C&H 	To highlight to the Panel any items of concern where under performance is evident and for the Panel to make any recommendations or request additional information as necessary.
Performance monitoring	Eastern Electric post event performance update	Written report	<ul style="list-style-type: none"> Graeme Kane, Assistant Director, Public Space, Contracting and Commissioning 	To understand the performance achieved by this new event held in Morden Park.
Pre-decision scrutiny	Local plan	Written report	<ul style="list-style-type: none"> James McGinlay, Assistant Director – Sustainable Communities Paul McGarry, Head of <i>futureMerton</i> Tara Butler, Programme Manager (deputy FM manager) 	The core strategy will be refreshed toward the end of 2017 and in parallel with the Mayor's plan. This item will enable members to be consulted prior to proposals going to Cabinet for approval.

Executive oversight	Christmas parking update report	Verbal	<ul style="list-style-type: none"> • John Hill, Assistant Director – Public Protection • Paul Walshe, Head of Parking and CCTV Services 	The potential to make changes to how the free Christmas parking scheme operates in the borough was suggested through the budget process last year. This is to provide members with an update on why no changes will be made to the scheme.
Setting the work programme	Work programme 2017/18	Written report	Annette Wiles, Scrutiny Officer	To amend/agree the Panel's work programme and accommodate any pre-decision or other items that the Panel may wish to consider.

PTLC: SCHEDULED FOR 17 OCTOBER 2017

Meeting date: 2 November 2017 (*Deadline for papers: 12pm, 25 October 2017*)

Scrutiny category	Item/issue	How	Lead member and/or lead officer	Intended outcomes
Pre-decision scrutiny	Budget/business plan scrutiny (round 1)	Written report	<ul style="list-style-type: none"> • Chris Lee, Director of Environment and Regeneration • Hannah Doody, 	To discuss and comment on the Council's budget proposals at phase 1.

			Director for Community and Housing <ul style="list-style-type: none"> • Caroline Holland, Director of Corporate Services 	
Performance monitoring	South London Waste Partnership – Phase C performance monitoring	Written report	Graeme Kane, Assistant Director, Public Space, Contracting and Commissioning	To verify the performance of the services now they have both been let including the financial savings to be realised by the Council. It is recommended that the report reflect the motion agreed by Full Council in Sept 2016.
Pre-decision scrutiny	Morden re-development	Written report	<ul style="list-style-type: none"> • James McGinlay, Assistant Director – Sustainable Communities • Paul McGarry, Head of <i>futureMerton</i> • Eben Van Der Westhuizen, Policy Planner 	The core strategy will be refreshed toward the end of 2017 and in parallel with the Mayor of London's plan. This item will enable members to be consulted prior to proposals going to Cabinet for approval.
Scrutiny review IN PARTNERSHIP WITH THE COMMISSION	Public space protection orders	Written report	Doug Napier, Greenspaces Manager	To allow members to understand how these will work.

Scrutiny review	Crossover task group – draft final report	Written report	The chair of the task group (Cllr David Chung)	To give the Panel the opportunity to consider the findings and agree the recommendations of the task group before these are taken to Cabinet for its approval.
Setting the work programme	Work programme 2017/18	Written report	Annette Wiles, Scrutiny Officer	To amend/agree the Panel's work programme and accommodate any pre-decision or other items that the Panel may wish to consider.

Meeting date: 10 January 2018 (*Deadline for papers: 12pm, 2 January 2018*)

Scrutiny category	Item/issue	How	Lead member and/or lead officer	Intended outcomes
Executive oversight	Cabinet Member priorities	Verbal update	Street Cleanliness and Parking	To allow members to understand current priorities and consider how these should inform the work programme.
Performance monitoring	Performance monitoring	Basket of indicators plus verbal update	<ul style="list-style-type: none"> Chris Lee, Director of Environment and Regeneration A representative from C&H 	To highlight to the Panel any items of concern where under performance is evident and for the Panel to make any recommendations or

				request additional information as necessary.
Pre-decision scrutiny	Budget and business planning (round 2)	Report	<ul style="list-style-type: none"> Chris Lee, Director of Environment and Regeneration Hannah Doody, Director for Community and Housing Caroline Holland, Director of Corporate Services 	To comment on the budget and business plan proposals at phase 2 and make any recommendations to the Commission to consider and co-ordinate a response to Cabinet.
Performance monitoring	Clarion Housing Group: repairs and regeneration	Responses to members' questions to be printed as part of the agenda	Representatives from Clarion Housing Group will be attending the session and answer member questions.	This session will be used to focus on Clarion's record on repairs and regeneration following on from the company's appearance before the Panel in Sept and Nov 2016 (prior to the merger). Additionally, there will be a focus on safety.
Performance monitoring	Merton Adult Education	<ul style="list-style-type: none"> Written report <u>Visit to South Thames College (25 January 2018)</u> 	Anthony Hopkins, Head of Libraries and Culture Services	To give the Panel the opportunity to assess the performance of Merton's Adult Education service after a full academic year of operation under the commissioning model and following re-

				inspection by Ofsted.
Scrutiny review	Air Quality task group – draft final report.	Written report	The chair of the task group (TBC)	To give the Panel the opportunity to consider the findings and agree the recommendations of the task group before these are taken to Cabinet for its approval.
Scrutiny review	Commercialisation task group – action plan review	Written report	Chris Lee, Director of Environment and Regeneration	For the Panel to monitor the implementation of the recommendations it made and were accepted by Cabinet.
Setting the work programme	Work programme 2017/18	Written report	Annette Wiles, Scrutiny Officer	To amend/agree the Panel's work programme and accommodate any pre-decision or other items that the Panel may wish to consider.

Meeting date: 21February 2018 (*Deadline for papers: 12pm, 13 February 2018*)

Scrutiny category	Item/issue	How	Lead member and/or lead officer	Intended outcomes
Performance monitoring	Performance monitoring	Basket of indicators plus verbal update	<ul style="list-style-type: none"> Chris Lee, Director of Environment and Regeneration A representative from C&H 	To highlight to the Panel any items of concern where under performance is evident and for the Panel to

				make any recommendations or request additional information as necessary.
Performance monitoring	Libraries and heritage annual report	<ul style="list-style-type: none"> • Written report • <u>Visit to Colliers Wood Library (15 February 2018)</u> 	Anthony Hopkins, Head of Library and Heritage Services	To provide the annual report on the libraries service and to inform members of any proposed future development of the service.
Pre-decision scrutiny	South London Waste Partnership – Phase C new service provision	<ul style="list-style-type: none"> • Written report 	Graeme Kane, Assistant Director, Public Space, Contracting and Commissioning	To consult with members at the point that the new service is being prepared for implementation.
Performance monitoring	Development and planning control	<ul style="list-style-type: none"> • Written report 	James McGinlay, Assistant Director – Sustainable Communities	Members have ongoing concerns regarding staffing levels in the enforcement team. The report will focus on operational capacity, performance and challenges facing the service.
Scrutiny review	Crossovers task group – Cabinet response and action plan	Written report	<ul style="list-style-type: none"> • Paul McGarry, head of <i>futureMerton</i> • Steve Cooper, Principal Highway Officer 	To provide the Panel with a response to the report and recommendations of the crossovers task group following Cabinet consideration.

Scrutiny review	Monitoring the implementation of the recommendations of the housing supply task group	Written report	<ul style="list-style-type: none"> • Steve Langley, Head of Housing Needs and Strategy • James McGinlay, Assistant Director – Sustainable Communities 	For the Panel to monitor the implementation of the recommendations it made and were accepted by Cabinet.
Setting the work programme	Work programme 2017/18	Written report	Annette Wiles, Scrutiny Officer	To amend/agree the Panel's work programme and accommodate any pre-decision or other items that the Panel may wish to consider.

Meeting date: 20 March 2018 (*Deadline for papers: 12pm, 12 March 2018*)

Scrutiny category	Item/issue	How	Lead member and/or lead officer	Intended outcomes
Performance monitoring	Performance monitoring	Basket of indicators plus verbal report	<ul style="list-style-type: none"> • Chris Lee, Director of Environment and Regeneration • A representative from C&H 	To highlight to the Panel any items of concern where under performance is evident and to make any recommendations or request additional information as necessary.
Pre-decision scrutiny	Highways and maintenance contract	Written report	James McGinlay, Assistant Director – Sustainable Communities	Work on re-letting the contract will begin in September 2018. The Panel will therefore

				have the opportunity to comment on proposals before the start of this work and before a recommendation is made to Cabinet.
Performance monitoring	ANPR	Written report	John Hill/Paul Walshe	To monitor performance 18 months after installation.
Performance monitoring	Town centre regeneration	Presentation	Paul McGarry, Head of <i>futureMerton</i>	To provide a progress update on the delivery of the town centre regeneration programme.
Scrutiny review	Air quality task group – Cabinet response and action plan	Written report	Chris Lee, Director of Environment and Regeneration	To provide the Panel with a response to the report and recommendations of the air quality task group following Cabinet consideration of its report.
Performance monitoring	Diesel levy implementation	Written report	Chris Lee, Director of Environment and Regeneration	To monitor the effect of the diesel levy close to a year after its implementation.
Scrutiny review	Topic suggestions 2018/2019	Written report	Annette Wiles, Scrutiny Officer	To seek suggestions from the Panel to inform discussions about the Panel's 2018/19 work programme

- Leisure centres
- Wimbledon and Crossrail2

Forward Plan items

Transfer of Wandsworth Regulatory Services staff to Merton

Delegated approval sought for (1) the transfer of Wandsworth Regulatory Services staff to Merton on 1st November 2017 and (2) the implementation of a Section 113 agreement between Merton, Wandsworth and Richmond authorising staff to make licensing decisions on behalf of Wandsworth and Richmond.

Decision type: Key

Decision status: For Determination

Notice of proposed decision first published: 22/09/2017

Decision due: 1 Nov 2017 by Director of Environment and Regeneration

Lead member: Cabinet Member for Street Cleanliness and Parking

Contact: Paul Foster, Head of the Regulatory Services Partnership Email: paul.foster@merton.gov.uk.

Recommendations regarding governance structures and the procurement routes to appointment a development partner for the delivery of the regeneration of Morden town centre.

Decision type: Key

Reason Key: Affects more than 1 ward;

Decision status: For Determination

Notice of proposed decision first published: 08/09/2017

Decision due: 11 Dec 2017 by Cabinet

Lead member: Cabinet Member for Regeneration, Environment and Housing

Lead director: Director of Environment and Regeneration

Contact: Eben VanDerWesthuizen, Policy planner Future Merton Email: Eben.VanDerWesthuizen@merton.gov.uk.

Documents to be considered: Officer report.