

Merton Council

Sustainable Communities

Overview and Scrutiny

Panel



Date: 21 February 2018
Time: 7.15 pm
Venue: Committee Rooms C, D & E , Merton Civic Centre, London Road, SM4 5DX

AGENDA

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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
Russell Makin
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

10 JANUARY 2018

(7.15 pm - 10.10 pm)

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

ALSO PRESENT: Councillor Abdul Latif, David Dean, David Williams, Ross Garrod (Cabinet Member for Street Cleanliness and Parking), Nick Draper (Cabinet member for Community and Culture), Martin Whelton (Cabinet Member for Regeneration, Environment and Housing), Agatha Mary Akyigyina OBE, Caroline Cooper-Marbiah (Cabinet Member for Education), Brenda Fraser, Joan Henry, Dennis Pearce, Howard Joy (Property Management & Review Manager, ENVR), Neil Milligan (Development Control Manager, ENVR), Tom Procter (Head of Contracts & School Organisation), Charles Baker (Waste Strategy and Commissioning Manager), Jacquie Denton (Principal estate surveyor), Hannah Doody (Director of Community and Housing), Paul Evans (Assistant Director of Corporate Governance), Graeme Kane (Assistant Director of Public Space, Contracting and Commissioning), Chris Lee (Director of Environment and Regeneration), Paul McGarry (FutureMerton Manager), James McGinlay (Assistant Director for Sustainable Communities), Jane McSherry (Assistant Director of Education), Annette Wiles (Scrutiny Officer), Jane Bolton, Head of Housing Services (Merton); John Ferman, Regional Director South London; Simon Gagen, Head of Responsive Repairs Merton; Carmen Jones, Resident Involvement Manager; Paul Quinn, Director of Merton Regeneration; Mike Robbins, Regional Investment Manager, Sara Sharp (Save Merton Hall Campaigner, petition instigator and applicant for the Historic England listing), John Chambers (Save Merton Hall Campaigner), Dan Goode (Merton Matters) and Alison Cousins (Co-chair, The John Innes Society).

1 APOLOGIES FOR ABSENCE (Agenda Item 1)

There were no apologies for absence.

2 DECLARATIONS OF PECUNIARY INTEREST (Agenda Item 2)

There were no declarations of pecuniary interest.

3 MINUTES OF THE PREVIOUS MEETING (Agenda Item 3)

The minutes were accepted as a true and accurate record of the previous meeting.

Matters arising

It was noted that Cllr Whelton has accepted the Panel's recommendation that a review be conducted in 12 months to ensure parking charges in parks are delivering the intended outcomes.

4 EXEMPT MINUTE OF THE PREVIOUS MEETING (Agenda Item 4)

The exempt minute from the previous meeting was agreed as a true and accurate record.

5 CALL-IN: DECISION TO AWARD THE CONSTRUCTION WORKS FOR MERTON HALL (Agenda Item 5)

The call-in was introduced by the signatories:

Cllr David Williams:

- The need for a new secondary school in Merton is not disputed;
- What is in dispute is the need for the Elim Church to gain a rebuild that is three times the size of its current venue at the cost of Merton residents;
- Merton Hall is the wrong building for the Elim Church and in the wrong place;
- Since these issues were originally examined, the Virgin gym building in Battle Close has also become available. It is similar to the venue currently owned by the Elim Church;
- Wrong that the Elim Church is being funded by the Council to increase the size of its venue;
- Merton Hall is worth more than the £600K stated in the Cabinet report;
- Using Merton Hall to provide a new venue for the Elim Church means the destruction of an important community asset and part of the borough's historical legacy;
- The land swap arrangement has been surrounded in secrecy. This hasn't been necessary when only the bidding process is commercially sensitive;
- In summary, the Council is paying over the odds to provide Elim with a venue that is triple the size of its current premises and this doesn't include stamp duty and fees which will all add to the total costs; and
- Wants to offer a lifeline to Merton Hall; the Virgin gym in Battle Close is a better location offering the ability to provide a more appropriate rebuild and a good deal for Elim.

Cllr David Dean:

- The land swap will result in part of Merton's heritage being destroyed and this is being paid for by residents;
- Given the extent of negotiations with Elim, should a contract between it and the Council already have been signed?;
- Now that an alternative site has been identified (Battle Close), Cabinet should use its common sense;
- This is feasible because as yet, no contract has been signed between the Council and Elim; and

- Recommends a motion to Cabinet to reconsider its decision as Battle Close is available for immediate occupation.

In response to Panel member questions, the call-in signatories clarified:

- (Cllr Dean) Had assumed that a contract had been signed with Elim Church. Would need to clarify with legal officers why this hasn't yet happened and if this is normal practice;
- (Cllr Dean) The South Wimbledon Community Association moved to Merton Hall in 2011 since when it has been running the hall with usage extensive. As a result of the land swap, the Association has essentially been thrown out. Merton Hall was left for the use of the people. The Council has never previously considered selling it;
- (Cllr Williams) Alternative options have been previously considered. However, there has been a change since the original decision was taken; Battle Close has come into play. As there is no contract in place with Elim Church, there is an opportunity to consider this but only if the decision is referred back to Cabinet to give it a further opportunity to consider its decision;
- (Cllr Dean) Wandsworth has determined it has lots of Assets of Community Value. However, Merton has not made the same volume of decisions. Residents should be given the choice to be able to buy Merton Hall. Not convinced that the decision about Merton Hall being an Asset of Community Value will be transparent;
- (Cllr Williams) Hasn't personally spoken to representatives of the Elim Church to clarify their comments on the land swap which appear online; and
- (Cllr Dean) It is the Council that is proposing the deal and as such the Elim Church isn't responsible for its terms.

Representations were then taken from witnesses.

Sara Sharp (Save Merton Hall Campaigner, petition instigator and applicant for the Historic England listing):

- Has been in the Council Chamber too many times to explain the importance of Merton Hall;
- The role of councillors and officers is to serve the borough. Residents have been failed by the Merton Hall decision;
- The application to Historic England for listing of Merton Hall has been delayed;
- Currently there is a Judicial Review challenging the planning permission granted on Merton Hall which will result in 80% of the building being demolished;
- It is not true that those opposing the land swap are anti-school. Rather love the borough and its heritage;
- Another site has now become available (Battle Close). The Council holds the key; this is a cleaner and greener option; and
- The Council has agreed costly major construction work without thinking about it. The land swap decision is political.

In response to questions from Panel members, the witness clarified:

- As Merton Hall is a heritage asset, it can't be rebuilt once the building works commence. From the outset, had asked for this to be given thought. Noted the petition against the changes to Merton Hall; this is a credible expression of local interests; and
- Frustrated with the Council's approach to the borough's heritage. Noted that Rose Cottage has been demolished along with other heritage assets.

John Chambers (Save Merton Hall Campaigner):

- Lives adjacent to Merton Hall; is its nearest neighbour;
- The land swap, demolition and rebuild of Merton Hall is claimed as being the most cost effective approach but this is only the case if Merton Hall is valued as a community asset and not for potential residential development;
- Officers have not been clear on whether or not the Council has offered the Elim Church a cash offer to purchase its building; and
- The Elim Church will be able to dictate the use of Merton Hall. It won't bless same sex relationships. This is in opposition to the Council's own equal opportunities policy.

In response to questions from Panel members, the witness clarified:

- The South West Wimbledon Association was doing a good job running Merton Hall. Initially, it was offered a 28 year lease and invested its own money in the facility but had its lease terminated with six months notice. Merton Hall was used widely under its management; and
- Respects the work of officers but they are working to the needs of the administration. Believes officers are not happy with the loss of a community asset. The administration is taking too blinkered a view and it is opposed to stepping back and finding a cost effective alternative.

Dan Goode (Merton Matters):

- Not anti school but rather pro Merton's heritage;
- The Elim Church is opposed to LBGT+ rights. The claim that it is independent of the global Evangelical Alliance and its views on LBGT+ rights is not true;
- Given this the LBGT+ community will not feel safe using Merton Hall once under the management of the Elim Church. The Council shouldn't promote organisations that oppose equal rights; and
- Why was the equality assessment not initially undertaken adequately? This was about haste and not what is right.

Panel members had no questions for Mr Goode.

Alison Cousins (Co-chair, The John Innes Society):

- The John Innes Society is non political and espouses community values. Merton Hall is within the society's area of benefit;
- Had not been aware of the public meeting held in November 2017 that looked at the development of Harris Wimbledon and the resulting impact on Merton Hall;

- The society's response to the planning application in March 2017 is on record and it has supported the application to Historic England;
- Merton Hall is a rare public building by architect Quartermaine. It is notable for having examples of Masonic crests and Innes family emblems contained within the building; and
- It was built to provide public benefit to local people which is a good reason for its protection.

In response to questions from Panel members, the witness clarified:

- The society supported both the applications for listing with Historic England and as an Asset of Community Value. It is the Masonic crests and Innes family emblems that make it unique.

Officers were then invited to respond to the points raised by the call-in signatories and witnesses. Chris Lee, Director for Environment and Regeneration provided the following response:

- Responsible for co-ordinating a complex land assembly in order that the new Wimbledon Harris School can be built. This includes chairing the project board and working closely with a range of officers including the Director of Corporate Services as well as the Education and Skills Funding Agency. Has delegated responsibility for ensuring the land swap represents value for money and for ensuring the site is ready on time. Time is a key constraint given projected secondary pupil numbers from September 2018 onwards;
- Has determined that the land swap as agreed by the Cabinet is value for money. Ultimately, this will be assessed and checked by the district auditor;
- It is the only deal viable at this time; any further delay will result in further cost which will be borne by the Council. Battle Close is not suitable to be used to build a new secondary school. To use this for relocating Elim Church would delay the development and therefore cost more as planning consent would need to be acquired again. In addition, Battle Close has a higher potential land value and does not equate to Value for Money when considered as a site for the church. Given timing and costs are critical, this would jeopardise the whole arrangement. The Council has to consider the loss that would result if Battle Close were not used for housing development;
- Needs to be careful in what can be discussed openly at this time for a variety of reasons. Currently, there is no contract in place with the Elim Church and this is a confidential commercial arrangement. Additionally, there is an application for listing Merton Hall with Historic England and an application has been made to subject the planning consent to Judicial Review;
- The Council has not used a Compulsory Purchase Order arrangement for the Elim Church. This would take longer and cost more. Rather the Council has sought to offer Elim a fair deal. The Council is not funding the Elim Church. Rather it is seeking an appropriate land deal equivalent to a Compulsory Purchase Order. The Elim Church made it clear that it didn't want a cash deal. Rather it wants an equivalent site in SW19;
- Whilst Council budgets are tight, this is a much needed secondary school. Also, whilst Cabinet has taken the decision on awarding the contract to enable the

works to Merton Hall, it is clear that this is subject to the listing decision; work will not proceed if the hall is listed by Historic England; and

- There is a clear separation of duties with regard to the listing as an Asset of Community Value. This process is defined in legislation with explicit conditions to be met. As such, the Council is dealing with this application appropriately.

Cllr Whelton, the Cabinet Member for Regeneration, Environment and Housing, gave his response to the points raised by the call-in signatories and witnesses:

- The Council needs to deliver a new secondary school by September 2020 but to do so is complex;
- Was previously the Cabinet Member for Education and therefore knows the land assembly well and can say that the decision taken to proceed with awarding the contract to proceed with the Merton Hall works is correct;
- The Council is committed to the new school. This means finding alternative suitable accommodation for the Elim Church given a Compulsory Purchase Order will would take longer and cost more;
- High Path is the right location for the new secondary school as this is the area of highest need; and
- Whately Avenue, the temporary site for the new school, will open from September 2018. The Council therefore needs to move ahead in order to have the permanent site open in time. The land swap represents the best value for money to achieve these objectives.

In response to questions from Panel Members, the Cabinet Member and officers clarified:

- (Cllr Whelton) Cabinet decisions are reviewed and determined by all Cabinet Members. Cabinet has taken decisions on the delivery of the new school based on achieving value for money;
- (Cllr Whelton) It has been necessary to find suitable alternative accommodation for Elim Church. This requires the building to be reconfigured to suit the needs of the church. This arrangement has been determined based on value for money;
- (Tom Procter, Service Manager Contracts & School Organisation) The floor space of Merton Hall is about 15 – 20% larger than the venue currently held by the Elim Church on the High Path Estate. However, the overall site is actually smaller than that currently occupied by Elim. Additionally, the configuration of Merton Hall does not meet the needs of Elim;
- (Chris Lee) Any suggested alternative to the land swap agreed by Cabinet in July 2016 would require a new planning application for which there is no time;
- (Chris Lee) Officers can give no undertaking other than that contained in the current planning permission regarding Merton Hall. However, if time and money allow, it could be possible to explore retaining some of the heritage items from the hall;
- (Cllr Whelton) Whilst no contract has been signed with the Elim Church, there is no potential of securing a cash deal; Elim has made it clear that it only wants an equivalent site;
- (Cllr Whelton) A Compulsory Purchase Order is not appropriate as this approach can drag on for many years and cost the tax payer more;

- (Chris Lee) Merton Hall has been locally listed since 1995;
- (Chris Lee) A detailed analysis of the suitability of the Battle Close site for the school development has been undertaken by the Council and the Education and Skills Funding Agency. This assessed that it is not suitable for the school. A similar analysis to use Battle Close to relocate Elim Church has not been undertaken because the delay this would cause to the school development and its potential as a housing site makes it too expensive. It is possible to share more information about the analysis of the Battle Close site with Cllrs as long as this remains exempt;
- (Tom Proctor) The Council has already received an additional 260 secondary school applications for this year compared to last. There isn't capacity within existing provision to meet this demand. Failure to deliver the new secondary school would result in the need for emergency 'bulge' classes across existing secondary schools. Any delay potentially jeopardises the opening of the new school and children's education in the borough;
- (Chris Lee) The decision regarding listing with Historic England is anticipated in mid-January;
- (Chris Lee) Consideration of any alternative solution will take considerable time and result in bulge classes, additional costs and undermine the value for money the Council has achieved;
- (Chris Lee) The Domex site was not subject to Compulsory Purchase Order. The Council acquired this site through private treaty. The Nelson Trading site was explored for the school development. However, this is in multiple ownership with a variety of lease arrangements meaning it would have been expensive and time consuming to acquire; and
- (Chris Lee) Alternative options to the current land swap are constantly being considered just in case this solution doesn't progress. However, this is constrained by Elim Church requiring an alternative site within the SW19 postcode and the fact that its current site unlocks the site for the new school.

Panel members then discuss the call-in:

- Some members expressed their sorrow that things had got to this point; Merton's heritage assets are worth celebrating but that this is set against a growing demographic;
- Gratitude was expressed for having the opportunity to have this discussion in detail and the request was made to look at minimising the affect of the construction within the existing planning consent;
- Other members emphasised that this is ultimately about education and whilst it is a very difficult decision there is faith in the work of officers who are supporting the Cabinet to achieve its decision; and
- Members were mindful that enacting the decision to proceed with the Merton Hall works is contingent on the listing decision; if Merton Hall is listed by Historic England the works will not proceed.

Cllr Bull questioned the proportionality of the building contract and highlighted the importance of Merton's heritage assets. He proposed the following motion:

Regarding the construction contract for Merton Hall the Panel is concerned to note:

1) that the contract to build a replacement facility at Merton Hall for Elim Church is disproportionately large and does not provide a like for like replacement. It is also stated in the report that the contract will involve a re-build of the majority of Merton Hall;

2) that Merton Hall is regarded by many as a valuable community asset and that the Cabinet's overt hostility to the potential for listing the building is misplaced.

The panel further notes that since the original decision was taken the Virgin site at Battle Close has become available as an alternative location for Elim Church and that no contracts have been signed.

Accordingly, the Panel agrees to refer the Cabinet's decision back for reconsideration, including relocation to Battle Close.

Paul Evans, the monitoring officer, noted that the reference was within the agreed scope for the call-in. Cllr Holden seconded the motion. Those voting for the motion were Cllrs Bull, Holden and Sargeant. Those voting against were Cllrs Anderson, Braund, Chug and Russel. On which basis the motion fell.

There being no other suggested motions, the matter was not referred back to Cabinet and the decision took effect immediately.

6 CLARION HOUSING GROUP: REPAIRS AND REGENERATION (Agenda Item 6)

The following Clarion representatives introduced themselves to the Panel:

- Jane Bolton, Head of Housing Services (Merton), South West London;
- John Ferman, Regional Director South London;
- Simon Gagen, Head of Responsive Repairs Merton;
- Carmen Jones, Resident Involvement Manager;
- Paul Quinn, Director of Merton Regeneration; and
- Mike Robbins, Regional Investment Manager.

John Ferman provided some introductory remarks:

- Clarion will come into being on 15 January 2018. This provides an opportunity to perform in a different way. Clarion will be the largest social landlord in the country giving it huge buying power and the ability to re-procure contracts in a way not previously available;
- Over £2m has been spent on making job opportunities available to residents and others. In the last 7/8 months, 330 people have received training that has led them into employment; and
- There are legacy issues that pre-date the merger. There was poor performance in the handling of complaints and day-to-day repairs. However, good progress is now being made on all KPIs. Consistently high scores are being achieved which has been independently verified. Currently, there are no outstanding enquiries

older than 3 months. Previously, under Circle, some outstanding enquiries were 12 months old. Clarion is committed to making these standards the norm.

In response to questions from Panel members, representatives from Clarion clarified as follows:

- (John Ferman) Clarion's CEO is not keen on participation in Merton's scrutiny process; Clarion's own scrutiny process is established through its constitution. It therefore doesn't seem efficient to duplicate the effort. However, it is hoped that this will be a constructive meeting with the Council and Clarion working together to move forward through dialogue and an open and transparent process;
- (John Ferman) Despite the scale of regeneration, this will incur no additional costs for tenants;
- (Simon Gagen) Clarion recognises that there has been an issue with some communal doors at Morden House. A new solution has recently been installed which includes issuing door fobs to all residents. The success of this will be monitored through the use of these fobs. Agrees that the doors are vulnerable and that this issue may not have been addressed in an ideal way previously. Also noted that a new national door repair contract has just been awarded;
- (Mike Robins) Noted the progress made with Hatfield Mead leaseholders and that going forward Section 20 consultations will be conducted with transparency and openness;
- (John Ferman) Highlighted the *Clarion Way* programme which is now driving the business. Clarion will be proactive and share information without being asked. Its new contact software means the business is aiming to resolve 80% of the contacts received without having to move these on to another contact. Planned works will get more consultation. This will be achieved through a 15% increase in the budget to support this area. Accepted that residents will take some time to see this improvement happening before they can believe in it;
- (John Ferman) Acknowledged the need to improvement resident communications but noted that this can only be achieved after the merger happens formally. After this takes place there will be a rollout of proactive resident communications;
- (Simon Gagen) Long term repairs have significantly improved over the last six to nine months. Clarion is confident that there are now no long term repairs that pre-date September 2017. This is being supported by the use of new software and new reporting methods;
- (John Ferman) Monthly statistics show that Merton is first in London for the success of fixing repairs on the first attempt. Others are now looking at Merton to understand the reasons for this success;
- (Paul Quinn) There are 3,000 residents across the three sites that will be affected by the regeneration of Merton's estates. This is being supported by an extensive consultation of residents and regular site meetings. Confident that using these methods will be able to bring residents through the delivery stages and encourage longer term buy-in;
- (Simon Gagen) All four fire hoses on the Brick Field Road site are in working order following some remedial work to the valves which also aims to prevent illegal use. However, major works are the responsibility of the Council and Clarion is currently working on a submission to the Council on what should be reinvested;

- (Jane Bolton) Sweeping of the Brick Field Road site is now happening using a small mobile cleaning unit but it is difficult to maintain the standard on the site. Residents are being asked to support this. The site is regularly seen by site inspectors and the housing officer;
- (Mike Robins) It can be difficult to estimate costs for works to be paid by residents. There is need for some contingency because contractors often won't know the full scale of the work to do until it commences. Clarion has just put in place a third party auditor to look at estimated and actual costs on projects;
- (John Ferman) Has been in place at Clarion since June and has found staff to be engaged. Affinity Sutton has had a staff survey for some time which is monitored by an independent third party. This will be applied to the whole of Clarion after the merger;
- (Simon Gagen) The electricity supply to the Brick Lane Road site will be considered as part of the reinvestment programme that the Council and Clarion are currently discussing. Noted that caravans are now considerably larger than they were previously and are demanding more power; and
- (Jane Bolton) Recommended that specific questions about the Brick Lane Road site can be raised with Dawn Helps, the Housing Services Manager.

7 UPDATE: WASTE, RECYCLING AND STREET CLEANING (Agenda Item 7)

Due to lack of time, the Panel agreed to initially concentrate on the pre-decision scrutiny item regarding the size of wheeled bin required for the new service rollout to take place from October 2018.

Graeme Kane, Assistant Director Public Space, Contracting and Commissioning, introduced the item:

- This is a small but significant decision; whether to order 240 litre or 180 litre wheeled bins for the rollout of the new service to take place from October 2018. This bin size will be used for general waste and dry recycling; and
- The bin sizes of other authorities and best practice have been reviewed;
- Seen as a decision between providing capacity and encouraging recycling. With the smaller option the risk is that residents may find other ways to dispose of their waste with an impact on fly tipping.

In response to officer questions, Graeme Kane clarified:

- Whilst dependent on the size of bin bag used, on average a 180 litre bin will hold between three to four bin bags of general waste. Whilst the emphasis will be on recycling as much as possible, larger households (five plus people) will be able to request a larger capacity bin (240 litre);
- Any instance of residents seeing general waste and recycling going into the same bin lorry should be reported to the waste team to be looked at further. This shouldn't happen and if it does it risks undermining the good will of residents; and
- The suggestion of a smaller bin size has resulted from the team continually reviewing the service (including required capacity), best practice and evidence from WRAP.

Cllr Holden proposed a motion: “This Panel welcomes the flexible approach being taken to bin sizes. We are also aware that a number of alternative bin options have been proposed by residents including the *Bell Orb*. We recommend that all these options be reviewed to ensure flexibility and choice”.

Graeme Kane noted that the *Bell Orb* is not wheeled and therefore is not a viable option.

The motion was seconded by Cllr Bull and voted for by Cllrs Holden and Bull. Cllrs Anderson, Braund, Chung and Makin voted against. Cllr Sargeant abstained. This meant the motion fell.

Cllr Holden proposed a further motion: “This Panel recommends that residents be provided with a range of bin size options from the outset of the new service so that they can order their preferred option. This would prevent the need for all households to be provided with the same sized bin initially”.

Chris Lee noted that it is unlikely that households will know what sized bin they will require from the outset. There will also be additional costs incurred in canvassing households.

The motion was seconded by Cllr Bull and voted for by Cllrs Holden and Bull. Cllrs Anderson, Braund, Chung, Makin and Sargeant voted against. This meant the motion fell.

A vote was then taken on the proposed 180 litre bin size which was supported unanimously by all members of the Panel.

It was agreed by the Panel to suspend standing orders and extend the meeting by up to 15 minutes.

In response to member questions on Veolia’s performance, Graeme Kane clarified:

- Issues regarding the service provided by Veolia to flats were noted;
- Further deductions to Veolia are yet to be determined. Some payments are being withheld to make these feasible to enact;
- Inconsistency in reports of fly tipping incidents will be down to how they are reported causing some duplication;
- Christmas tree collection is on track to be achieved by the deadline;
- The plan for leaf sweeping used by Veolia will be picked-up and discussed after the meeting;
- Agreed the need to extend coverage of fly tipping posters promoting the fines that can be imposed;
- Street bins are being monitored as they have also been noted by the waste team;
- Reporting of missed bins is now being reported electronically meaning that reporting is likely to be more accurate; and
- Veolia is liable for any damage caused to other vehicles by its bin lorries.

8 PERFORMANCE MONITORING (Agenda Item 8)

The members of the Panel agreed to defer this item to the next meeting on 16 January 2018 due to lack of time.

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

SUSTAINABLE COMMUNITIES OVERVIEW AND SCRUTINY PANEL

16 JANUARY 2018

(7.18 pm - 9.35 pm)

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

ALSO PRESENT: Councillor Mark Allison (Deputy Leader and Cabinet Member for Finance), Nick Draper (Cabinet member for Community and Culture), Ross Garrod (Cabinet Member for Street Cleanliness and Parking), Peter Southgate, Martin Whelton (Cabinet Member for Regeneration, Environment and Housing), Hannah Doody (Director of Community and Housing), Paul Foster (Head of the Regulatory Services Partnership), Caroline Holland (Director of Corporate Services), Anthony Hopkins (Head of Library and Heritage Services), Graeme Kane (Assistant Director of Public Space, Contracting and Commissioning), Chris Lee (Director of Environment and Regeneration), James McGinlay (Assistant Director for Sustainable Communities), Paul Walshe (Parking Services Manager) and Annette Wiles (Scrutiny Officer)

1 APOLOGIES FOR ABSENCE (Agenda Item 1)

There were no apologies for absence.

2 DECLARATIONS OF PECUNIARY INTEREST (Agenda Item 2)

There were no declarations of pecuniary interest.

3 PRE-DECISION SCRUTINY: BUSINESS PLAN UPDATE 2018-2022 (Agenda Item 3)

Caroline Holland, Director of Corporate Services, provided an update on the business plan for 2018 – 2022. This includes changes made since the business plan was presented in late 2017. For example, there is allowance made for a two year pay award which would increase pay by 2.7% in 2018/19 and 2.8% in 2019/20. However, it is unclear how this will proceed with the outcome of an employers meeting and the Unite response to the proposal awaited.

Additionally, there has been an increase in the Council Tax base which was more than expected. Merton has signed-up to the business rate pilot for London proposed for 2018/19. Under the pilot, responsibilities previously funded by the Revenue Support Grant will be expected to be met by business rates.

Funding received from the New Homes bonus is lower than expected and there has been a further slippage on the capital programme budget of around £12m which is

largely accounted for by the schedule of works for the leisure centre development and the timetable for the property company.

It was highlighted that whilst the budget for 2018/19 is balanced there are gaps in subsequent years (increasing from just over £3.7m in 2019/20 up to around £18.2m in 2021/22). These budget gaps need to be reduced and therefore the Council cannot be complacent.

In response to member questions, the Director clarified:

- the increased taxi card and concessionary fares budget reflects an inflationary increase on a £9m budget; and
- the Council has no contracts with Carillion but there may be exposure through supply chains. Additionally, it is being investigated whether the Council's pension scheme has any investments in Carillion (confirmed subsequent to the meeting as less than £5K).

4 PRE-DECISION SCRUTINY: SAVINGS PROPOSALS CONSULTATION PACK (Agenda Item 4)

It was noted that the Panel discussed amendments to previously agreed savings from Environment and Regeneration at the November 2017 meeting. It was therefore agreed that the Panel would focus on amendments to previously agreed savings from housing and new savings proposals from Environment and Regeneration.

Hannah Doody, Director for Community and Housing, explained it is no longer possible to achieve the proposed savings (staff reductions in Housing Services and a reduction in staff for the in-house unit). This is because of the new duties arising out of the Housing Reduction Act. These are currently being modelled to better understand the resource implications.

Chris Lee, Director for Environment and Regeneration, presented the new departmental savings proposals with members asking questions in turn for clarification:

- Regulatory Services Partnership (E1): savings will be achieved over three years as the services builds on its success by further expanding to include Wandsworth and achieve even greater economies of scale. The Director is confident these savings can be achieved because it is building on the prior success of the service which has already realised cost savings. There are a number of ways the Regulatory Service might generate a commercial income. Examples given include from air quality monitoring, polluted land assessments and mentoring for those wishing to improve their food hygiene rating. In response to whether it would be possible to increase the targets for a commercial income from regulatory services, officers thought it more prudent to start with a realistic target;
- Waste Services (E2): As there is a cost attached to recycling wood, it has been decided to turn this into wood pellets for burning. It was established that there is no financial penalty resulting from the thermal treatment of wood waste. It was

clarified that China's recently imposed ban on the importation of plastics for recycling is not causing significant alarm with the risk being spread by the plastics contractor. There are no plan to reduce recycling and burn other waste;

- Leisure and Culture Development Team (E3): work to improve the financial viability of the Polka Theatre will allow the Council to reduce its grant funding over time. The Panel discussed whether there would be financial benefit to the Council from increasing available parking in Wimbledon town centre to allow better usage of venues/attractions such as the Polka. Use of the P4 site was suggested. The Director noted that there is already car parking available for users of the Polka theatre with no ability for this to be increased and that it is the stated policy of the Council to dispose of the P4 site to benefit from a capital receipt. An analysis of parking in Merton has found that there is an over supply and it is not consistent with the Council's policy on parking and air quality;
- Sustainable Communities (E4): this is the initial income from the Merantun Development Company which will become clearer as development starts with more detail being provided next year. At least initially, this income will reflect recharging for services and staff that are provided by the Council. Whilst the Ealing Council property company of was cited as loss making, it was noted that many other authority property companies are successfully making a profit. It was noted that whilst the development will be of property mainly for residential use some commercial property will be included at the margins (ie: on the ground floor of residential blocks). Also, whilst some staff are being seconded from the Council to the property company, the implications of this are not considered to be significant. Staff will be seconded with some back filling needed;
- Greenspaces (E5): the additional income target for greenspaces reflects that Idverde doesn't need to use all the available greenspace facilities. The department is keen to utilise all the assets available and hence is seeking to let these;
- Greenspaces (E6): similarly, the increase in greenspaces tenancy income reflects the desire to maximise the return from all assets especially as rents haven't been increased for many years. It was recommended that this would provide a better return for the Council compared to trying to sell these assets and benefit from a capital receipt given it is expected that this review will achieve close to a market rent.

Members took the opportunity to look at the service plans of the Environment and Regeneration Department with the following clarification provided in response to questions:

- DC/Building control income target: the downturn in the number of planning applications has been a key driver in why the building control income target hasn't been achieved. However, it was also noted that the Government is in the process of relaxing restrictions on planning fees giving Councils the ability to increase these by up to 20%;
- Charging points for electric cars: it was noted that these aren't anticipated to provide a commercial income. Whilst there is a licence fee from which the Council benefits it is not seen as in the interests of the Council to increase the costs associated with electric car ownerships given there is a desire that this increase. Members explored if this was something that should be considered in

the future as it is assumed commercial providers will gain an income from their provision through service stations etc;

- New homes allowance: this hasn't provided the income predicted. This is because it tapers more quickly (reducing from six to four years) with adjustments made for affordable and empty housing;
- Parking: it was explored if it is possible to increase the income from parking by changing the number of employees and/or increasing the use of automation to issue enforcement notices. It was highlighted that the Government changed the law two years ago to prohibit the use of mobile vans with cameras installed as a means of enforcement; parking enforcement has to be through the issuing of a ticket. The Director highlighted that balance between the number of enforcement employees and revenue is optimal at current levels. It was noted that increasing parking to benefit revenue would also drive up air pollution and impact on the objective of having viable town centres;
- Green flags: the costs of gaining additional green flags for Merton's parks are not seen as prohibitive. This will depend on which parks. The Director indicated that he would be very happy to meet to explore the role of friends groups in helping to sustain Merton's parks;
- Parks events: it was accepted that the number of events in Merton's parks that generate a commercial income could increase but would be limited to a certain degree by factors such as the weather;
- Wage growth: it was agreed that the service plans would have to be amended to reflect potential wage growth; and
- Free Christmas parking: it was noted that this costs £60K per annum and that a consultation on this is currently ongoing. This will be brought forward for budget setting next year.

RESOLVED: it was resolved that the Panel would take an update report, including consideration of commercial income, on electric car clubs operating in the borough (to be included in next year's work programme).

Cllr Bull proposed a motion (seconded by Cllr Holden): "The Panel investigate the potential for the Council to raise revenue from electric cars and through widening the electric charging point scheme".

Two members voted for the motion (Cllr Bull and Holden). It was opposed by Cllrs Anderson, Braund, Chung and Makin. Cllr Sargeant abstained. The motion therefore fell.

Cllr Bull proposed a further motion (seconded by Cllr Holden): "The Panel investigate substantially increasing parking in Merton in order to increase revenues".

Two members voted for the motion (Cllr Bull and Holden). It was opposed by Cllrs Anderson, Braund, Chung and Makin. Cllr Sargeant abstained. The motion therefore fell.

5 CABINET MEMBER PRIORITIES (STREET CLEANLINESS AND PARKING)

(Agenda Item 5)

Cllr Ross Garrod, Cabinet Member for Street Cleanliness and Parking, highlighted that this current priorities are the contract with Veolia and the implementation of wheeled bins across the borough as well as the air quality action plan and the diesel levy.

In response to member questions, Cllr Garrod clarified that it is currently difficult to assess the impact of the diesel levy as renewals are processed monthly and as yet there isn't a full year of data available. However, there has been an increase in the take-up of CPZs which may be indicative of a response to the diesel levy. Currently, there are no plans to look at a price increase for the levy.

6 ANNUAL REPORT: ADULT LEARNING (Agenda Item 6)

Anthony Hopkins, Head of Library, Heritage & Adult Education Service, introduced the item highlighting that there has been a shift to a commissioning model in order to ensure the service is financially sustainable. The new commissioning model has now been subject to inspection by Ofsted. The inspection covers a two year period even though the new model has only been in place for a year. The outcome of the inspection was a requires improvement judgement. Despite this, the service is on an upward trajectory with work ongoing to secure further improvement.

In response to member questions, further clarification was provided:

- All provision continues to be in venues within the borough;
- Whilst the Ofsted inspection praised the community provision, the quality of teaching in particular at Merton College needs to improve;
- It is a duty on the Council to implement the *Prevent* duty through its adult learning provision. This is happening but needs to be developed further; the duty is weaved into courses and teaching;
- If a student leaves a course before completion, whether funding will be affected will depend on the type of course. For example, accredited learning is funded by attendance with a further payment if the student achieves their accreditation. Currently, student retention is good;
- The Ofsted judgement on outcomes might be considered harsh. This was based on a decline in student results but there has been a national decline resulting from the introduction of new qualifications. English and Mathematics GCSE results were highlighted as strengths. There had been a decline in some ESOL and functional skills provision but this is now showing improvement;
- There has been a change in the contractor for the provision of family learning and employability training as the former didn't meet the requirements. The new contractors are starting this month and have experience in provision to other authorities. Therefore there is confidence in their abilities;
- The Advisory Panel to provide independent input and scrutiny of the service is now meeting termly;
- The Council was routinely overspending between £250-£500K per annum on the adult learning service. Now the service is on budget representing a considerable cost saving with a small income being achieved through the service;

- The service has undertaken a mock inspection and there is confidence that it is close to a good judgement; and
- Unfortunately, inspectors weren't able to attend all of the classroom based learning that had been scheduled for their visit.

RESOLVED: members recommended that the Panel look at the *Prevent* duty in adult learning as part of its work programme during the new municipal year.

7 DRAFT FINAL REPORT: AIR QUALITY TASK GROUP (Agenda Item 7)

Cllr Holden, in his capacity as chair of the air quality task group, introduced the draft final report highlighting that air quality is now a major concern for residents and therefore it is good news that Merton isn't breaching its quotas as previously.

Noted that the Council is in the process of creating an air quality action plan into which the task group has fed its ideas and that this action plan had just been approved by Cabinet. Given the level of complexity involved in the issue of air quality the task group has focused its efforts specifically on air quality issues around building sites as there is potential for enforcement through building control with support coming forward for stronger planning guidance and a scheme for sharing best practice. Suggested that there would be a need for training for members of the planning committee and officers.

Thanks were given to officers Stella Akintan and Jason Andrews for their support of the task group.

In response to member questions, it was clarified that the focus on bonfires at building sites reflects feedback received from individual Cllrs. Efforts to address issues around wood burning stoves would be more of a matter for the Mayor of London.

RESOLVED: the Panel agreed the report of the air quality task group that will now progress to Cabinet.

8 ACTION PLAN REVIEW: COMMERCIALISATION TASK GROUP (Agenda Item 8)

James McGinlay, Assistant Director of Sustainable Communities, introduced the review of progress against the recommendations of the commercialisation task group. It was highlighted that a review of the Council's property portfolio has been commissioned and will report in April/May 2018. Also, that the development of Morden town centre is ongoing with approval received from Cabinet to negotiate with Transport for London (TfL) and for involvement in the joint venture. Advice is now being taken on establishing an energy service company (ESCO) around the development of housing in Morden.

In response to member questions, it was further clarified:

- Development of an ESCO is being discussed with TfL and will be built into the revised target operating model for the department. Following specialist advice, it

has become clear that a major housing development is required in order to make an ESCO financially and logistically viable;

- Outline planning applications are now being developed for the Morden regeneration; and
- The Council has a land interest in the Morden town centre development and needs to understand if the development proposals are attractive to the commercial market in order to gain investment.

9 PRESENTATION OF ACTION PLAN: CARE LEAVER ACCOMMODATION REFERENCE (Agenda Item 9)

RESOLVED: The Panel thanked officers for the care leaver accommodation action plan which it endorsed.

10 PERFORMANCE MONITORING (Agenda Item 10)

Chris Lee, Director of Environment and Regeneration, introduced the item highlighting three performance measures:

- **Veolia's performance:** this is top of the agenda for the Cabinet Member and officers with senior level meetings being held to apply every pressure. Noted that some areas are improving but others are getting worse. There is a specific focus on communal waste collection and street cleaning. Twenty percent of payments to Veolia is being withheld in order to impose reductions. Veolia has recently invested in additional caged vehicles to help improve the service;
- **Planning performance and fees:** as previously noted, the Government has relaxed the restrictions around charges for planning fees. The department is now working with Capita to ensure adequate resourcing of the planning team. Noted that the figures in the report are incorrect and that there is confidence that the target will be reached; and
- **ANPR:** highlighted the success of the automated number plate recognition system. However, currently this doesn't seem to be generating greater compliance amongst drivers.

Cllr Holden, as performance monitoring lead for the Panel, reported back on his discussions with officers prior to the meeting. Highlighted that it seems unlikely street cleaning will get back on track this year. Noted that figures for temporary accommodation are good compared to other boroughs and that the Council is achieving the air pollution targets. Requested that more challenging targets be set for the library service and that the number of failures on under age test sales be shared. Reported that PATAS performance figures are to be streamlined and requested that the Panel received month-on-month data in order that the trend be established and performance monitoring is made easier.

In response to member questions, it was further clarified:

- Veolia's performance hasn't reached a level where it could be considered a breach of contract;

- With permission, it would be possible to share performance data for Veolia from other boroughs to provide a comparison and to see if there is anything that can be learned from the experience of others. Noted that Veolia's performance in other boroughs may be better because of specific circumstances (fly tipping is much worse in Merton) and in other instances the contract is much more long standing;
- Alternative contractors were explored through the Phase C tendering process which resulted in Veolia securing the contract; and
- Unaware of any authorities in England where collections are every four weeks.

11 WORK PROGRAMME (Agenda Item 11)

The Panel noted the work programme.

Committee: Sustainable Communities Scrutiny and Overview Panel

Date: 21st February 2018

Wards: All

Subject: New waste collection service

Lead officer: Graeme Kane, Assistant Director of Public Space

Lead member: Cllr Ross Garrod, Cabinet Member for Street cleanliness and Parking

Contact officer: Graeme Kane, Assistant Director of Public Space

Recommendations:

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1. The Panel note the plans to prepare for the waste collection service change and provide any comments to officers and Veolia
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1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. In line with the procurement and commencement of the Veolia waste and street-cleaning contract, a new waste collection service will be introduced from 1st October 2018.
- 1.2. This report aims to update Members on the plans to manage the service change.
- 1.3. Plans for the service changes are being developed by Veolia in conjunction with London Borough of Merton (LBM) officers and the South London Waste Partnership (SLWP). The plans include: ordering, delivering and commissioning of new vehicles; ordering and delivery of new bins; and route adjustments and day changes. A crucial work stream is the development of clear and comprehensive communications to residents.

2 DETAILS

- 2.1. In line with the procurement and commencement of the Veolia waste and street-cleaning contract, a new waste collection service will be introduced from 1st October 2018. This will consist of the following services:

New wheeled bin for refuse/general waste	Alternate weekly
New wheeled bin for recycling (paper and card)	Alternate weekly
Existing box used for 'container mix' consisting of metal cans, plastic bottles/tubs/trays/ pots and glass bottles/ jars.	Alternate weekly
Existing food waste bin	Weekly
Existing garden waste service (optional for paying customers)	Fortnightly

- 2.2. The service is designed to:
 - encourage greater recycling and reducing general waste;

- keep Merton's streets cleaner;
 - be safer for residents and operatives, and;
 - be cost-effective.
- 2.3. A service change such as this is significant and will represent the biggest change to waste collection in the borough in history, and possible forever. There is a great deal to plan and co-ordinate. In order to minimise disruption as much as possible, Veolia, the SLWP and LBM are working closely to plan the service change.
- 2.4. The service change will undoubtedly increase the demand on the teams and stretch their capacity to deliver a consistent and reliable service. The change will affect the LBM Waste Team and also the Contact Centre, Communications and Corporate Complaints Team, among others. We are expecting the number of calls and on-line requests from residents to increase significantly, and we are preparing for that eventuality. We are analysing the need for additional resource during this period and will make plans accordingly.
- 2.5. The project team is led by Veolia and they are responsible for ensuring the roll-out is successful. They have undertaken similar service changes in other parts of the country and London; they have learnt from this experience.
- 2.6. The Project Team consists of a number of work streams and technical groups:
- Operations
 - ICT
 - Communications
 - Fleet and Depots
- 2.7. The structure of the project governance arrangements are presented in Appendix A.

3 COMMUNICATIONS

- 3.1. Communicating the service change to residents is a key work stream. Communication leads from LBM, Veolia and SLWP are working together to pool their expertise and knowledge to ensure the communications are as clear and accessible as possible. The range of communication methods will be varied and are currently being scoped and agreed by the communications team. It is likely it will include leaflets and booklets for residents as well as on-line and social media activity. Residents will be provided with calendars to ensure they know their collection day and which bin to present each week. Residents are currently able to check their collection day on the LBM website; this data will be updated when the new service goes live. <https://www.merton.gov.uk/rubbish-and-recycling/collection-days-and-times>

4 SURVEYING COLLECTION POINTS

- 4.1. In some circumstances alternative collection arrangements will be provided to residents. This will be based on an assessment of their properties. For instance, where a property has no outdoor areas at the front of the property to store bins nor any side access to move a bin from the back to the front of the property, the property is likely to be more suitable to present their waste/ recycling in bags.

This would include flats above shops which will remain on a bag collection service.

- 4.2. In order to determine whether properties are unsuitable for the standard collection method, Veolia will carry out two types of audit. The first is a desk top exercise that utilises the experience of managers, supervisors and the Council's Neighbourhood Client Team to identify streets or individual properties that are not suited to the standard container solution. These irregular collection sites will be subject to a second audit during which a site visit which will determine a suitable solution. A hierarchy of container types and commodity combinations has been agreed with the SLWP and will form the framework for determining the most appropriate collection service for that property. The hierarchy prioritises the weekly collection of food waste and the containment of refuse within the wheeled bin to maintain street cleanliness.

5 LEARNING FROM OTHER AUTHORITIES

- 5.1. The service change in London Borough of Sutton (LBS) did not go as smoothly as intended. There were specific reasons for this relating to the circumstances at the time, principally that the service change was implemented at the same time as the new contract was introduced in Sutton and Merton and followed a very short mobilisation period.
- 5.2. Following the service change in Sutton, a Member-led Scrutiny Task Group undertook a thorough investigation into the reasons why the service change had not gone to plan. The findings of this group have been shared with other members of the SLWP and analysed by the officer and Member team in Merton. This is useful to inform us about how to manage some of the challenges experienced in Sutton. Officers and Veolia fully appreciate that it is important we learn from the experience in Sutton. The findings of the Task Group are presented in Appendix B together with the actions Veolia and LBM have put in place to address them. Given the contract has been operational in Merton since April 2018, there is a considerably longer period to prepare for the service change and to embed systems, vehicles and behaviour within the operation. Therefore, many of the circumstances that faced Sutton and presented significant challenges will not exist in Merton.
- 5.3. In addition, a senior officer from LBS attends the Service Change Board meetings to advise the team on their experiences and how to avoid or reduce the problems that occurred. Furthermore, the contact centre and communications teams in LBS and LBM are exchanging knowledge and experience in order to ensure LBM is as prepared as possible for the change.

6 TIMELINES

- 6.1. There are some key date which are fundamental to the introduction of the new service, they include:

Bin Audits	January to February 2018
Reorganised collection rounds developed for future rollout	February to April 2018
Delivery of new collection vehicles	February to May 2018
Leaflet on bin changes delivered to	From 21 st May 2018

each property	
Receive containers/bins to depot	May to August 2018
Installation of ECHO on-board new vehicles	February – May 2018
Delivery of containers/ bins to residents	30 th of July to 21 st September 2018 (21 st to the 28 th of September, a week for swapping bins, and managing irregular collections)
Service information pack delivered with bins	30 th of July to 21 st September 2018 (21 st to the 28 th of September, a week for swapping bins, and managing irregular collections)
ECHO on-board training for crews	3 rd April 2017 to 21 st September 2018
Call centre briefings and information materials	September 2018
Annual sack delivery to flats above shops	September 2018
Merton collections begin	1 st October 2018

Note: these dates are based on the current project plan and may be subject to change. The timeframes have included some contingency to allow the team to respond to unexpected delays throughout the project.

- 6.2. There are a number of key dependencies within the project. These are listed below together with a brief comment on the management of these elements to ensure they do not disrupt the smooth introduction of the new service:

Realignment and changes to the collection rounds.	The analysis of the rounds will start in February and will be complete in May; this provides plenty of time for careful scrutiny of the rounds to ensure they operate effectively. The collection days will remain from Monday to Friday, which avoids the risk posed by introducing Saturday collections. Changes have already been made to the communal collection rounds which reduce the amount of change that will occur in October thus reducing the scale of disruption.
Appropriate training of the crews	The crews have been operating under Veolia's procedures and practices since April 2017; this helps them prepare for the service change. They will also have the opportunity to experience operating the service in neighbouring boroughs (mainly Kingston) where this collection service already operates. The crews also have time to familiarise themselves with the new

	vehicles and ECHO system before the service change occurs.
Installation and uploading of data on the ECHO on-board system	ECHO is already in place and in use in LBM. The drivers, crews and back office teams are therefore familiar with it. The data has been improved since the beginning of the contract to make the service more reliable and robust to service disruption and change. The new vehicles will arrive in plenty of time to install and upload the ECHO systems. The main risk remains uploading the new collection rounds to ECHO ahead of the service change; this will be kept under close review by the Project Team.
Delivery and commissioning of the new collection vehicles	The new vehicles have already started to arrive and will all be commissioned by May 2018. This provides plenty of time to address any problems with the vehicles and to ensure they are ready for use. The crews and drivers will also have the opportunity to operate them ahead of the service change.
Clear communications	A joint communications team are working on a wide range of communications for residents. The communication materials in Sutton were assessed by the LBS Scrutiny Task Group and resident feedback as generally effective; similar materials will be used in LBM. Information will be distributed in a number of ways and at a variety of times in the lead up to the service change.
Delivery and distribution of containers/bins	The bins and containers have been ordered to ensure there is plenty of time to receive and distribute the bins to residents. An experienced sub-contractor has been commissioned by Veolia to undertake the deliveries. They have undertaken similar large-scale deliveries in other authorities. The delivery of the bins is a significant undertaking and challenge in an urban environment such as Merton. This will present a challenge and will be closely monitored by Veolia and LBM teams. An additional week has been included in the delivery programme to provide flexibility and resource to deal with issues that arise.
ICT integration between LBM and Veolia systems	The vast majority of the reporting processes have been created and integrated between LBM's website, customer relationship

	management system and Veolia's ECHO system. This system has been operating well for many months and been tested by officers and residents.
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7 ALTERNATIVE OPTIONS

- 7.1. The Panel are asked to note and provide feedback on this report, and the discussion with Veolia at the Panel meeting.
- 7.2. The Panel may wish to ask for a further update at a future meeting.

8 CONSULTATION UNDERTAKEN OR PROPOSED

- 8.1. The Service Change has been informed throughout its development by resident feedback and views expressed by community groups and residents in various forums.

9 TIMETABLE

- 9.1. Key dates from the implementation timetable are included in the report.

10 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 10.1. It is anticipated that additional short-term capacity may be required in the run up to and delivery of the service change, and work is underway with estimating the additional resource required. However, it is too early at this stage to quantify the revenue impact of this, or the source of funding.
- 10.2. Capital: The approved Capital Programme 2017-21 contains £2.674 million in 2018/19 for the purchase of Waste Bins.

11 LEGAL AND STATUTORY IMPLICATIONS

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

11.2. HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

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

11.4. CRIME AND DISORDER IMPLICATIONS

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

11.6. RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

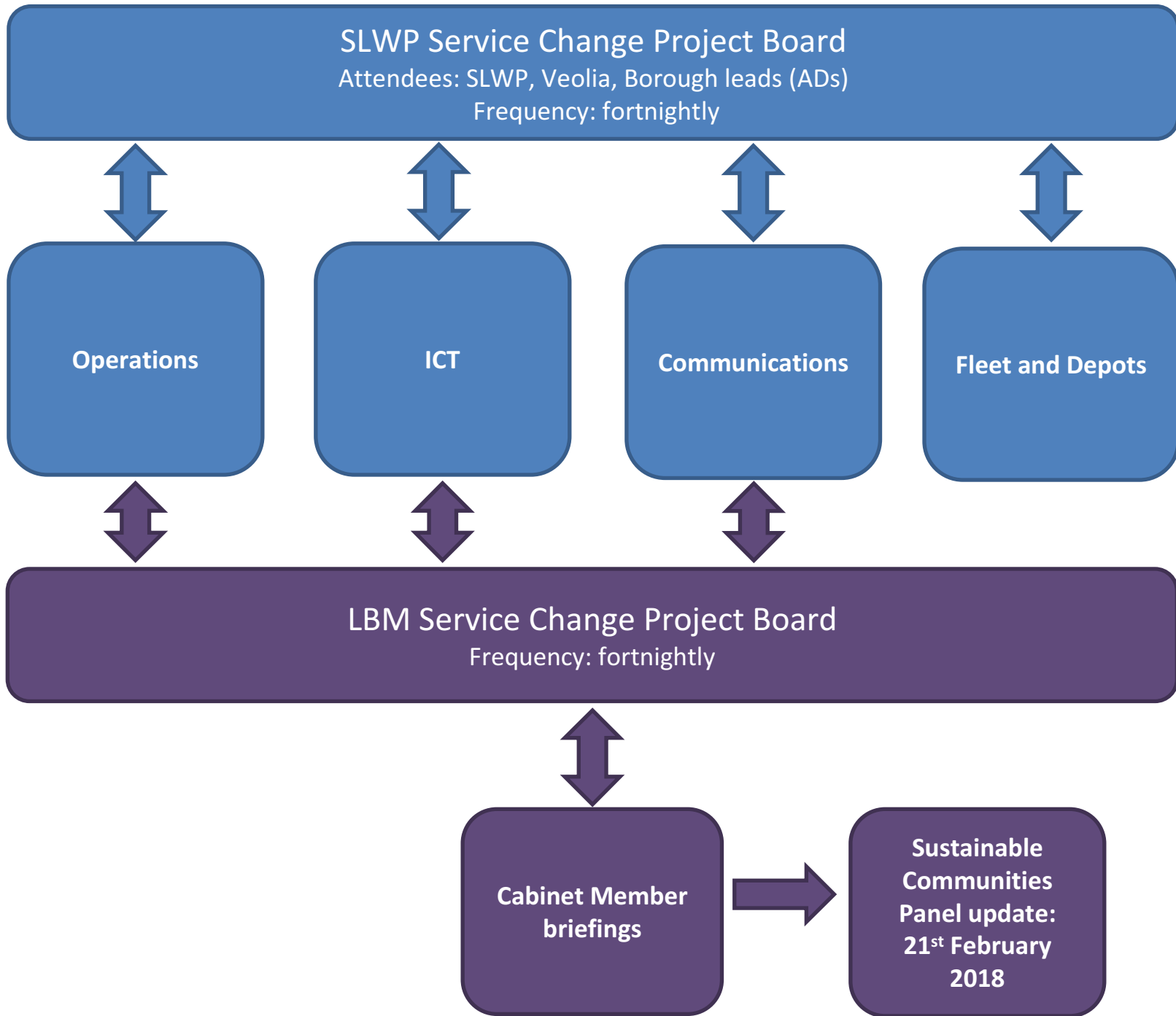
- 11.7. There are no risk management or health and safety implications as a result of this report.

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

- 11.9. Appendix A: Project Team structure
Appendix B: Recommendations from LBS Scrutiny Task Group

11.10. BACKGROUND PAPERS

- 11.11. N/A



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Appendix B: Recommendations from London Borough of Sutton Scrutiny Task Group regarding waste collection service change.

Strategic recommendations	Actions already taken in LBM	Actions to be taken in LBM
<p>Earlier engagement with staff could have helped the new contractor better prepare for this significant and complex service change. When staff are to be transferred as part of a new contract, induction and one-to-one meetings (or small group discussions) should be conducted as early as possible to ensure adequate information sharing and early resolution of any issues.</p>	<p>The transfer of staff has already occurred.</p>	<p>Veolia are managing their staff engagement in line with their normal operations and corporate approach. This includes tool-box talk training and appropriate supervision, as well as the application of HR procedures and policies as required.</p>
<p>When there are changes to service delivery arrangements (for example, outsourcing), elected members should be given clear information about the respective responsibilities of the contractor and the internal client team, so that they know who to contact in the event of any issues.</p>	<p>Members were advised of the new service delivery arrangements at the start of the contract. This advice included information about how residents and Members should report issues to LBM. Further emails and updates have been circulated to all Members, including a weekly update to all Members on service performance from the Assistant Director – Public Space, this includes information on how to best contact LBM in the case of service disruption.</p>	<p>Members will continue to receive regular updates and a guidance document as part of the service change communications.</p>
<p>When planning for a significant service change, close consideration needs to be given to the number and range of possible problems which might occur at an early stage in preparations. <i>Pay particular attention to (1) working with potential service providers in an open and collaborative manner whilst also having the confidence to rigorously challenge their proposals and past experience (even where they might have a long-</i></p>	<p>Relationships between the contractor and client have been developing since April 2017. These relationships are collaborative but suitably robust to address failures in service performance. The service Change Programme Board and operational meetings provide the framework for continued scrutiny of the service change plans, which includes contingency plans.</p>	<p>The Service Change Board will continue to assess the risks relating to the service changes and develop mitigation measures to minimise the impact of those risks.</p>

Strategic recommendations	Actions already taken in LBM	Actions to be taken in LBM
<i>standing and positive industry reputation) and (2) pro-actively making a robust crisis-management plan for use if the need should arise.</i>		
For future service changes, potential new service providers should be more cognisant of the importance of local knowledge and of 'walking through' the service in detail even where paper based due diligence has been conducted.	Veolia have been operating in Merton since April 2017 and have built up their knowledge of the area. In the early months of the contract it was evident that this knowledge was lacking in places. All the collection data previously held by LBM was provided to Veolia to assist with the transition. Veolia have been further developing their records and data to ensure a robust operation.	<p>The Neighbourhood Client Officers (NCOs) from LBM and Veolia's Environment Managers meet regularly to share information and knowledge. Site visits and liaison with Managing Agents and residents informs the supervisors who in turn advise the crews.</p> <p>Surveys conducted by Veolia will identify properties that may have particular collection or storage considerations.</p> <p>Further population and use of Veolia's operating system (ECHO) is required.</p>
As our SLWP partner boroughs implement waste service changes, they may want to be cognisant of the amount of time needed to prepare for and implement a successful flats service and of the steps that need to be taken to document local information on a case by case basis. More effort should be made to contact managing agents (at least three attempts should be made) and it should be made clear what issues may arise if a response is not received.	<p>Over the years, Merton has developed good relationships with managing agents and housing associations, this includes forums and site meetings to address issues and share information.</p> <p>The rounds attending to communal collections were rescheduled in October and information updated in ECHO. This reduces the impact on communal collections as part of the service change and reduces the risk.</p>	Managing agents will be contacted about the service changes and what it means for their residents.

Strategic recommendations	Actions already taken in LBM	Actions to be taken in LBM
<p>Where a contracted service is reliant on the delivery of a system, an agreed date for the delivery of the system - and performance measures relating to ongoing ICT support - should be written into the contract and the mobilisation project team should ensure there is sufficient resource to monitor progress against agreed milestones.</p>	<p>LBM and Veolia have been working together to integrate our reporting and operational systems. This work is largely complete. The outstanding work relates to bulky waste collections, which should be completed before the service change occurs, and is not directly affected by the service change.</p>	<p>Minor changes to the processes will need to be made to reflect the new service arrangements. The data in ECHO will also have to be updated to ensure LBM's systems are able to access the updated round schedules and collection arrangements at each property.</p>
<p>When any major service change is introduced, all members should be equipped with an information pack. This should also be circulated to community groups and residents associations, who should be encouraged to assist with communicating the information to residents.</p>	<p>Members are already being updated as the project continues.</p>	<p>These groups will receive specific information about the service change closer to the event and their assistance in communicating with residents would be very welcome. They will also receive copies of the resident information as soon as it is available for distribution. Information is already being placed on the LBM website to inform residents, and Members.</p>
<p>LBS and Veolia should work together to review all bespoke arrangements that have been put in place to address lack of recycling capacity. A decision should be taken in each case as to whether this arrangement should continue, and the evidence gathered through this process should inform modelling for future service changes in other boroughs.</p>	<p>LBM, with Veolia, are considering how to ensure communal properties have sufficient space to collect and store the recycling streams.</p>	<p>Confirm recycling arrangements for communal properties e.g. either one co-mingled stream or two streams (with paper/card separate).</p>
<p>When a contracted service provider is providing equipment or resources to the council as part of a service change, a clause relating to the delivery of these resources (and the information to be provided to the council in the event of any</p>	<p>Veolia are responsible for ensuring the wheeled bins are ordered, delivered and distributed on time to all relevant households. There is a timeframe agreed for this work and the order for the bins has been</p>	<p>LBM will work with Veolia to oversee the plan and ensure containers are delivered and distributed according to the timetable.</p>

<p>issues) should be built into the contract and the mobilisation project team should ensure there is sufficient resource to monitor progress against agreed milestones.</p>	<p>placed.</p>	
<p>With any future service changes:</p> <ol style="list-style-type: none"> 1. Build in longer timescales for receiving and testing equipment (e.g. vehicles) to increase the likelihood of timely resolution of any issues 2. Ensure that a critically-aware due diligence is applied to handover activities, paying particular attention to the need for flexibility to bring in additional capacity if need is evidenced by service performance / management information during the mobilisation phase. 	<p>LBM have a longer lead-in time for their mobilisation. The crews have already become familiar with the new on-board technology and the working practices of Veolia. The new vehicles are also arriving in good time to ensure they are tested ahead of the service change.</p>	<p>New vehicles to arrive and be tested ahead of the service change. LBM and Veolia to monitor the progress of new vehicles arriving and being commissioned.</p>
<p>Flats with limited space should be identified to provide the required tonnage of dry mixed recyclables and, to avoid confusion, residents in these flats should be clearly informed that they are part of this scheme.</p>	<p>The project will identify the arrangements that need to be put in place for individual locations through engagement with all stakeholders, which may involve retaining mixed dry recyclables where appropriate.</p>	<p>Continue to review individual sites and agree changes with stakeholders (including Managing Agents).</p>
<p>The council should work with SLWP, WRAP and other relevant agencies to promote a packaging reduction campaign</p>	<p>Both the SLWP and Merton have lobbied in the past in relation to packaging reduction.</p>	<p>Further lobbying to be done on behalf of the SLWP and in relation to the Mayor of London's draft Environmental Strategy where packaging reduction is a major policy aim.</p>
<p>Stickers should be put on containers before they are distributed, and messaging should be 'futureproof' to avoid a secondary action.</p>	<p>The bin lids will be different colours to indicate what material is to go in the bin. An information leaflet will be distributed with the</p>	<p>The SLWP have developed a series of bin hangers to be used to remind residents of what material to put in which bin. These will</p>

	bin and information will be available on the LBM website. The use of stickers is being considered, although comes with financial and resource constraints given the time it takes to put them on over 130,000 bins.	be used where bins are used incorrectly.
In preparation for the introduction of any contracted service, escalation email addresses and processes should be put in place at an early stage so that contact centre managers are able to contact the appropriate person in the event of specific issues.	<p>Members have been advised how to escalate issues to the Neighbourhood Client Officers.</p> <p>The NCOs and Customer Contact centre have agreed an escalation process and liaise regularly in order to ensure arrangements are in place to escalate issues and provide support to each other for the benefit of the customer.</p>	Clarify escalation procedure for Members. Review and confirm escalation process for the customer contact centre given the specific challenges of a service change of this scale.
Consideration should be given to prioritising resolving 'high visibility' issues (e.g. overflowing bins) which impact on resident experience of the borough, as well as high volume issues.	<p>The contract allows for this in relation to street cleaning frequencies in areas of high footfall.</p> <p>There is also a variety of frequencies allowed for within the contract for flatted properties, where an output based approach is in place. This means that the frequency of collection is dictated by demand, whereby the bins should never be full or overflowing.</p>	Performance of services will continue to be monitored through active contract management by the Neighbourhood Client Team.

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Committee: Sustainable Communities Scrutiny and Overview Panel

Date: 21st February 2018

Wards: All

Subject: Performance monitoring of the street cleaning and waste contract delivered by Veolia Environmental Services.

Lead officer: Graeme Kane, Assistant Director of Public Space

Lead member: Cllr Ross Garrod, Cabinet Member for Street cleanliness and Parking

Contact officer: Graeme Kane, Assistant Director of Public Space

Recommendations:

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, and street cleaning.

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. At their meeting on 2nd November 2017, Members of the Sustainable Communities Overview and Scrutiny Panel requested that they receive performance data from the commencement of the contract updated monthly to allow them to readily understand the developing performance of the service. Data has been provided below. This information will be provided to the Panel for the remainder of the municipal year.

2 DETAILS

- 2.1. At their meeting on 2nd November 2017, Members of the Sustainable Communities Overview and Scrutiny Panel requested that they receive performance data from the commencement of the contract updated monthly to allow them to readily understand the developing performance of the service. Data has been provided below. Where possible this information has been included since the beginning of the Veolia contract (3rd April 2017) and includes comparable data from before the contract began and the service was delivered in house. In some cases the way in which the data is collated or defined has changed as a result of the enhanced technology or specification of the current contract and therefore the figures are not comparable with previous years.
- 2.2. **Missed bins**
- 2.3. 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 or fewer per month.

2017	April	May	June	July	Aug
Missed bins per 100,000 collections	48	68	77	90	75
Percentage of collections missed	0.05	0.07	0.08	0.09	0.08

2017	Sept	Oct	Nov	Dec	Jan
Missed bins per 100,000 collections	107	146	123	86	139
Percentage of collections missed	0.11	0.15	0.12	0.09	0.14

2.4. The average for the first ten months is 96 missed bins per 100,000 collections. This is above the target of 75.

2.5. 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.

2.6. **Household waste recycled and composted**

The percentage of household waste sent for recycling or composting includes materials collected from the kerbside, Neighbourhood Recycling Centres and the Recycling and Refuse Site. The target for 2016 was 38% and for 2017 is 42%. It is unlikely that the recycling target will be reached in 17/18 though it has been consistently better than the previous year.

2.7. The change in autumn 2018 to alternate weekly collections with wheeled bins limiting the capacity of residual waste is expected to bring about a significant increase in the recycling rate. In April this year, Sutton introduced wheeled bins for residual as well as a new food waste service. This resulted in their recycling rate increasing from 38%, 40% and 40% in the months April, May and June 2016 to 53%, 50% and 53% in those same months in 2017. The same increase is not likely in Merton given food waste collections already occur but is an indication that recycling rates are set to increase under the new collection arrangements.

% Household waste recycled and composted								
	April	May	June	July	Aug	Sept	Oct	Nov
2016	36.92	36.64	36.75	36.41	37.47	38.03	37.31	32.58
2017	40.52	37.21	39.07	38.16	37.98	38.45	39.7	TBC

Note: December and November figures will be provided at the meeting.

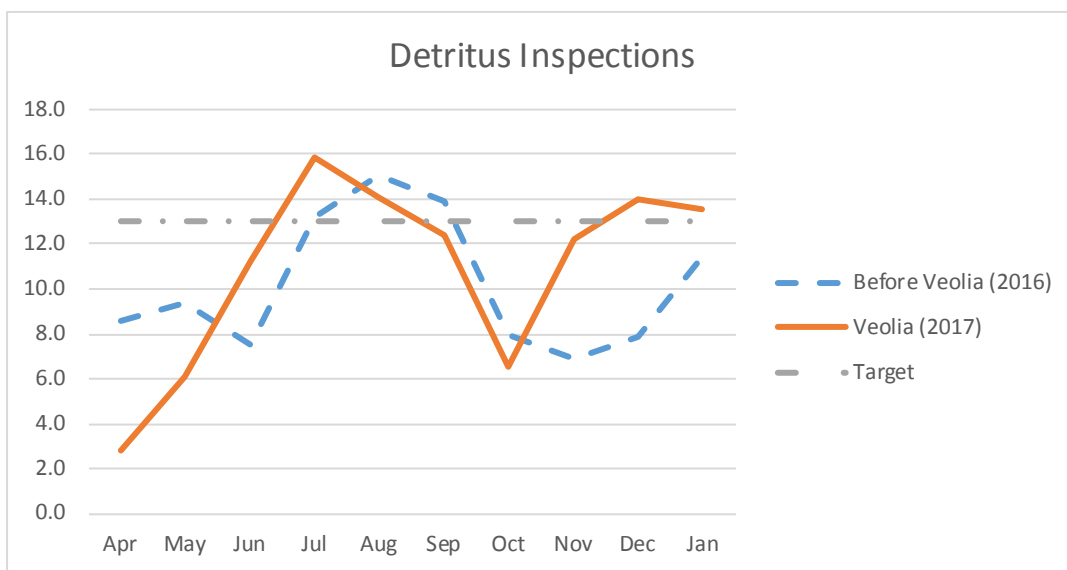
2.8. **Fly tips**

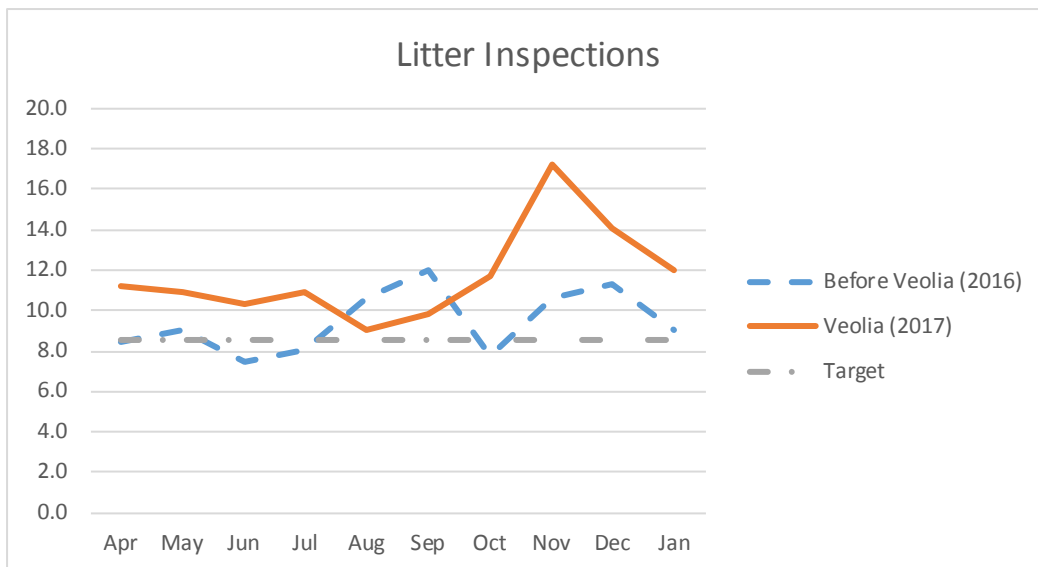
2.9. The table below presents the number of fly-tips reported (previous fly-tip records are not comparable given the changes in data capture and reporting technology). Whilst some reports may be duplicates, it gives an impression of the volume of fly-tips that Veolia are required to clear each month across the borough.

	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan
2017	600	523	523	629	542	745	832	920	638	913

2.10. **Street cleaning**

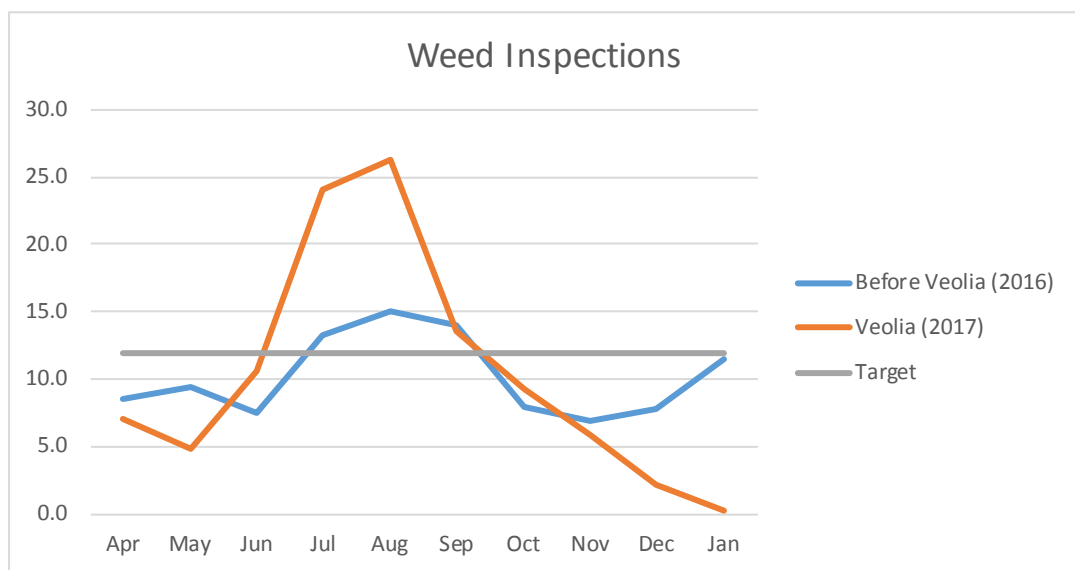
2.11. LBM's Performance Monitoring Officer undertakes monthly and quarterly inspections at random across the borough to assess for litter and detritus separately. The data from these inspections provides an insight into the street cleanliness of Merton's roads over time. The graphs below compare the results of these inspections between April - January 2016 (before Veolia) and April - January 2017 (with Veolia). The scores are based on the former Defra National Indicator 195 for street cleanliness; LBM's performance target are as follows: less than 8.5% of streets inspected should be below a grade B- for litter and less than 13% of streets inspected should be below a grade B- for detritus; both of which are stricter targets than previous years. The contract with Veolia requires streets to be maintained to a grade B or above.





2.12. Weeds

2.13. The third and final application of weed killer was applied throughout November and December and has been completed. Inspections have indicated that the presence of weeds is within our target: 12% of streets inspected should be below a grade B- for weeds



2.14. Collection of street cleaning sacks (green sacks)

2.15. The clearance of green sacks has improved in the last month. The expectation of LBM is that green sacks should be removed from the streets on the same day as they were deposited. Through the inspections of the client team, this situation has improved. Analysis of the fly-tipping reports in January indicates that 21 of the total 913 reports made reference to street cleaning/ green sacks being part of the fly-tipped material, which is 1.3%.

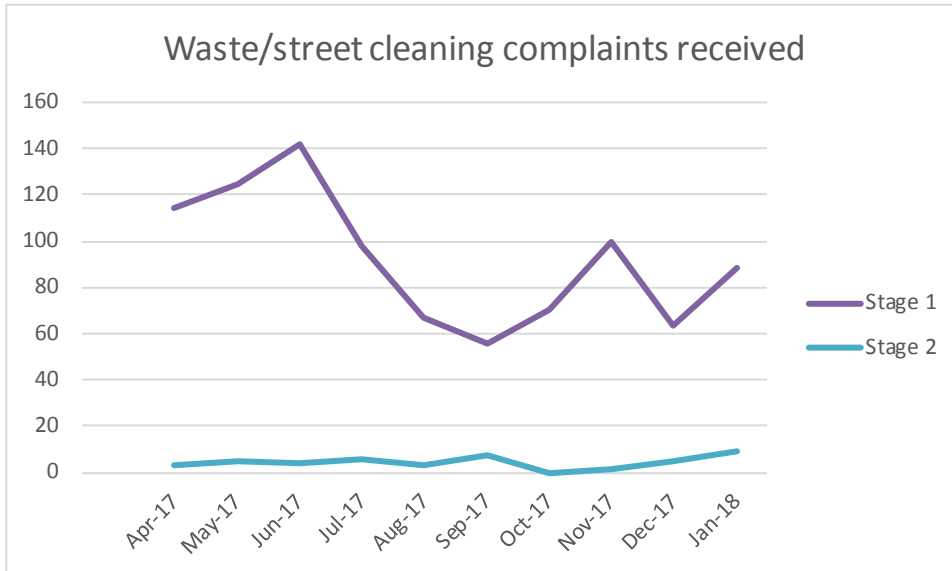
2.16. Graffiti

2.17. LBM is responsible for clearing graffiti on public property. The responsibility for clearing graffiti from private property remains with the property owner. LBM, through Veolia, do offer a service to clear graffiti from private property once a waiver has been received from the property owners; a charge may be levied by

LBM to the property owner for this service. In December and January, 21 and 45 reports of graffiti were made respectively, of which 17 and 36 were reported as cleared. Offensive graffiti is always removed as a priority from public and private property.

2.18. Customer complaints

2.19. The number of customer complaints received per month relating to the waste, recycling and street cleaning service.



3 ICT INTEGRATION

3.1. Panel members also requested updates on the integration of Merton's customer relationship management (CRM) system and the contractor's operational systems.

3.2. Together with reporting a missed bin, the following street cleaning services are now integrated between LBM's on-line reporting with LBM's Customer Relationship Management (CRM) system and Veolia's operational system (ECHO).

3.3. Integrated from 13th October onwards:

- Fly-tipping
- Street below grade.

3.4. Integrated from 16th November onwards:

- Bring Bank (Neighbourhood Recycling Bank) Issues
- Dead Animals
- Drug Waste on the Street
- Fly-posting
- Graffiti
- Litter Bin Issues

3.5. The following services are yet to be integrated:

- Replacement/ new container

- Bulky waste collection

- 3.6. Improvements to the reporting system have also included the ability for residents to upload a photograph of up to 2.3MB for all street cleaning reports.
- 3.7. Residents are able to submit reports regarding street cleaning either by phone to the Council's Contact Centre or through the Council's on-line reporting functions. Reports are also made by LBM's Neighbourhood Client Officers (NCOs) when they are inspecting their areas. The table below provides a breakdown of the way in which reports were made in January (this includes 'cancelled' reports so the number differs from those presented in para 2.9 above)

	Phone	Web	NCO
Bring Bank Issue	7	4	15
Dead Animal	39	52	1
Fly-Posting			1
Fly-tipping	385	406	197
Graffiti	7	34	4
Litter Bin Issue	31	24	38
Street Requires Cleaning	220	434	132
Drug Paraphernalia		1	
Grand Total	689	955	388
Percentage	34	47	19

- 3.8. This indicates that the largest proportion of reports are made by residents using the Council's on-line report it function. 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.
- 3.9. Street cleaning reports can be made on-line here: www.merton.gov.uk/street-cleaning
- 3.10. Missed bin reports can also be made on line: www.merton.gov.uk/rubbish-and-recycling/report-a-missed-collection

4 CONTRACT MANAGEMENT AND MONITORING

- 4.1. On a daily basis, the operational performance of the contract is overseen by the 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' 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.
- 4.2. Regular contract management meetings are held between South London Waste Partnership (SLWP), representatives from each of the boroughs and the contractors in order to oversee and progress the delivery of the contract.
- 4.3. Weekly operational meetings continue to 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.

- 4.4. 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. In July and August, deductions were levied by LBM on Veolia for performance failures. The combined total of these deductions is approximately £13,000. The SLWP are currently withholding 10% of the value of invoices each month until the deductions are calculated for all remaining months.

5 TRAINING AND SUPERVISION

- 5.1. Veolia continue to have additional supervisors and managers to oversee the performance of their street cleaning and waste collection crews. This is intended to be a short-term measure to raise standards of cleaning and behaviour. The crews continue to receive training in relation to ensuring they are aware of the requirements of the 'as is' service specifically the careful replacement of recycling containers to an appropriate position, the collection of waste from the edge of the property, and the avoidance of spilled material onto the pavement or roads.

5.2. CONSULTATION UNDERTAKEN OR PROPOSED

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

5.4. FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 5.5. There are no financial implications as a result of this report.

5.6. LEGAL AND STATUTORY IMPLICATIONS

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

5.8. HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

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

5.10. CRIME AND DISORDER IMPLICATIONS

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

5.12. RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

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

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

- 5.15. None

5.16. BACKGROUND PAPERS

5.17. N/A

E&R Public Protection performance report

PI Code & Description	Dec 2017					2017/18					YTD Status
	Value	Target	Status	Short Trend	Long Trend	Value	Target	Status	Short Trend	Long Trend	
Parking											
CRP 044 Parking services estimated revenue	1,504,948	1,312,892	✓	↓	↓	13,788,058	11,318,499	✓	↓	↓	✓
SP 127 % Parking permits issued within 5 working days	95%	90%	✓	-	↑	78.33%	90%	✗	↓	↓	✗
SP 258 Sickness- No of days per FTE from snapshot report	1.58	0.66	✗	↑	↑	13.94	5.94	✗	↑	↑	✗
SP 397 % Cases won at PATAS	66.23%	54%	✓	↑	↑	62.27%	54%	✓	↑	↑	✓
SP 398 % Cases lost at PATAS	23.38%	21%	✗	↑	↑	26.06%	21%	✗	↓	↓	✗
SP 399 % Cases where council does not contest at PATAS	10.39%	25%	✓	↑	↑	12.12%	25%	✓	↑	↑	✓
SP 417 % Public Spaces CCTV cameras working	93.72%	95%	⚠	↑	↓	97.09%	95%	✓	↓	↓	✓
Regulatory Services											
SP 041 % Service requests replied to in 5 working days	95.58%	96%	⚠	↑	↑	94.59%	96%	✗	↓	↑	✗
SP 042 Income generation by Regulatory Services	£36,158	£20,000	✓	↓	↓	£390,162	£289,000	✓	↓	↑	✓
SP 111 No. of underage sales test purchases	Measured Quarterly					74	71	✓	↓	↓	✓
SP 255 % licensing apps. determined within 28 days	Measured Quarterly					95.87%	95%	✓	↓	↓	✓
SP 316 % Inspection category A,B & C food premises	Measured Annually					?	98	?	?	?	?
SP 418 Annual average amount of Nitrogen Dioxide per m3	Measured Annually					?	40	?	?	?	?
SP 419 Days Nitrogen Dioxide levels exceed 200 micrograms per m3	Measured Quarterly					0	18	✓	↑	↑	✓
SP 420 Annual average amount of Particulates per m3	Measured Annually					?	40	?	?	?	?
SP 421 Days particulate levels exceed 50 micrograms per m3	Measured Quarterly					7	26	✓	-	-	✓
SP 422 % Food premises rated 2* or below (Quarterly)	Measured Quarterly					7.78%	15%	✓	↑	↑	✓

E&R Public Spaces

PI Code & Description	Dec 2017					2017/18					YTD Status
	Value	Target	Status	Short Trend	Long Trend	Value	Target	Status	Short Trend	Long Trend	
Street Cleansing											
CRP 048 / SP 455 % of sites surveyed on local street inspections for litter that are below standard	14.04%	8.5%	✗	↑	↓	11.75%	8.5%	✗	↓	↓	✗
LER 058 % Sites surveyed on street inspections for litter (using NI195 system) that are below standard (KBT)	Measured Quarterly					14.73%	8.5%	✗	↓	↓	✗
SP 062 % Sites surveyed below standard for graffiti	Measured Quarterly					6.14%	5%	✗	↓	↓	✗
SP 063 % Sites surveyed below standard for flyposting	Measured Quarterly					1.82%	1%	✗	↓	↓	✗

Proposals

Agenda Item 7

PI Code & Description	Dec 2017					2017/18					YTD Status
	Value	Target	Status	Short Trend	Long Trend	Value	Target	Status	Short Trend	Long Trend	
SP 139 % Sites surveyed below standard for weeds	Measured Quarterly					7.72%	12%				
SP 140 % Sites surveyed below standard for Detritus	Measured Quarterly					13.94%	13%				
SP 269 % Residents satisfied with street cleanliness	Measured Annually					?	57%				
Waste Services											
CRP 049 / SP 059 No. of fly-tips reported in streets and parks	638	700				5,952	6,300				
CRP 093 / SP 485 No. of refuse collections including recycling and kitchen waste missed per 100,000	86.00	75.00				91.11	75.00				
SP 064 % Residents satisfied with refuse collection	Measured Annually					?	72%				
SP 065 % Household waste recycled and composted (One Month in Arrears)	38.62%	42%				38.68%	42%				
SP 066 Residual waste kg per household (One month in arrears)	42.51	45				364.74	360				
SP 067 % Municipal solid waste sent to landfill (waste management & commercial waste) (One month in arrears)	59%	59%				51%	59%				
SP 262 % Residents satisfied with recycling facilities	Measured Annually					?	70%				
SP 354 Total waste arising per households (KGs) (One Month in arrears)	70.1	75				595.66	600				
SP 407 % FPN's issued that have been paid	73%	68%				74%	68%				
SP 454 % of fly-tips removed within 24 hours	74%	90%				74%	90%				
Leisure											
SP 015 Income generated - Merton Active Plus activity	£1,019	£2,000				£35,003	£47,000				
SP 251 Income from Watersports Centre	£285	£15,420				£372,705	£365,370				
SP 325 % Residents rating Leisure & Sports facilities Good to Excellent	Measured Annually					?	45.5%				
SP 349 14 to 25 year old fitness centre participation at leisure centres	5,372	7,098				83,917	76,523				
SP 405 No. of Leisure Centre users	56,500	66,790				744,207	636,955				
SP 406 No. of Polka Theatre users	Measured Quarterly					52,844	68,000				
Parks											
SP 026 % of residents who rate parks & green spaces as good or very good	Measured Annually					?	75%				
SP 027 Young peoples % satisfaction with parks & green spaces	Measured Annually					?	74%				
SP 032 No. of Green Flags	Measured Annually					5	5	5			
SP 318 No. of outdoor events in parks	0	0				125	126				
Transport											
SP 136 Average % time passenger vehicles in use (transport passenger fleet)	Measured Annually					?	85%				
SP 137 % User satisfaction survey (transport passenger fleet)	Measured Annually					?	97%				

PI Code & Description	Dec 2017					2017/18					YTD Status
	Value	Target	Status	Short Trend	Long Trend	Value	Target	Status	Short Trend	Long Trend	
SP 271 In-house journey that meet timescales (transport passenger fleet)	Measured Annually					?	85%	?	?	?	?

E&R Sustainable Communities

PI Code & Description	Dec 2017					2017/18					YTD Status
	Value	Target	Status	Short Trend	Long Trend	Value	Target	Status	Short Trend	Long Trend	
Development Control											
CRP 045 / SP 118 Income (Development and Building Control)	115,129	175,000				1,202,770	1,489,080				
CRP 051 / SP 114 % Major applications processed within 13 weeks	33.33%	67%				70%	67%				
CRP 052 / SP 115 % of minor planning applications determined within 8 weeks	66.67%	66%				57.89%	66%				
CRP 053 / SP 116 % of 'other' planning applications determined within 8 weeks	83.96%	85%				68.79%	85%				
SP 040 % Market share retained by LA (Building Control)	60%	54%				51.36%	54%				
SP 113 No. of enforcement cases closed	17	37				166	337				
SP 117 % appeals lost (Development & Building Control)	Measured Quarterly					24.5%	35%				
SP 380 No. of backlog enforcement cases	700	650				700	650				
SP 414 Volume of planning applications	290	375				2,941	3,340				
Future Merton											
SP 020 New Homes	Measured Annually					?	411	?	?	?	?
SP 260 % Streetworks inspections completed	Measured Quarterly					25.88%	36%				
SP 327 % Emergency callouts attended within 2 hours	100%	98%				99.57%	98%				
SP 328 % Streetworks permitting determined	100%	98%				99.89%	98%				
SP 391 Average number of days taken to repair an out of light street light	Measured Quarterly					1.72	3				
SP 468 Footway & Carriageway condition - unclassified roads non-principal defectiveness condition indicator	Measured Annually					?	95%	?	?	?	?
SP 475 Number of publically available Electric Vehicles Charging Points available to Merton Residents	Measured Annually					?	30	?	?	?	?
SP 476 Number of business premises improved	Measured Annually					?	10	?	?	?	?
Property											
SP 024 % Vacancy rate of property owned by the council	Measured Quarterly					0.07%	3.3%				
SP 025 % Debt owed to LBM by tenants inc businesses	Measured Quarterly					9.07%	8%				
SP 386 Property asset valuations	Measured Annually					?	150	?	?	?	?

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Performance Monitoring Report – Sustainable Communities – December & Quarter 3 2017

Dept.	PI Code & Description	Polarity	December 2017					YTD Result	Annual YTD Target	YTD Status
			Value	Target	Status	Short Trend	Long Trend			
Libraries	CRP 059 / SP 008 No. of people accessing the library by borrowing an item or using a peoples network terminal at least once in the previous 12 months	High	64,957	56,000				64,957	56,000	
Libraries	CRP 060 / SP 009 No. of visitors accessing the library service on line	High	186,813	156,240				186,813	156,240	
Housing Needs & Enabling	CRP 061 / SP 036 No. of households in temporary accommodation	Low	175	230				184.89	230	
Housing Needs & Enabling	CRP 062 / SP 035 No. of homelessness preventions	High	386	338				386	338	
Housing Needs & Enabling	SP 037 Highest No. of families in Bed and Breakfast accommodation during the year	Low	2	10				2.22	10	
Housing Needs & Enabling	SP 038 Highest No. of adults in Bed and Breakfast accommodation	Low	4	10				1.78	10	
Libraries	SP 279 % Self-service usage for stock transactions (libraries)	High	97%	97%				97%	97%	
Libraries	SP 280 No. of active volunteers in libraries (Rolling 12 Month)	High	276	220				276	220	
Libraries	SP 282 Partnership numbers (Libraries)	High	43	30				43	30	
Libraries	SP 287 Maintain Library Income	High	£334,051	£248,551				£334,051	£248,551	

Dept.	PI Code & Description	Polarity	Quarter 3 2017/18					YTD Result	Annual YTD Target	YTD Status
			Value	Target	Status	Short Trend	Long Trend			
Housing Needs & Enabling	SP 277 Social Housing Lets	High	207	235				207	235	
Housing Needs & Enabling	SP 360 No. of enforcement / improvement notices issued	High	49	48				49	48	
Housing Needs & Enabling	SP 361 No. of Disabled Facilities Grants (DFG) approved	High	67	42				67	42	
Merton Adult Education	SP 457 Number of enrolments per annum	High	378	991				4,836	3,964	
Merton Adult Education	SP 458 Number of new learners per annum (not registered as learners in previous year)	High	53.59%	50%				66.04%	50%	
Merton Adult Education	SP 462 % of enrolments from deprived wards	High	27.15%	27%				28.74%	27%	

	STAKE HOLDE R	ACTION / PROGRESS	TIMELINE	STA TU S
<p>Recommendation 1 That Cabinet work with the private rented sector to encourage landlords to let properties to residents on the Housing Register and in receipt of Housing Benefit. (paragraph 6.16)</p>	Cabinet	<p>Officers continue to work with private landlords to meet housing need and to increase housing supply. During 2016/17 51 homes were procured through private sector Landlords . Additionally officers work closely with Landlords to sustain tenancies and prevent homelessness. <i>During 2016/17 458 episodes of homelessness were prevented by officer interventions</i></p>	<i>On-going</i>	<i>G</i>
<p>Recommendation 2 That Cabinet explore the opportunity for providing temporary accommodation in house. This should include a review of both housing need and disruption to residents placed out of the borough as well as the potential financial benefits tot the Local Authority. This should also enable the council to meet requirements regarding tenure, in particular for larger units for families. (paragraph 6.28)</p>	Cabinet	<p>Officers continue to explore opportunities for alternative delivery models of temporary accommodation for homeless households. The council continues to maintain its position of having the lowest number of homeless households in temporary accommodation in London ,Currently there are 182 households. Officers are also working with Notting Hill Housing and other providers so as to identify potential procurement of housing supply for households in acute housing need</p>	<i>On-going</i>	<i>G</i>
<p>Recommendation 3 That a report is presented to the Sustainable Communities Scrutiny Panel in anticipation of the proposed Pay to Stay policy on how residents might be incentivised to move on to alternative</p>	Cabinet	<p><i>Government are not proceeding with the “pay to Stay” policy</i> <i>(Deleted)</i></p>	<i>This recommendation is closed</i>	<i>G</i>

forms of affordable housing, freeing up much needed social housing (paragraph 7.12)				
<p>Recommendation 4</p> <p>The Cabinet undertakes a review into the effectiveness of viability assessments and make recommendations on challenging developers to enable the provision of more affordable housing. (paragraph 8.12)</p>	Cabinet	<p>This recommendation is linked to Recommendations 5 and 6 below). On behalf of all London councils, the Mayor of London has undertaken a review, consulted on and published new London-wide planning guidance on affordable housing and viability (August 2017) This aims</p> <ul style="list-style-type: none"> •to increase the amount of affordable housing delivered through the planning system •embed the requirement for affordable housing into land values •make the viability process more consistent and transparent. All London boroughs including Merton will now be able to use this SPG to support provision of more affordable housing. 	Ongoing	G
<p>Recommendation 5</p> <p>That Cabinet agree to consider whether viability assessments can be made available for review to Councillors on the Planning Application Committee. (paragraph 8.12)</p>	Cabinet	<p>To progress this matter the council is consulting on Merton’s requirements for developers to submit viability assessments with planning applications (known as the Validation Checklist) which closes on the 28th February 2018 and, subject to cabinet approval, will form part of the validation checklist from spring 2018 onwards.</p>	Winter 2017	G
<p>Recommendation 6</p> <p>That the planning department proactively considers using their right to review powers on developments that don’t meet the 40% affordable housing target. (paragraph 8.12)</p>	Cabinet	<p>Officers in the Development Control team have recently used this method and will continue to implement it as appropriate on a case by case basis</p>	on-going	G
<p>Recommendation 7</p> <p>That the Council encourages developers to</p>	Cabinet	<p>Officers in the Development Control team actively encourage this at all pre-application meetings with</p>	On-going	G

engage with Registered Providers, at an earlier stage in the planning process, on the development of affordable housing. (paragraph 8.12)		prospective applicants and will continue to do this as part of their everyday engagement with applicants		
Recommendation 8 The Cabinet consult with councillors and community groups on potential sites and land that present opportunities for the development of affordable housing (paragraph 8.13)	Cabinet	This work will be part of the council's revision of the Local Plan during 2017 and 2018 (programme agreed at September 2016 full council). Consultation took place in late 2017 and has now closed. Officers will review the submissions and consider them as part of the revisions to Merton's Local Plan process.	On-going to late 2018	G
Recommendation 9 That the Cabinet consider opportunities for gifting small to medium pockets of land in council ownership to Housing Associations in order to stimulate the creation of more affordable housing to meet demand. In doing so, Cabinet should submit a report to the Sustainable Communities Scrutiny Panel for review on the business case and council's ability to gift land and on what might be proposed to housing associations with this. As part of any agreement with Housing Associations on the use of council land/sites, the Council should receive full nomination rights to all properties developed. (paragraph 8.19)	Cabinet	Officers in Sustainable Communities are considering this matter and will report back on the legal and financial implications during 2017. This work is ongoing.		G
Recommendation 10 That Cabinet agree to consult with Registered Providers in revising the terms of reference of	Cabinet	<i>Officers continue to progress this matter.</i>	On-going	G

the MerHAG Group, to enable a more regular forum for proactive engagement with Housing Associations and Registered Providers on the opportunities for, and barriers to, the development of affordable housing in Merton. (paragraph 10.7)				
Recommendation 11 That the Council effectively communicates its sites and policies plan to Registered Providers. (paragraph 10.7)	Cabinet	Officers in Sustainable Communities meet Registered Providers on a regular basis and communicate this to them.	On-going	G
Recommendation 12 That the Sustainable Communities Scrutiny Panel invites all Registered Providers in operation in the borough to a future meeting to gather information on their overcrowding strategies and to make any recommendations, as appropriate. The Panel should also engage other Local Authorities to look at good practice, including Richmond Council who the task group met with as part of this review. (paragraph 12.20)	Cabinet	<i>It was agreed that this action be removed</i> <i>(Deleted)</i>		
Recommendation 13 That the Council consider the proposal for a Housing Development Company in Merton and ensure that it meets Council policy on affordable housing, encouraging where possible, given that it is a Council owned vehicle that it provides above and beyond the baseline of 40% affordable housing. (paragraph 13.16)	Cabinet	Following Cabinet and Council resolution in April 2017, the council has established an arms length property development company, Merantun Development Limited, and the initial four sites are in the design and planning phase; planning applications are scheduled to be submitted in autumn 2018.	Recommendation achieved	G

<p>Recommendation 14 That Cabinet explore effective policy enacted by other London Councils to unlock land banking and stalled development sites to ensure that affordable housing can be developed sooner. (paragraph 13.16)</p>	Cabinet	This would be addressed through recommendation 8 above	See Rec 8 above	G
<p>Recommendation 15 That Cabinet identify sites to commission the development of intermediate products, such as Pocket homes, in order to meet the needs of those trying to secure ownership of a property but unable to afford full market values. (paragraph 14.6)</p>	Cabinet	This would be addressed through recommendation 8 above	See Rec 8 above	G
<p>Recommendation 16 That Cabinet identify sites to commission the development of homes, such as those offered by YCube, in order to support residents to move out of temporary accommodation or social housing (paragraph 14.10)</p>	Cabinet	This would be addressed through recommendation 8 above	See Rec 8 above	G
<p>Recommendation 17 That the Council lobby the Sec. of State for Health to simplify structures regarding land ownership and responsibilities for selling off NHS land. (paragraph 14.20)</p>	Cabinet	The council has successfully bid for Stage 2 of the One Public Estate project which will provide the funding to undertake a review and consolidation of services and assets to March 2018	March 2018	G

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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*) **COMPLETE**

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*) **COMPLETE**

Scrutiny category	Item/issue	How	Lead member and/or lead officer	Intended outcomes
Performance monitoring (including trend data on waste, recycling and street cleaning)	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	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.
Call-in	Decision to award the construction works for Merton Hall	Written report	<ul style="list-style-type: none"> Chris Lee, Director of Environment and Regeneration Tom Procter, Service Manager Contracts & School Organisation 	The Cabinet decision made on 11 December 2017 to award the construction works for Merton Hall has been called-in by Councillors for further scrutiny.
Performance monitoring and pre-decision scrutiny	Update: waste, recycling and street cleaning	Written report	<ul style="list-style-type: none"> Graeme Kane, Assistant Director, Public Space, Contracting and Commissioning 	To allow Panel members to closely monitor performance and to consider the issue of bin size options prior to the rollout of the new service.

ADDITIONAL MEETING: 16 January 2018 (*Deadline for papers: 12pm, 8 January 2018*) **COMPLETE**

Scrutiny category	Item/issue	How	Lead member and/or lead officer	Intended outcomes
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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.
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	Merton Adult Education	<ul style="list-style-type: none"> Written report Visit to South Thames College (25 January 2018) 	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.
Scrutiny review	Presentation of the action plan in response to the care leaver accommodation reference to Cabinet	Written report	<ul style="list-style-type: none"> • Yvette Stanley, Director, Children Schools and Families, • Mark Gywnne, Interim Head of Policy, Planning & Performance 	For the Panel to review the action plan in response to its reference to 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> <u>Cancelled: all members invited to official opening</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.
Update report	South London Waste Partnership – Phase C new service provision PLUS performance monitoring	<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.
Scrutiny review	Crossovers task group – Cabinet response and action plan Deferred: Cabinet has requested to see the action plan prior to it coming to scrutiny. Will come to scrutiny in the new municipal year.	Written report	<ul style="list-style-type: none"> • Paul McGarry, head of future Merton • 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 	For the Panel to monitor the implementation of the recommendations it made and were accepted by Cabinet.

			Communities	
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 (including trend data on waste, recycling and street cleaning)	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	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.
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 Deferred until the next municipal year to allow a full year of operation	Written report	Chris Lee, Director of Environment and Regeneration	To monitor the effect of the diesel levy close to a year after its implementation.

	prior to review.			
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

TBC (as required):

- Leisure centres
- Wimbledon and Crossrail2

Forward Plan Items

1. Leisure Management Agreement

To consider extending the leisure centers management contract with GLL both in terms of length of contract and scope of services

Decision type: Key

Reason Key: Significant expenditure or savings;

Decision status: For Determination

Notice of proposed decision first published: 09/01/2018

Decision due: 19 Feb 2018 by Cabinet

Lead member: Cabinet Member for Community and Culture

Lead director: Director of Environment and Regeneration

Contact: Christine Parsloe, Leisure and Culture Development Manager Email: christine.parsloe@merton.gov.uk.

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