

Merton Council Overview and Scrutiny Commission



Date: 20 March 2019

Time: 7.15 pm

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

AGENDA

Page Number

- | | | |
|----|--|---------|
| 1 | Apologies for absence | |
| 2 | Declarations of pecuniary interest | |
| 3 | Minutes of the previous meeting | 1 - 8 |
| 4 | Access to services through the council's website - the conclusion of the customer contact contract | 9 - 18 |
| 5 | General Data Protection Regulation (GDPR)
To receive a presentation from the Head of Information Governance – slides included in the agenda pack. | 19 - 34 |
| 6 | Government response to the Communities and Local Government Committee review of the effectiveness of overview and scrutiny committees | 35 - 40 |
| 7 | Action plan update on recommendations of the recruitment and retention of teachers scrutiny task group | 41 - 52 |
| 8 | Draft minutes of the financial monitoring task group, 25 February 2019 | 53 - 58 |
| 9 | Discussion of questions for the Borough Commander
Members are requested to identify the questions they wish to be addressed by the Borough Commander when she attend the Commission's meeting on 24 April 2019. These will be responded to in writing and included in the agenda pack for the April meeting – supplementary and additional questions can be asked at the meeting. | |
| 10 | Work programme | 59 - 66 |

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Overview and Scrutiny Commission membership

Councillors:

Peter Southgate (Chair)
Peter McCabe (Vice-Chair)
Laxmi Attawar
John Dehaney
Sally Kenny
Paul Kohler
Rebecca Lanning
Oonagh Moulton
Owen Pritchard
David Williams

Substitute Members:

Dennis Pearce
Eleanor Stringer
Nick McLean
Thomas Barlow
Carl Quilliam
Edward Foley

Co-opted Representatives

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

Note on declarations of interest

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

What is Overview and Scrutiny?

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

Scrutiny's work falls into four broad areas:

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

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

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Agenda Item 3

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OVERVIEW AND SCRUTINY COMMISSION

23 JANUARY 2019

(7.15 pm - 9.50 pm)

PRESENT: Councillors Peter Southgate (in the Chair), Peter McCabe, Laxmi Attawar, John Dehaney, Sally Kenny, Paul Kohler, Rebecca Lanning, Owen Pritchard, David Williams and Nick McLean

Co-opted Member Helen Forbes

ALSO PRESENT: Councillor Mark Allison (Deputy Leader and Cabinet Member for Finance)

Caroline Holland (Director of Corporate Services), Kim Brown (HR Lead), Sophie Ellis (Assistant Director of Customers, Policy and Improvement), Mark Humphries (Assistant Director of Infrastructure & Technology), Roger Kershaw (Assistant Director of Resources) and Julia Regan (Head of Democracy Services)

1 APOLOGIES FOR ABSENCE (Agenda Item 1)

Apologies were received from co-opted members Emma Lemon and Colin Powell.

2 DECLARATIONS OF PECUNIARY INTEREST (Agenda Item 2)

There were no declarations of pecuniary interest.

In relation to agenda items 4, 5 and 6, Roger Kershaw declared that he was a Director of Merantun and Sophie Ellis declared that she was a Director of CHAS.

3 MINUTES OF THE PREVIOUS MEETING (Agenda Item 3)

The minutes of the previous meeting were agreed as an accurate record with the replacement of text on page 1 "Councillor Owen Pritchard and Paul Kohler visited Mitcham Police Station and confirmed that the number of car parking spaces was 45 as reported to the Commission by the Borough Commander" with:
" Councillor Owen Pritchard and Paul Kohler visited Mitcham Police Station and confirmed that the number of car parking spaces was 29 plus 5 public spaces and not 45 as reported to the Commission by the Borough Commander".

4 BUSINESS PLAN UPDATE 2019-23 (Agenda Item 4)

Members agreed to take items 4, 5 and 6 together.

The Director of Corporate Services, Caroline Holland, introduced the two Business Plan Update reports (item 4 – Cabinet 10 December and item 6 – Cabinet 14 January), outlining the content and highlighting the new information in the January

report. She drew the Commission’s attention to progress that had been made on balancing the budget and the gaps that remained for future years.

Caroline Holland provided additional information in response to questions about the Medium Term Financial Strategy:

- The most up-to-date draft of the Medium Term Financial Strategy 2019-23 is set out on page 133 of the agenda pack
- The £24 police precept for police authorities has been set by the government;
- Council tax is likely to increase by about 5%. Note that Council agreed to extend the council tax support scheme;
- The 2% increase in council tax from 2020/21 onwards assumes that government will return to the previous capped level
- Use of the balancing the budget reserve will be spread over two years rather than one as reported in September
- An update on the use of reserves will be provided to Cabinet’s February meeting

Savings proposals for Corporate Services

Members asked questions and made comments about individual savings proposals:

New savings	
CS03 Remove premises contribution to voluntary sector grant recipients	Noted that the reputational risk should read “high” and not “very high”. Expressed concerns about repercussions for the rest of the voluntary sector. Expressed concern about viability of MVSC and CAB finding alternative sources of funding to meet these running costs. AGREED to refer back to Cabinet for reconsideration.
CS04 Reduce strategic partner grant by 10%	Noted the high risk rating. Noted that saving is proposed for 2022/23.
CS05 Reduction in staff	Confirmed that member of staff no longer needed now that Home Office have removed nationality checks from local authorities. Saving AGREED.
CS06 Reduction in staffing in Revenues and Benefits	The Assistant Director of Resources said that he was confident that the saving could be achieved without a material impact on performance and that the quality impact assessment categorised the impact as 1 (the lowest impact category). Saving AGREED.
CS07 Increase in investment income	Saving AGREED.

CS08 Reduction in staffing	Saving AGREED.
CS09 CHAS dividend	Noted that this would be an ongoing saving and that opportunities for increasing the dividend would be kept under review. Saving AGREED.
CS10 Recharges to Merantun Developments	Saving AGREED.
CS11 Amend discretionary rate relief policy	Saving AGREED.
CS12 Increase charge for long term empty properties	Noted that charges are set by government and this is the maximum that can be achieved. Saving AGREED.
CS13 Improve collection of Housing Benefit overpayments and reduce bad debt provision	Noted that this is already underway and will not have a material impact. Saving AGREED.
CS14 Impose civil litigation cap at £20k	Saving AGREED.
CS15 Reduce civil litigation legal support by 50%	Saving AGREED.
CS16 Close Morden Park House & relocate staff to Civic Centre	Members said that they greatly valued the building and noted the recent work carried out. They asked questions about the business model and were informed that the level of income would not offset costs. Members asked for more information on the level of corporate overheads charged to the service - the Director of Corporate Services undertook to provide this. Noted the costs incurred by vacant sites and suggested that closure might be a false economy. AGREED to refer back to Cabinet for reconsideration.
CS17 Close Chaucer Centre & relocate staff to Civic Centre	Noted that the SMART centre meals would be provided through the school meals contract. Saving AGREED.
CS18 Close Gifford House & relocate staff to Civic Centre	Endorsed the policy of moving staff from other buildings into the Civic Centre. Saving AGREED.
CS19 Reduction in repairs and maintenance budgets	The Assistant Director of Infrastructure and Technology said that the reduction would be achieved by reducing the number of buildings and that there would be minimal impact on the fabric of the Civic Centre. Saving AGREED.

CS20 Reduction in energy invest to save budget	The Assistant Director of Infrastructure and Technology said that all the quick wins and low budget measures had already been taken to improve energy efficiency and that this could only be further improved through large capital projects, therefore less revenue budget now required. Saving AGREED.
CS21 Implement phase 2 of flexible working programme	Saving AGREED.
CS22 Reduce frequency of cleaning in corporate buildings	Members expressed concern about potential impact on staff and on public areas. The Assistant Director of Infrastructure and Technology assured members that this saving had been discussed with the provider to identify ways of working differently without having a significant impact. He assured members that the frequency of cleaning in the toilets and kitchen areas would not be reduced. Saving AGREED.
CS23 Introduce means assessed charging	Saving AGREED.
CS24 Redesign HR services	Saving AGREED.
CS25 Charge for voluntary sector payroll	Noted that there are other payroll providers and that this saving was flagged to the voluntary sector two years ago so many of them have already switched providers. Saving AGREED.
CS26 Review of HR contract arrangements	The Director of Corporate Services said that officers were planning to achieve this in conjunction with neighbouring boroughs. Saving AGREED.
CS27 Merge Democracy Services and Electoral Services	Members noted that scrutiny would be less busy around election times. Members asked the Director of Corporate Services to be mindful of their desire for the scrutiny function to continue to be led by someone with experience and understanding of its aims and objectives. Saving AGREED.
CS28 Cash collection reduction	Saving AGREED.
Replacement savings	

CSREP (1) Increase legal charges income	Saving AGREED.
CSREP (2) Reduce internal insurance fund contribution	Saving AGREED.
CSREP (3) Increase income from enforcement service	Saving AGREED.
CSREP (4) Increase in investment income	Saving AGREED.
CSREP (5) CHAS dividend	Saving AGREED.
CSREP (6) Legal services budget reduce HR support	Saving AGREED.
Deferred savings	
CSD7 Restructure post and print section	Saving AGREED.
CS 2015-03 Restructure of transactional services	Saving AGREED.
CS03 Infrastructure and Transactions – adjust Local Authority Liaison Officer arrangements	Saving AGREED.

Capital programme

Members discussed the overall cost of the capital programme and its implications for the revenue budget. They asked questions about slippage and whether there was scope to further reduce the capital programme.

Caroline Holland advised that it was difficult to estimate the spread of costs for largescale programmes that ran over a number of years. She said that the funding of the capital programme took into account a certain level of slippage and assured members that there was a rigorous level of challenge for capital programme items.

Caroline Holland said that the capital programme was already committed for 2019/20 so any review of its content would have little impact. Members discussed the potential for impacting on the capital programme beyond 2020 and RESOLVED to ask the Financial Monitoring Task Group to carry out a deep dive review of the future capital programme.

ACTION: Head of Democracy Services

Members also AGREED to include a request in its reference to Cabinet, asking Cabinet to re-review the future capital programme and associated financial implications for the revenue budget.

Reference to Cabinet

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

1. The Commission noted the Local Government Association's statement “ *It is disappointing that the government has not used the budget to provide further desperately needed resources for councils next year ...It is vital that the government*

provides new funding for all councils in the final settlement , and uses the 2019 Spending Review to deliver truly sustainable funding for local government”;

2. The Commission recommended that Cabinet agree to support the Local Government Association in lobbying government for a more sustainable basis for the funding of local government;

3. The Commission invited Cabinet to reconsider savings proposal CS03 – remove contribution to E&R for funding premises occupied by VS grant recipients (MVSC and CAB). Members of the Commission asked whether there were alternative sources of funding that MVSC and CAB could access and expressed concern about the impact that this proposed saving might have on the rest of the voluntary sector.

4. The Commission invited Cabinet to reconsider savings proposal CS16 – closure of Morden Park House and relocation of statutory services to operate at the Civic Centre. Members of the Commission said that they greatly valued the building and asked questions about the business model and whether closure might be a false economy. The Director of Corporate Services undertook to provide information on the level of corporate overheads charged to the service;

5. The Commission would have liked to have received more information about the level and funding consequences of the capital programme. It therefore recommended that the Financial Monitoring Task Group should carry out a deep dive review of the capital programme and requested that, in the meantime, Cabinet re-review the future capital programme and associated financial implications for the revenue budget.

5 BUSINESS PLAN 2019-23 SAVINGS INFORMATION PACK (Agenda Item 5)

Included in minute of Agenda item 4.

6 BUSINESS PLAN UPDATE - CABINET JANUARY 2019 (Agenda Item 6)

Included in minute of Agenda item 4.

7 SCRUTINY OF THE BUSINESS PLAN 2019-2023: COMMENTS AND RECOMMENDATIONS FROM THE OVERVIEW AND SCRUTINY PANELS (Agenda Item 7)

Members noted that a full report of the discussion at each of the Panel meetings would be provided in the minutes of the Panel meeting. Members discussed the content of the report from the Panels and AGREED that in future years they would take time to agree the reference to Cabinet at each of the Panel meetings.

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

8 FINANCIAL MONITORING TASK GROUP - NOTE OF MEETING HELD ON 13.11.18 (Agenda Item 8)

Noted.

9 WORK PROGRAMME (Agenda Item 9)

The Commission resolved to agree the work programme as set out in the report.

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Overview and Scrutiny Commission

Date: 20 March 2019

Wards: All

Subject: Access to services through the council's website – the conclusion of the customer contact contract

Lead officer: Sophie Ellis, Assistant Director of Business Improvement

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

Contact officer: Sophie Ellis, Assistant Director of Business Improvement

Recommendations:

-
1. That the Commission comments on the conclusion of the Customer Contact contract.
-

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. This report updates the Commission on the conclusion of the Customer Contact contract. The Commission last took a report from the programme in February 2018.

2 BACKGROUND

- 2.1. The Customer Contact programme was instigated to deliver the technology and re-designed processes to support the council's Customer Contact Strategy, aimed at meeting the changing needs of our customers for access to services and, in particular, for services accessed via the internet. This strategy focuses on two key outcomes: firstly, to improve service users' experience of accessing council services, and secondly to reduce the cost of those services by encouraging people to self-serve, and by responding to customer enquiries the first time that they are raised. This will reduce unnecessary effort for residents, and 'avoidable' work for staff.
- 2.2. In March 2015 the council awarded a contract to General Dynamics IT Ltd (henceforth GDIT) to deliver this technology and support the associated changes in business process design. The contract commenced on 23 April 2015. It completed on 17 December 2018 when both parties mutually agreed to part ways.
- 2.3. Since September 2015 there have been delays in the delivery of elements of the programme.
- 2.4. Direct savings targets have deliberately not been attached to the programme itself because the improvements provided will be translated into efficiencies by all services across the council. On this basis the programme underpins a number of savings captured in the Medium Term Financial Strategy.

3 PROGRESS

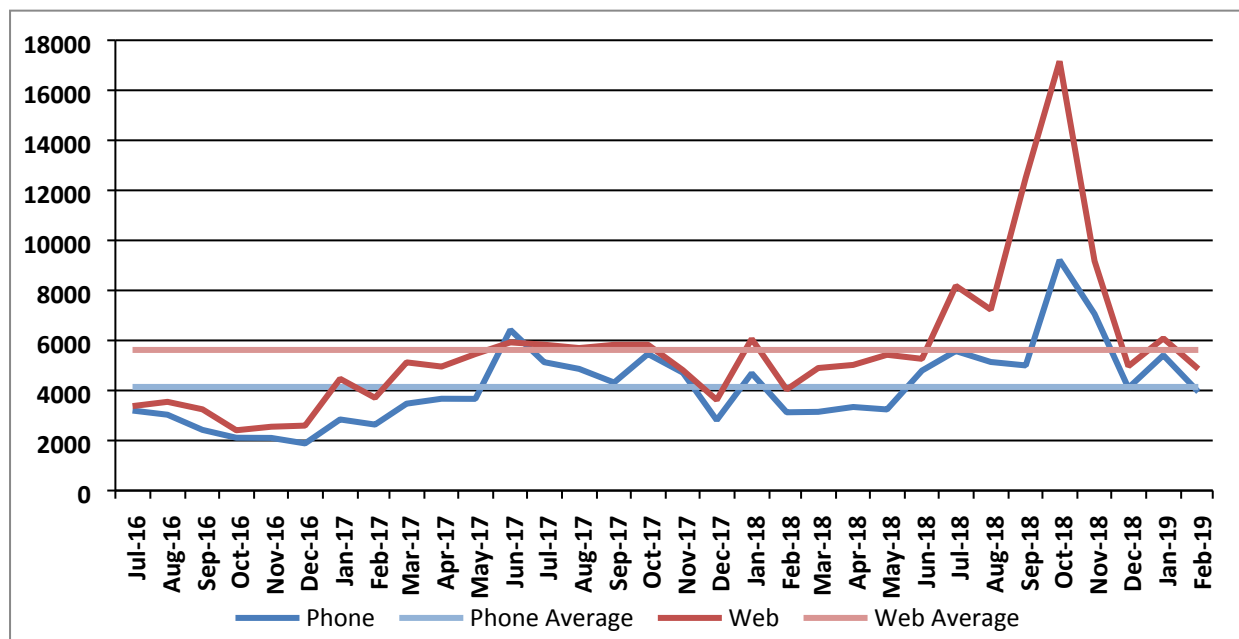
- 3.1. The council deployed mechanisms within the contract to alert GDIT to their concerns over the delays and secure a resolution.
- 3.2. Commercial negotiations followed, which were concluded in December 2018 when both parties mutually agreed to part ways.
- 3.3. The details of the negotiations are commercially confidential; further details are provided in Confidential Appendix A. The Commission may want to receive a verbal update, in closed session, at this meeting.
- 3.4. The specification of requirements for delivery of the programme included a number of outcomes in relation to automation of customer contact; approximately 50% of these have been delivered.
- 3.5. The council also specified specific transactions that were to be automated (made available to residents and service users on the council's website); approximately 62% of the council's requirements have been delivered.
- 3.6. Some of the key elements the programme has delivered include:
 - An IT system that contact centre staff use to record and deal with customer enquiries online, in person, and over the telephone.
 - A new transactional website, designed to ensure customers can easily access information and services on all devices, including mobile phones.
 - Back office integrations between the contact centre IT system (and front facing website) with four line-of-business systems to allow referral of requests and payments to be automated; this is important as it allows us to increase the number of calls where we can deal with enquiries at the first point of contact.
 - Streamlining of microsites (discrete portals or websites provided by different systems to facilitate access to services provided by different systems).
 - Redesigned processes and operating system for an on-line waste service, entirely driven from within the CRM system and available to customers on the website; this has included subsequent redesign of processes and further integrations with Veolia's IT systems responding to the new waste collection processes as part of the South London Waste Partnership initiative.
 - Redesigned and automated processes within Traffic and Highways.
 - Redesigned and automated processes within Parks and Greenspaces, including the provision for customers to book and pay for courses online.
 - Redesigned and automated processes within the Property function.
 - Redesigned and automated three processes related to Mayoral Charity Events to allow online bookings.
 - A new intranet platform for the council.

- 3.7. In December 2018 the system was transferred to new hosting and support arrangements. This is a temporary arrangement; the council is planning to introduce a new Microsoft Office suite of products (MS Office 365) in 2019/20 and these will provide the permanent hosting arrangements for the customer contact technology.
- 3.8. The Commission is asked to note that the progress of the programme has attracted significant interest under the Freedom of Information Act 2000. The extent to which the requested information can be provided by officers has been restricted by legal professional privilege and commercial confidentiality. Confidential Appendix A provides the Commission with the restricted information.

4 UPTAKE

- 4.1. The take-up of online services has confirmed that there is high demand for online services by Merton residents.
- 4.2. The following table shows a comparison of web and telephone contact for transactions since rollout of the new functionality began in July 2016.

Total Contact – Web/Phone comparison



- 4.3. The data show that overall an average of 60% of contact is online. This has risen over the life of the programme, as has the volume of contact overall (as more online transactions have been introduced). Online contact as a proportion of contact overall reached 71% in September 2018. The peak in contact around October coincided with the launch of the new waste service, which saw an increase in queries, particularly over the phone.
- 4.4. The high level of uptake of the new automated processes offers reassurance that for many residents the design of the system is intuitive. Notwithstanding this, feedback from a number of residents and Members

confirms that there is room for further improvement – it was always the intention of the programme that feedback from users would be sought and improvements made to the automated processes on the basis of this, where agreed. As an example, the processes for reporting issues that are not related to a specific customer or property (e.g. fly tipping notifications) require amendment so that customers do not need to provide personal details if they prefer not to

- 4.5. Requests from commercial ‘apps’ such as Fix My Street and Love Clean Streets continue to be accepted and processed through the relevant service areas to ensure customers are not disadvantaged by these delays and can use the method of reporting that is most suitable to them.

5 NEXT STEPS

- 5.1. A lessons learned review will be undertaken to ensure organisational learning from the programme.
- 5.2. A workstream has been established to ensure the systems that have been implemented through this programme are refined and improved and remain fit for purpose. This will adopt a more agile approach, to ensure it is able to respond to customer feedback, shifting priorities and the unpredictable challenges that are inherent with any technology development.
- 5.3. The list of further enhancements and improvements to the system includes:
 - development that remains outstanding within the original specification of requirements (see items 3.4 and 3.5 above), such as the introduction of a ‘customer account’ to allow service users to view appropriate transactions, including progress updates, in a password-secured area;
 - refinement of processes that have already been automated, responding to customer feedback and/or changes to requirements, such as allowing for anonymous reporting of fly tips;
 - new requirements for automation that council services have identified through the recent target operating model refresh exercise.
- 5.4. Work is currently underway to recruit the skills and expertise to undertake this development work.
- 5.5. In parallel, officers are refreshing the Customer Contact Strategy and Customer Standards.

6 CONSULTATION UNDERTAKEN OR PROPOSED

- 6.1. The governance arrangements for the programme have ensured that services across the organisation are fully engaged in the development of the approach in general, and in the design of automated business processes in particular.
- 6.2. Refreshed governance arrangements will be introduced to oversee the work programme referenced in item 5.3 above.

- 6.3. The new website has been designed to encourage feedback from users, Since its launch in July 2016 we have received over 6,256 pieces of feedback ranging from compliments, issues with the interactive web forms, comments on look and feel of the new design and other non-web related issues. This feedback has influenced the list of enhancements and improvements referred to in item 5.3 above.

7 TIMETABLE

- 7.1. It is expected that the move to MS Office 365 will require a temporary freeze on changes to the system; this is standard IT practice. The timescale for this freeze has not yet been confirmed, however it is expected to take place in the latter part of 2019. Officers have therefore planned for a development window from March up until the change freeze (expected to be six months maximum) though this will be kept under review as the detailed plan for the introduction of MS Office 365 emerges. During this period high priority enhancements and improvements will be worked through – Appendix B provides an overview of these.
- 7.2. Development will commence as soon as the technical skills have been recruited (see item 5.4 above).

8 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 8.1. The Customer Contact Programme was an element of the overarching transformation of the organisation as part of the Outstanding Council Programme. Funds were earmarked through allocated reserves to facilitate the programme. This planned one-off investment underpinned ongoing revenue savings that will benefit the council each year.
- 8.2. The programme was key to the achievement of planned savings through self-service and channel shift and the aspirations set out in a number of service target operating models (TOMs) are dependent on the technology the programme has introduced and will continue to underpin through the ongoing development set out within this report.
- 8.3. Appendix C provides the agreed savings that were associated with, or enabled by, the programme as set out in the report to Cabinet on 9 March 2015 and to the Commission on 10 March 2015. Of these savings, £1.698m have been achieved.
- 8.4. The initial programme budget of £2.8m was approved by Cabinet on 12th July 2012. An update on expenditure is provided in Confidential Appendix A.

9 LEGAL AND STATUTORY IMPLICATIONS

- 9.1. The South London Legal Partnership has worked closely with the programme team in the commercial negotiations referenced in item 3.2 above. The outcome and detail of the negotiation is commercially confidential; further information is provided in Confidential Appendix A.
- 9.2. The ongoing development set out within this report may involve some impact on the provision of some statutory services, e.g. regulatory services,

but this will be established and managed through the engagement of the relevant services and will depend on whether specific processes can feasibly be delivered through different channels and by different means.

10 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

- 10.1. There are not expected to be any human rights issues from the programme. An Equalities Impact Assessment has been completed and is being updated at key points in the programme. Community and other key stakeholder groups will be engaged as part of the programme and any implications will be managed with the relevant officers in the Council.
- 10.2. Customers' expectations will be managed and mediated access made available to those vulnerable or with limited on-line capacity.

11 CRIME AND DISORDER IMPLICATIONS

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

12 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

- 12.1. All risks, assumptions, issues and dependencies are being actively managed as part of the programme. There are not expected to be any Health and Safety implications
- 12.2.

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

Appendix A – (Confidential) Update on commercial negotiations

Appendix B – Overview of system enhancements/improvements planned

Appendix C – Agreed Savings Associated with Customer Contact/EDMS
(Taken from Cabinet report 09/03/15)

14 BACKGROUND PAPERS

Customer Contact Strategy

Customer Contact Contract Award report to Cabinet 9 March 2015

Appendix B – Overview of system enhancements/improvements planned

General

- GDPR compliance
- Data cleansing
- Address data
- Email updates to customers
- Integration errors
- Resolution categories
- Report development
- Anonymous reporting option

Waste

- Bulky waste
- Garden waste
 - Online renewals
 - Fixes
- Assisted collection
- Bin not returned correctly
 - Online reporting
 - Fixes
- Gully cleansing
- Updating wording on eforms
- Clinical waste
- Report street incidents on map

Traffic & Highways

- Fix to vehicle crossover
- Fix to disabled bay application
- Map functionality

Appendix C – Agreed Savings Associated with Customer Contact/EDMS (Taken from Cabinet report 09/03/15)

Ref	Description of Saving	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
2013/17 Budget					
CH04	Staffing restructure to deliver efficient processes, and building on planned shift of some customers to manage their own processes	148	0	100	
CS17	Reduction in paper invoices through scanning and deletion of scanning role		30		
CS35	Closure of cash office and resulting staff savings	30			
CS39	Implementation of Channel shift strategy and customer services review	30	30	30	
EN14	Mobile technology delivering efficiencies through reduced paperwork		100		
2014/17 Budget					
CS63	Reorganisation of systems development and support arrangements			88	74
2015/18 Budget					
CSD3	Rationalise IT support and delivery			86	
CSD5	Increased external bookings at Chaucer Centre			40	
CSD7	Restructure Post and Print Section			40	
CSD8	Restructure IT Service Delivery			40	
CSD13	Reduce Customer Access Points		15		
CSD14	Further automation to reduce need for Revenues Officer			30	
CSD36	Business Systems re-structure following rationalisation of IT systems Phase 1		10		
CSD39	Business Systems re-structure following rationalisation of IT systems Phase 2			50	
CSD41	Consolidation of Systems Support			20	
CSD43	Shared service for Fol and Information Governance			40	40
E&R 3	Improve on-line Booking functions				16

Ref	Description of Saving	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
E&R10	Back-office re-organisation			80	
E&r34	Alternative delivery model of Highways Inspection Team				30

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Karin Lane

Head of Information Governance

GDPR / DPA 2018

Overview & Scrutiny Commission

20 March 2019



GDPR / DPA 2018

- **General Data Protection Regulation**
 - direct effect across all EU member states & GDPR gives member states limited opportunities to make provisions for how it applies in their country, so we also have
- **Data Protection 2018**
- **Both effective from 25 May 2018 – with GDPR subsumed in to DPA 2018**
- **Evolution not revolution**

Who's who

- Data Protection Officer – Paul Evans
- Senior Information Risk Owner – Caroline Holland
- Caldicott Guardian – Hannah Doody
- Head of Information Governance – Karin Lane
- Information Governance and Records Management Officer – Andy Dixon
- Head of IT Service Delivery – Richard Warren
- Security and Governance Officer – Andrew Booth
- Legal IG Lead – Fabiola Hickson

What were the main changes

- Appointment of Data Protection Officer
- Record of personal data held and processing activities
- Explanation and confirmation of the lawful basis for processing personal data
- Consent requirements to process personal data for individuals and children
- Data protection privacy by design
- Data Protection Impact Assessments
- Individual's Rights relating to: access (SARs); being informed; data rectification, erasure, portability and processing restrictions; objection; and not being subject to automated decision-making, including profiling
- Personal Data Breach detection, reporting and investigation procedures

What we have done so far

- Record of Processing Activity published
- Corporate Privacy Notice published
 - Service specific Privacy Notices published
 - Councillors Privacy Notices published
 - Child friendly Privacy Notice published
- All contracts with third party suppliers that involve personal data being updated – over 1,300
- Photo & video consent form updated

Legal Basis for Processing

- **Need to establish which legal basis applies to your information** – for most council services it's likely to be:
- **Performance of a task** – use information to perform a statutory duty and you must state the relevant legislation
 - **Legitimate interest** – use or share information in the interest of the data subject (safeguarding) you need to state the circumstances
 - **Consent** – if you gain consent it must be freely given, specific & a clear affirmation – do not rely on this where we have a statutory duty as consent can be withdrawn
 - **Contract** (HR / employment)
 - **Legal obligation** (required to share with public authorities)
 - **Vital interests** (protecting someone's life)

What have we done so far

- Data Privacy Impact Assessment part of MAP methodology – Privacy by Design
- Updated policies
 - Data protection policy – public
 - Information Rights Policy
 - Subject Access Request Policy
- Log for information requests
- Reviewed and updated Information Sharing Agreements
 - Safer Merton / Youth Justice / MASH / Public Health
- Improved information breach reporting

What we have done so far

- Departmental Information Governance Champions completed Information Asset Registers
 - what personal information team hold
 - how they use it
 - who they share it with
 - how long they keep it
 - how they dispose of it etc.

Training

- All Departmental Management Teams
- Being a Manager in Merton
- Divisional team meetings
- Inductions
 - Children's workforce induction
- Specific teams
 - Safer Merton / Visiting Officers / Business Support
- Training for partners
 - Care home providers
- Training for new intake of Councillors

Fines

- Under GDPR can be up to **€40M Euros!**
- Ealing LB warned to toughen up how it protects personal information after a social worker left court documents on the roof of her car and drove off – documents have never been recovered
- £200k – Independent Inquiry into Child Sexual Abuse (IICSA) – revealing identities of abuse victims in mass email
- £200k – NHS Surrey – 3,000 patient details found on second hand computer found on online auction site
- £150k – Glasgow City Council – 2 unencrypted laptops lost with personal details of over 20,000 people
- £120k – Royal Borough of Kensington and Chelsea – unlawfully identified 943 people who owned vacant properties in the borough.
- £100k - Hampshire County Council – documents containing personal details of over 100 people were found in a disused building
- £100k – Gloucester City Council – a cyber attacker accessed council employees' sensitive personal information

Fines

- Former head teacher who obtained personal information about schoolchildren has been prosecuted & fined £700; costs £364.08; victim surcharge of £35
- Former senior local government officer prosecuted for passing the personal information of rival job applicants to his partner - he accessed the authority's recruitment system and emailed the personal information of the nine rival shortlisted candidates to both his own work email address and also his partner's Hotmail account - fined £660; costs £713.75; victim surcharge of £66
- Former local authority education worker who illegally shared information about schoolchildren & parents has been prosecuted; She took a screenshot of a spreadsheet and sent to a parent via Snapchat - fined £850; costs £713
- Former doctor's surgery employee inappropriately accessed the records of patients and staff members – fined £350, costs of £643.75 & victim surcharge of £35

Enforcement action

- Former head teacher who obtained personal information about schoolchildren has been prosecuted & fined £700; costs £364.08; victim surcharge of £35
- Former senior local government officer prosecuted for passing the personal information of rival job applicants to his partner - he accessed the authority's recruitment system and emailed the personal information of the nine rival shortlisted candidates to both his own work email address and also his partner's Hotmail account - fined £660; costs £713.75; victim surcharge of £66
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So.....

- Appointment of Data Protection Officer ✓
- Record of personal data held and processing activities ✓
- Explanation and confirmation of the lawful basis for processing personal data ✓
- Consent requirements to process personal data for individuals and children ✓
- Data protection privacy by design ✓
- Data Protection Impact Assessments ✓
- Individual's Rights relating to: access (SARs); being informed; data rectification, erasure, portability and processing restrictions; objection; and not being subject to automated decision-making, including profiling ✓
- Personal Data Breach detection, reporting and investigation procedures ✓

What's next

- Business as usual reviewing and developing:
 - all policies
 - website and Intranet pages
 - Information Sharing Agreements
 - improved process for reporting and managing information security breaches
 - data flow mapping
- Improved governance – IG Board meets 6 weekly
- Currently being audited by Internal Audit

And lastly ...

Any questions?

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Committee: Overview and Scrutiny Commission

Date: 20 March 2019

Wards: All

Subject: Government response to the Communities and Local Government Committee Review of the Effectiveness of Overview and Scrutiny Committees

Lead officer: Julia Regan, Head of Democracy Services

Lead member: Councillor Peter Southgate, Chair, Overview and Scrutiny Commission

Contact officer: Julia Regan; Julia.regan@merton.gov.uk; 020 8545 3864

Recommendations:

1. That the Overview and Scrutiny Commission consider the Government's Response to the recommendations of the Communities and Local Government Select Committee Review of the Effectiveness of Local Authority Overview and Scrutiny Committees;
2. That the Commission note the intention of Government to publish new statutory guidance on overview and scrutiny committee in local government
3. That the Commission agree to receive a further report once the statutory guidance has been published so that it can take a view on what steps should be taken to ensure that overview and scrutiny in Merton is in line with the statutory guidance and with best practice.
4. That the Commission agree to use the statutory guidance as a starting point for a review of the scrutiny function in 2019/20 in order to further improve the effectiveness of scrutiny in Merton. This review would ideally be carried out by the Centre for Public Scrutiny as set out in paragraphs 2.20 onwards.

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. To present the Government's Response to the recommendations of the Communities and Local Government Select Committee Review of the Effectiveness of Local Authority Overview and Scrutiny Committees.
- 1.2. .To enable the Commission to discuss the Government response and to agree the proposed steps it wishes to take once new statutory guidance on overview and scrutiny has been published.

2 DETAILS

Background

- 2.1. The Communities and Local Government Select Committee published it report on the effectiveness of local authority overview and scrutiny

Committees on 11 December 2017. The recommendations within the report drew on the Committee's review of a large number of evidence submissions from local authorities across the country, including Merton.

- 2.2. The report contained a number of recommendations to strengthen the scrutiny function, enhance its independence and legitimacy, improve transparency and public involvement and consider the allocation of resources to overview and scrutiny.
- 2.3. The Commission, at its meeting on 21 March 2018, discussed the Select Committee's recommendations and agreed that it would like to use these as an opportunity to review how scrutiny operates in Merton. Members also wished the review to consider the advantages and disadvantages of the cabinet and scrutiny model compared to a committee structure.
- 2.4. The scrutiny topic workshop and, subsequently, the Commission's meeting on 11 July agreed that such a review was not a priority for the 2018/19 work programme. The commission therefore agreed to take a report later in the year on the Select Committee's recommendations so that these could be used as an opportunity to improve the effectiveness of the scrutiny function in Merton.

Summary of the Select Committee's recommendations and the Government Response

Recommendation 1

- 2.5. Proposed revisions to Government guidance on scrutiny committees
- 2.6. Government response:
- 2.7. The Government will issue new guidance. This will recommend that:
 - scrutiny committees report to the Full Council
 - members of the executive should not participate in scrutiny other than as witnesses
 - councils should not refuse scrutiny committees access to sensitive documents as a matter of course
 - support officers should be able to operate independently and provide impartial advice.
 - councils should recognise and value the scrutiny function and the ways in which it can increase the council's effectiveness
 - each council should decide how to resource its scrutiny committees, including how much access to senior officers is appropriate to enable them to function effectively
 - scrutiny committees should actively encourage public participation

Recommendation 2

- 2.8. That DCLG works with the Local Government Association and the Centre for Public Scrutiny to identify willing councils to take part in a pilot scheme

where the impact of elected chairs on scrutiny's effectiveness can be monitored and its merits considered.

- 2.9. Government response: the Government will give further consideration to this recommendation. A local authority is already free to have an elected chair if it wishes and the revised guidance will include this as an option.

Recommendation 3

- 2.10. Councils should be required to publish a summary of resources allocated to scrutiny, using expenditure on executive support as a comparator

- 2.11. Government response: Recommendation is not accepted. The Government believes that each individual authority is best placed to decide for itself how to support scrutiny most effectively.

Recommendation 4

- 2.12. The Statutory Scrutiny Officer should have a seniority and profile of equivalence to the council's corporate management team. Statutory Scrutiny Officer should be required to make regular reports to Full Council on the state of scrutiny, explicitly identifying any areas of weakness and work carried out to rectify them

- 2.13. Government response: Recommendation is not accepted. Such decisions are best made at a local level. The key requirement for effective scrutiny is that the culture is right.

Recommendation 5

- 2.14. DCLG to put monitoring systems in place and consider whether the support to committees needs to be reviewed and refreshed.

- 2.15. Government response: Recommendation is not accepted. Councils to be responsible for their own arrangements. The Government will ensure that the 2018/19 Memorandum with the Local Government Association makes it clear that the LGA should be responsive to feedback to ensure all training, including scrutiny training, remains relevant and effective.

Recommendation 6

- 2.16. DCLG to take steps to ensure that public bodies and commercial organisations that provide services to residents are required to provide information and attend scrutiny meetings.

- 2.17. Government response: DCLG will have discussions with the sector to get a better understanding of the issues some scrutiny committees appear to have in accessing information and whether there are any steps the Government could take to alleviate this. In relation to attendance at meetings, it is up to each council to decide how best to hold to account those who run its services.

Recommendation 7

- 2.18. Government to make clear how Local Enterprise Partnerships (LEPs) are to have democratic and publicly visible oversight.

- 2.19. Government response: Agrees on the importance of clear and transparent oversight of LEPs. Government has published guidance for LEPs on a range of governance issues

Proposal for a review of overview and scrutiny in Merton

- 2.20. It is proposed that the Overview and Scrutiny Commission use the new statutory guidance, once published, as a starting point for a review of the overview and scrutiny function in Merton. An independent review would be the first preference as it is 10 years since Professor Leach from De Montfort University, last carried out such a review.
- 2.21. The Centre for Public Scrutiny (CfPS) receives funding each year from the Local Government Association to assist local authorities with making improvements to their scrutiny functions, often in response to a crisis such as Grenfell or Rotherham. An approach has been made to CfPS to enquire whether Merton would qualify for some assistance. If so, it is recommended that the Commission ask CfPS to review scrutiny in Merton and work with us to develop an improvement programme. Such a review would draw on CfPS's experience of best practice elsewhere, existing sources of information such as the annual members survey, plus interviews with councillors and officers.
- 2.22. If Merton does not qualify for free assistance from CfPS, the Commission could establish a working group, supported by the Head of Democracy Services, to carry out its own review of the overview and scrutiny function and to develop recommendations and an action plan to further improve its effectiveness.

3 ALTERNATIVE OPTIONS

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

4 CONSULTATION UNDERTAKEN OR PROPOSED

- 4.1. The purpose of the meeting is to consult the commission on a proposed way forward..

5 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 5.1. None for the purposes of this covering report. Any resource implications will need to be taken into account when drawing up & approving specific review recommendations

6 LEGAL AND STATUTORY IMPLICATIONS

- 6.1. There are none specific to this report.

7 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

- 7.1. There are none specific to this report.

8 CRIME AND DISORDER IMPLICATIONS

- 8.1. There are none specific to this report.

9 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

9.1. There are none specific to this report.

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

- None

11 BACKGROUND PAPERS

11.1. None

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Committee: Overview and Scrutiny Commission

Date: 20 March 2019

Subject: Updated action plan – scrutiny task group review of the recruitment and retention of teachers in Merton

Lead officers: Hannah Doody, Director of Community and Housing; Rachael Wardell, Director of Children Schools and Families; Caroline Holland, Director for Corporate Services

Lead members: Councillor Martin Whelton, Cabinet Member for Regeneration, Housing and Transport; Councillor Mark Allison, Deputy Leader and Cabinet Member for Finance; Councillor Caroline Cooper-Marbiah, Cabinet Member for Education

Contact officer: Jane McSherry, Head of Education; Steve Langley, Head of Housing Needs; Kim Brown, Head of HR

Recommendations:

- A. That the Overview and Scrutiny Commission consider the updated action plan setting out how the agreed recommendations of the scrutiny task group review of the recruitment and retention of teachers in Merton will be implemented.
-

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. The purpose of this report is to provide an updated action plan to the Overview and Scrutiny Commission to demonstrate how the agreed recommendations of the recruitment and retention of teachers scrutiny task group will be implemented, and the associated responsible officers and timescales.
- 1.2. The detail of the response and action plan is set out in Appendix A.

2 BACKGROUND

- 2.1. At their meeting on 25 June 2018 Cabinet noted the report of the scrutiny task group review and agreed that the recommendations of the task group would be responded to through an action plan to be drawn up by officers in consultation with the lead Cabinet Members.
- 2.2. Cabinet welcomed the report and noted that the review had been initiated at the request of teachers in the borough. Cabinet noted that the report contained some bold recommendations and welcomed the acknowledgement within the report that there were many other groups whose work and contribution to the borough was vital who had similar housing needs.
- 2.3. In discussing the report, Cabinet was mindful of the challenges which the Council faced in retention of key workers and the cost of living in the borough. Cabinet emphasised that there were no easy solutions, however with approximately 9000 people on the waiting list for housing, the Council had a duty to address the most acute housing need first and had to take

care not to discriminate against other groups and address a number of needs across the borough.

- 2.4. The Commission received Cabinet's initial response and action plan at its meeting on 19 September 2018. At this meeting the Commission expressed disappointment the initial responses had not taken on board detailed points made by the task group in its report and that responses to some of the recommendations had not addressed the totality of the recommendation.
- 2.5. Members made specific comments on a number of recommendations:
- 2.6. Recommendation 3 - Members noted that the recommendation had been accepted "in principle" only and were hoping for more enthusiasm to be demonstrated in promoting the teacher apprenticeship scheme.
- 2.7. The Director of Children Schools and Families said that the scheme would be promoted as one of a number of routes into teaching, albeit one for which there is a relatively small pool of potential applicants.
- 2.8. Recommendations 9-12- Members expressed disappointment but not surprise that Cabinet had rejected these recommendations and said although they understood Cabinet's reasons for the rejections, housing remained a significant factor in the recruitment and retention of teachers.
- 2.9. The Director of Children Schools and Families responded that, in addition to the points made by the Cabinet Member, the lack of housing stock at the disposal of the council and the decreasing number of teachers to be directly employed by the council (rather than by academies for example) would make such an offer impracticable and very costly.
- 2.10. Subsequently to the Commission's meeting in September, the Commission's Chair, Councillor Peter Southgate, and co-opted member Helen Forbes reviewed the executive response and provided detailed comments on where they would like to see a fuller response.
- 2.11. These comments have been taken into account in the provision of the updated action plan, set out in Appendix A.

3 EXECUTIVE RESPONSE

- 3.1. Appendix A to this report sets out the task group's recommendations, the initial response and action planned, together with dates and the responsible officer.

4 ALTERNATIVE OPTIONS

None for the purposes of this report.

5 CONSULTATION UNDERTAKEN OR PROPOSED

- 5.1. In carrying out its review, the task group consulted local heateachers and newly qualified teachers as well as speaking to a wide range of council officers.

6 TIMETABLE

- 6.1. The timetable for implementation of the task group's recommendations is set out in Appendix A.

7 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 7.1. Delivery of these recommendations can either be met within existing budgets or will be the subject of a bid for support through the council's usual financial procedures.

8 LEGAL AND STATUTORY IMPLICATIONS

- 8.1. None for the purposes of this report.

9 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

- 9.1. None for the purposes of this report.

10 CRIME AND DISORDER IMPLICATIONS

- 10.1. None for the purposes of this report.

11 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

None for the purpose of this report.

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

Appendix A – executive response and action plan

13 BACKGROUND PAPERS

- 13.1. None

Appendix A: Executive response to the recommendations of the scrutiny task group review into the recruitment and retention of teachers in Merton

Recommendations	Executive response	Timeline	Decision making body and lead officer
<p>Recommendation 1. That Cabinet should confirm that it is committed to continuing to celebrate the successes of Merton’s schools in order to attract teachers of the highest quality and to promote local schools as the first preference for parents seeking an excellent education for their children.</p>	<p>Accepted</p> <p>The Council will continue to celebrate exam success and wider schools and pupil outcomes on the Councils website, in the local press and via My Merton magazine.</p> <p>Recruitment has been identified as a key priority within the setup of the School Effectiveness Partnership and some capacity added with the appointment of the Partnership Coordinator in June 2018. Since this appointment The Partnership has renewed its public face with a new name (‘Attain’), a website, and engaged actively in recruitment and retention through activities of The Coordinator. The Merton eteach site has been used with greater effectiveness and has seen a 24% rise in applicants to the NQT Talent Pool when compared to the previous academic year. The Coordinator has attended all major teacher recruitment fairs and actively contacted applicants with a personalised approach, arranging visits to schools when requested.</p> <p>Feedback from Head teachers is that they value the NQT programme in Merton and this will continue to be promoted.</p>	<p>April 2019</p>	<p>Cabinet; Director of Children, School and Families</p>

Commented [JP1]:

	<p>Consideration will also be given to a Merton based recruitment fair to supplement the work already undertaken to promote Merton at University Fairs. The Attain Board will assess the viability of this option by the end of the autumn term of 2019 once evaluations of the previous year's activities have been completed.</p>		
<p>Recommendation 2. That the School Effectiveness Partnership Board should consider a more proactive and personalised approach to match applicants in the Eteach talent pool with specific school vacancies in order to increase its effectiveness.</p>	<p>Accepted</p> <p>The Council has already trialled offering individual interviews for candidates who have signed up to eteach and will do so again in March and April 2019. This has had some positive outcomes and will continue to be offered. The interview process allows for a face-to-face meeting with candidates, after which they can be matched with the most suitable school vacancies based on performance in the interview. A personalised approach is being implemented by the School Partnership Coordinator who is liaising with headteachers to invite potential applicants to have school visits, often before vacancies arise.</p> <p>HR have indicated that they explore developing a temp to perm policy with agreement from schools. A draft document has been designed and will have to be discussed with Schools.</p>	<p>April 2019</p>	<p>School Effectiveness Partnership Board; Director of Children, School and Families</p>

<p>Recommendation 3. That, once the government has released details, the School Effectiveness Partnership Board should consider if the teacher apprenticeship scheme could be implemented in Merton.</p>	<p>Accepted in principle</p> <p>There is a standard for teachers : https://www.instituteforapprenticeships.org/apprenticeship-standards/teacher/</p> <p>Applications need to be made through UCAS so this could be considered next year. To be accepted on the programme the applicant needs to have an existing degree or degree level apprenticeship and be employed as a teacher at the start of their apprenticeship. Existing staff can apply if they meet this criteria.</p> <p>The Attain Board are in discussions regarding how the Apprenticeship Levy can be utilised effectively by schools through appointing support staff with a view for them to be enrolled on the Teacher Apprenticeship offered by many training providers. A decision on this project will be made by agreement of The Board by the end of the spring term 2019 in conjunction with colleagues in HR.</p> <p>There is some funding available through the Department for Education which can be used towards salaries and would need to be applied for by June 2019.</p>	<p>April 2019</p>	<p>School Effectiveness Partnership Board; Director of Children, School and Families</p>

<p>Recommendation 4. That the School Effectiveness Partnership Board should promote a wide range of recruitment routes to assist headteachers with advertising vacancies in their schools.</p>	<p>Accepted The School Partnership through the new website will clarify and promote the different routes available, including School Direct, PGCE and Apprenticeships.</p> <p>A multi channel approach to attract teachers, using various social media channels, attendance at job fairs, links with universities to make contact with final year teaching students is already and will continue to be used and developed by The Schools Partnership. Schools are notified of all such approaches regularly through the attendance of the Partnership Coordinator at cluster meetings, and by direct contact with headteachers.</p> <p>The viability of a Merton-focussed recruitment fair will be discussed by The Attain Board by the end of the academic year 2018/19.</p> <p>Merton's profile will be raised as a good employer through working with the communications team to put out good news stories about schools in Merton.</p> <p>HR does not offer recruitment to schools as part of the current SLA buy back agreement; however this could become part of a future SLA. HR has a track record of working closely with services to attract, recruit and retain staff in competitive and hard to fill roles such as social workers. Retention award payments will be considered by The Attain Board by the end of the academic year 2018/19, aimed at staff who have worked in The Partnership schools for a set amount of time.</p>	<p>April 2019</p>	<p>School Effectiveness Partnership Board; Director of Corporate Services</p>
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<p>Recommendation 5. That the provision of a flu vaccine to school staff should be included in a service level agreement so that headteachers can assess the costs and benefits of taking up this service.</p>	<p>Accepted</p> <p>(1) To be included as part of HR SLA to schools. Would work closely with Public Health to ensure maximum take-up.</p> <p>(2) in addition to 1 above negotiate price with high street chemists and staff can access service in their own time adopt the approach used for eye tests and reclaim costs through HR system- This would have to be introduced for 2019.</p>	<p>March 2019</p>	<p>Cabinet; Director of Corporate Services</p>
<p>Recommendation 6. That Cabinet should encourage school governing bodies to organise activities in their school that would promote the general health and wellbeing of school staff. The council's Public Health team would be able to provide advice to governing bodies if required.</p>	<p>Accepted</p> <p>Public Health to continue to promote the Healthy Schools London (HSL) awards programme for schools to reach their Bronze, Silver and Gold awards. Programme identifies the importance of staff health and well-being and includes the following in its assessment (1) Staff CPD The school identifies staff CPD needs for health and wellbeing and provides appropriate training and development opportunities. (2) Staff health and well-being The school supports staff in maintaining their health and wellbeing and a healthy lifestyle and encourages them to be positive role models. All staff can, confidentially, access advice, support and services (within and beyond school).</p> <p>Public Health to (a) attend Chairs of Governors briefing and headteachers meetings to provide a Public Health update on health of CYP in Merton including how they can support staff health and wellbeing (b) and/or include information in appropriate newsletters/emails to schools.</p>	<p>Ongoing</p> <p>Annually Date TBC</p>	<p>Cabinet; Director of Children, Schools and Families; Director of Public Health</p>

<p>Recommendation 7. That Cabinet publicise to school staff and explain how to take up the existing council staff discount on annual memberships at Canons Leisure Centre, Morden Park Pools and Wimbledon Leisure Centre.</p>	<p>Accepted</p> <p>Will ensure there are links to the offers and benefits available so that this is accessible to school staff - on the extranet and eteach. Link offers could be included in adverts and contract offers.</p> <p>Include information in the newsletter sent to Headteachers and bursars. Session on bursars and school forum meetings to promote these schemes. This will be reinforced by the Attain website (merton-attain.net) and posters will be placed in school staff rooms to promote these benefits by the end of the academic year 2018/19.</p>	<p>March 2019</p>	<p>Cabinet; Director of Corporate Services</p>
<p>Recommendation 8. That all the benefits that are currently available to teachers and other school staff should be publicised to all school staff and clearly documented on all relevant webpages. This should include the interest free season ticket loan, purchase of a bicycle through the Cycle to Work Scheme (salary sacrifice) and nursery/childcare vouchers.</p>	<p>Accepted</p> <p>Will ensure there are links to the offers and benefits available so that this is accessible to school staff - on the extranet and eteach. Link offers could be included in adverts and contract offers.</p> <p>Include information in the newsletter sent to Headteachers and bursars. Session on bursars and school forum meetings to promote</p>	<p>March 2019</p>	<p>Cabinet; Director of Corporate Services</p>
<p>Recommendation 9. That Cabinet should ask the Head of Housing Needs and Strategy to write to local housing associations to ask if they have any “hard to let” properties that could be made available to teachers at an</p>	<p>Rejected</p> <p>Whilst Cabinet understand the need of teachers in finding housing, the council also owes a statutory duty to those who are homelessness and they would have to be a priority group in the council’s regular liaison with local</p>		<p>Cabinet; Director of Communities and Housing</p>

affordable rent (including short term assured tenancies).	housing associations		
Recommendation 10. That Cabinet consider whether the 3-5 year private rental tenancies that will be available through the Local Authority Property Company from 2019/20 could be offered to teachers in the first instance, thus offering teachers an element of financial security.	Rejected Merantum is an arms-length housing company with its own board of directors. Cabinet would expect it to offer secure tenancies but we cannot single out one particular employment group.		Cabinet; Director of Environment & Regeneration
Recommendation 11. That Cabinet should explore the business case for supporting the retention of excellent teachers in the borough by offering a small number of private rented properties through the Local Authority Property Company to such teachers at a reduced rent.	Rejected There are many equally worthy key workers who face the same challenges and it would be unfair to single out one particularly category of employment and decisions are for the property company to take		Cabinet; Director of Corporate Services
Recommendation 12. That Cabinet should ask the Head of Housing Needs and Strategy to approach the Landlords Forum with a “good tenant offer” whereby the council would guarantee a supply of teachers as private tenants for a fixed number of years in return for a reduced rent.	Rejected The council’s primary duty is to house those most in need which are homelessness and suffering overcrowding		Cabinet; Director of Communities and Housing

<p>Recommendation 13. That Cabinet should ask the Head of Housing Needs and Strategy to provide school staff with a list of shared ownership schemes that might be suitable for teachers, whilst not recommending any scheme in particular.</p>	<p>Accepted</p> <p>A list can be circulated of shared-ownership schemes and London Living Rent housing.</p>	TBC	Cabinet; Director of Communities and Housing
<p>Recommendation 14. That Cabinet consider setting up a rent deposit scheme that would operate in a similar way to the existing season ticket loan. This would provide teachers with an interest free loan that would be paid back to the council in a set number of instalments.</p>	<p>Accepted in principle</p> <p>This could be explored, but would have implications where the schools run their own payroll service as we would not be able to deduct direct from salaries and therefore could be part of our overall rent deposit scheme.</p>	TBD	Cabinet; Director of Corporate Services/Director of Community & Housing
<p>Recommendation 15. That the Sustainable Communities Overview and Scrutiny Panel should receive a briefing on the Mayor of London's London Living Rent initiative in order to identify potential benefits for Merton residents</p>	<p>Accepted</p> <p>To be included alongside housing reports at the Panel's meeting in March 2019</p>	19 March 2019	Sustainable Communities Overview and Scrutiny Panel; Head of Housing Needs
<p>Recommendation 16. That the School Effectiveness Partnership Board should consider how best to build on the effective programme of continuous professional development that is already being delivered. The Board could</p>	<p>Accepted</p> <p>The Professional Development programme continues to be developed. It is promoted through our own bespoke website (www.mertoncpd.co.uk/cpd) and through the newly created School Effectiveness Partnership website. This will make it easier to search for courses and will give</p>	April 2019	School Effectiveness Partnership Board; Director of Children Schools

<p>consider the role of local colleges and universities in further enhancing the options available, including through use of the Apprenticeship Levy.</p>	<p>a direct link to the appropriate booking page.</p> <p>There is a fully developed Leadership ladder in place that promotes all leadership opportunities within the Borough, sub regionally and across London and this has been integrated with all other partners through the Attain website, which is promoted online through The Partnership marketing strategy, implemented following the appointment of the Coordinator in summer 2018.</p> <p>The Professional Development Steering Group which includes representatives from the Council and the Teaching School Alliance meets regularly to review the Merton offer and to work alongside the School Effectiveness Partnership Board to identify overlap and gaps. Current work continues to develop a more targeted secondary school programme, including a sharing of secondary school/departmental work on A levels. Links with local colleges and universities will continue to be explored.</p> <p>The Attain Board are in discussions regarding how the Apprenticeship Levy can be utilised effectively by schools through appointing support staff with a view for them to be enrolled on the Teacher Apprenticeship offered by many training providers. A decision on this project will be made by agreement of The Board by the end of the spring term 2019 in conjunction with colleagues in HR.</p>		<p>and Families</p>

Agenda Item 8

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.

OVERVIEW AND SCRUTINY COMMISSION - FINANCIAL MONITORING TASK GROUP

25 FEBRUARY 2019

(7.15 pm - 9.15 pm)

PRESENT: Councillor Stephen Crowe (in the Chair),
Councillor Nigel Benbow, Councillor Paul Kohler,
Councillor Aidan Mundy, Councillor Owen Pritchard,
Councillor Eleanor Stringer and Councillor Peter Southgate

ALSO PRESENT: Councillors Mike Brunt and Nick Draper

Caroline Holland (Director of Corporate Services), Chris Lee (Director of Environment and Regeneration), Roger Kershaw (Assistant Director of Resources), Anita Cacchioli, Annie Baker (SLWP Strategic Partnership Manager), Charles Baker (Waste Strategy and Commissioning Manager), Doug Napier (Leisure and Culture Greenspaces Manager) and Julia Regan (Head of Democracy Services)

1 APOLOGIES FOR ABSENCE (Agenda Item 1)

Apologies were received from Councillor David Williams.

2 DECLARATIONS OF PECUNIARY INTEREST (Agenda Item 2)

There were no declarations of pecuniary interest.

3 MINUTES OF LAST MEETING - 13 NOVEMBER 2018 (Agenda Item 3)

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

Matters arising:

- Page 1 – an update on learning from Lean reviews has been added to the agenda for the meeting on 4 April
- Page 1 – Councillor Paul Kohler would like a copy of the new business plan
ACTION: Director of Corporate Service to send once published in March
- Page 4 - trend data on vacancy information has been included in the report on agenda item 4

Councillor Owen Pritchard reported back from the meeting that he and Councillor Stephen Crowe had with Rachael Wardell, Director of Children Schools and families, to discuss the identification and recording of financial risk. Councillor Pritchard said that there were two approaches to this – enterprise risk management and hypothecated risk management – and that Rachael had worked with both and that each had benefits and drawbacks. He said that when there was a lack of

hypothecated risk management this increased the potential for a lack of understanding of the risks being taken as part of the budget setting process and therefore could lead to a lack of mitigating action.

4 FINANCIAL MONITORING REPORT, QUARTER 3, 2018/19 (Agenda Item 4)

The report was introduced by Caroline Holland, Director of Corporate Services. She said that during period 9 the revenue budget had moved from a forecast overspend of £0.2m at year end to a forecast underspend of £1.49m, with improvements in the forecast outturn position for all departments except Community and Housing. She drew the task group's attention to the updated information on the capital programme, progress on savings, debt monitoring and vacancy data.

Caroline Holland, Roger Kershaw (Assistant Director of Resources) and David Keppler (Head of Revenues and Benefits), provided additional information on specific sections in response to questions:

Overview

- The forecast underspend in Environment and Regeneration is unlikely to fully persist into 2019/20. Whether the forecast underspend in Community and Housing persists into 2019/20 will depend on the extent to which the budget is affected by winter pressures.

Corporate Services

- The bailiff service income is forecast to be about £1.5m for Merton and £0.5m for Sutton.
- Contract management is provided by individual contract managers. The procurement board provides strategic overview. The Veolia contract is managed with the Environment and Regeneration Department.

Environment and Regeneration

- It is hoped that the reduction in total waste tonnage will continue but, as it may be linked to the downturn in the economy, it may increase again. The service is working hard to increase recycling rates.

Children Schools and Families

- SEN transport (page 13) is a difficult area to forecast. A review of transport for children and adults is underway.
- The forecast deficit for the Dedicated Schools Grant will not be reflected in the General Fund balance. The council is in discussion with the external auditors regarding the appropriate accounting treatment of the deficit.
- Independent Day School provision (page 17) is for children on EHCPs who are placed out of borough. It is hoped that better rates may be negotiated for new placements.

Community and Housing

- The council will fund temporary accommodation where it has responsibility for doing so. Where the client is in receipt of housing benefit, the council will be able to recoup up to 50% of the temporary accommodation cost.

Debt update

- Car parking debts comprise a combination of one-off debtors, persistent offenders and those with 2-3 unpaid tickets. Once the debt is passed to the

bailiffs, they work hard to track down the car owner, one third of which are registered outside the borough.

- The task group AGREED that it would like some information on the potential for raising income from selling debts to be included in the update report to the next meeting. ACTION: Head of Revenues and Benefits

In their discussion of the establishment control and vacancy reporting data, task group members commented that, without information on the level of turnover, it was difficult to interpret changes in the unfilled vacancies and agency workers from month to month. Caroline Holland said that turnover is currently below the council's target of 12% and offered to include the number of posts recruited to in the overall data table (Annex A). ACTION: Head of HR

5 VEOLIA AND IDVERDE - DEEP DIVE INTO FINANCIAL ASPECTS OF THE CONTRACTS (Agenda Item 5)

Chris Lee, Director of Environment and Regeneration, introduced the public and exempt reports. He said that the commercially sensitive information on deductions from the contractors had not been finalised and were therefore subject to change. Some deductions have been calculated ready to be applied and these are now mainly calculated and applied automatically through integrated software between the council and the contractor. Chris Lee added that financial incentives and deductions are part but not the whole of the contractual relationship, that it is importance to get the balance of these right to incentivise performance and financial benefits and that this is subject to an annual review.

In response to a question about the publication of monthly performance information, Chris Lee said that an agreed set of indicators would be agreed across the partnership authorities and these would be published on the South London Waste Partnership (SLWP) website, with links from borough websites. Annie Baker, SLWP Strategic Partnership Manager, explained that Sutton Council had been able to consider publication of some performance information already because entrance in to the new contract service had started earlier.

The task group shared their experiences of using the IT system to report service failures and the difficulties they had experienced in re-reporting a missed collection that hadn't been resolved and a general lack of feedback on what has happened as a result of the report. Annie Baker explained that once a service failure has been reported it remains open until resolved and can not be re-reported until it has been closed on the IT system. This leads to a 'Refresh' of the deduction, where applicable, for each period that it remains unresolved on the system

Chris Lee emphasised that he was not happy with Veolia's performance at the moment and that, although there have been improvements, this has still not reached an acceptable level. He said that the council has taken on some temporary staff to assist with performance monitoring and handling of complaints. Councillor Mike Brunt, Cabinet Member for the Environment and Street Cleanliness, assured the task group that he would continue to do all he can to bring influence to bear to improve the situation, including improving the feedback mechanism on the online system.

Chris Lee said that it is important that residents continue to log missed collections and other service failures through the online system so that these can be logged and dealt with as well as being used to generate information for use in calculating financial deductions. He added that his main motivation is to obtain a high level of service for residents rather than to collect financial penalties as these were an indicator of poor service.

In response to a question about how service standards are communicated to street cleaning operatives, Chris Lee said that that was a matter for the contractor, that the council is not involved in operational detail or training but rather in ensuring that service levels are high.

The task group RESOLVED to move to a closed session in order to discuss the exempt information that had been provided to them. The rest of this minute is a public record of this discussion, without inclusion of any commercially sensitive information.

Public minute of closed session

Chris Lee outlined the information that had been provided in the confidential appendices, giving examples of the level of financial deduction that might be applied to each of the service performance indicators (SPIs). He re-iterated that deductions had already been made and that these were increasingly being automatically deducted from invoices by Veolia on a monthly basis rather than waiting till the end of the year but that there would be discussion and judgements made regarding the final amounts to be applied for 2017/18 and 2018/19.

In response to a question about the communications plan around deductions, Chris Lee said that there would be a report to the Sustainable Communities Overview and Scrutiny Panel and possibly also to Cabinet on the final position and annually. He undertook to consider the most appropriate way to communicate this to residents.

In response to a question about the level of deductions made, Chris Lee said that it was a significant amount for Veolia and that reputational damage would also likely be a significant concern for the contractor should they be seen to be failing.

Charles Baker, Waste Strategy and Commissioning Manager, responded to a question on garden waste to explain the mechanism by which costs and profits are shared between the council and IdVerde.

In response to questions about litter in parks, Doug Napier (Greenspaces Manager) and Councillor Nick Draper (Cabinet Member for Community and Culture) shared information about the recent project in Wandle Park during which litter bins were removed to assess what impact this would have on the amount of litter dropped.

6 WORK PROGRAMME (Agenda Item 6)

The task group AGREED the agenda items for the meeting on 4 April:

- Merantun – progress update and deepdive on the financial monitoring
- Report on contingency funds and reserves

- an update on debt and the use of the specialist debt review company
- Update on learning from Lean reviews
- Departmental risk registers (Chair to discuss with Director of Corporate Services to ascertain most appropriate approach)

In relation to its 2019/20 work programme, the task group AGREED the request made by the Overview and Scrutiny Commission to carry out a deep dive review of the future capital programme. Task group members AGREED to add a report on the allocation of grants through the voluntary sector strategic partners programme. Task group members also agreed to email additional work programme suggestions to the Chair and the Head of Democracy Services. ACTION: All

The task group agreed to meet in July 2019, November 2019, February 2020 and April 2020 at dates to be arranged in consultation with the Director of Corporate Services so that the quarterly financial monitoring reports can be considered in July (outturn report 2018/19 and quarter 1 2019/20), November (quarter 2) and February (quarter 3). ACTION: Head of Democracy Services

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Overview and Scrutiny Commission Work Programme 2018/19



This table sets out the Overview and Scrutiny Commission's Work Programme for 2018/19 that was agreed by the Commission at its meeting on 11 July 2018.

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

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

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

Scrutiny Support

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

Meeting date – 11 July 2018

Scrutiny category	Item/Issue	How	Lead Member/ Lead Officer	Intended Outcomes
Holding the executive to account	Leader and Chief Executive – vision, key priorities & challenges for 2018/19	Presentation	Leader of the Council Ged Curran, Chief Executive	Context for Commission’s work programme
	Merton Partnership annual report	Report	Chief Executive John Dimmer, Head of Policy, Strategy & Partnerships	Context for Commission’s work programme
Scrutiny reviews	Analysis of Members’ annual scrutiny survey 2018	Report	Cllr Peter Southgate Julia Regan, Head of Democracy Services	Discuss findings and agree action plan for 2018/19
	Overview and Scrutiny Commission work programme 2017/18	Report	Cllr Peter Southgate Julia Regan	To agree work programme and task group reviews

Meeting date – 19 September 2018

Scrutiny category	Item/Issue	How	Lead Member/ Lead Officer	Intended Outcomes
Scrutiny of crime and disorder	Borough Commander	Report and in-depth discussion	Borough Commander	Update on crime figures & discussion of policing in Merton.
	Safer Merton Update	Report	Neil Thurlow, Community Safety Manager	Progress report
Scrutiny reviews	Potential task group review for 2018/19 – road safety around schools	Report	Cllr Peter Southgate Julia Regan	Decision on whether to commence a task group review on road safety
	Recruitment and retention of teachers task group	Cabinet response and action plan	Jane McSherry, Head of Education	To receive Cabinet response and action plan
	Financial monitoring task group	Minutes of meeting on 30 August 2018	Chair of task group Julia Regan	To note minutes of meeting held on 30.08.18

Meeting date – 14 November 2018

Scrutiny category	Item/Issue	How	Lead Member/ Lead Officer	Intended Outcomes
Holding the executive to account	Assessing the impact of Brexit on the Council and the Borough	Report and discussion	Caroline Holland, Director of Corporate Services	To receive and comment on Cabinet report. Verbal update on scrutiny work carried out by Cllr Carl Quilliam
	Target Operating Model (TOM)	Report	Sophie Ellis, Assistant Director of Business Improvement	Overview to set context for budget scrutiny
	Business rates retention	Report	Caroline Holland, Director of Corporate Services	Update on the Londonwide pilot – to set context for budget scrutiny
Budget scrutiny	Business Plan 2019/23 - information pertaining to round one of budget scrutiny	Report	Cllr Mark Allison Caroline Holland, Director of Corporate Services	To send comments to Cabinet budget meeting 10 December
Scrutiny reviews	Local Democracy Week – joint scrutiny with the youth parliament	Report	Cllr Peter Southgate Julia Regan, Head of Democracy Services	To receive report and agree next steps

Meeting date – 23 January 2019 – scrutiny of the budget

Scrutiny category	Item/Issue	How	Lead Officer	Member/Lead	Intended Outcomes
Budget scrutiny	Business Plan 2019/23	Report – common pack for Panels and Commission	Cllr Mark Allison, Cabinet Member for Finance Caroline Holland, Director of Corporate Services		To report to Cabinet on budget scrutiny round 2
	Business Plan update - latest info from Cabinet 14 January (if any)	Report	Cllr Mark Allison, Cabinet Member for Finance Caroline Holland, Director of Corporate Services		To report to Cabinet on budget scrutiny round 2
	Scrutiny of the Business Plan 2019-2023: comments and recommendations from the overview and scrutiny panels	Report	Cllr Peter Southgate Julia Regan, Head of Democracy Services		To report to Cabinet on budget scrutiny round 2
Scrutiny reviews	Financial monitoring task group	Minutes of meeting	Cllr Stephen Crowe, Chair of task group Julia Regan		To note minutes of meeting held on 13.11.18

Meeting date – 20 March 2019

Scrutiny category	Item/Issue	How	Lead Member/Lead Officer	Intended Outcomes
Holding the executive to account	Access to services through the council's website	Report	Sophie Ellis, Assistant Director of Business Improvement	Progress report for comment
	General Data Protection Regulation (GDPR)	Report	Karin Lane, Head of Information Governance	Briefing for information and comment
Performance management	Select Committee Review of Overview and Scrutiny	Report	Cllr Peter Southgate Julia Regan	To receive government's response to the Select Committee's recommendations
Scrutiny reviews	Recruitment and retention of teachers task group	Updated action plan	Jane McSherry, Head of Education	To scrutinise progress with implementation of task group recommendations
	Financial monitoring task group	Minutes of meeting	Chair of task group Julia Regan	To note minutes of meeting held on 25.02.19
Scrutiny of crime and disorder	Discussion of questions for the Borough Commander	Discussion	Cllr Peter Southgate Julia Regan	Discussion to plan line of questioning for meeting on 24 April

- Meeting date – 24 April 2019

Scrutiny category	Item/Issue	How	Lead Member/Lead Officer	Intended Outcomes
Scrutiny of crime and disorder	Borough Commander	Report and in-depth discussion	Borough Commander	Update on crime figures and local policing issues
	Travellers unauthorised encampment protocol	Report and discussion with affected residents	Howard Joy, Property Management & Review Manager	To scrutinise response to recent encampments and the timeline for review of the protocol
	CCTV service update	Report	Cathryn James, Interim Assistant Director of Public Protection	Update on CCTV service and results of Londonwide review
Holding the executive to account	Equality and Community Cohesion Strategy 2017-20	Action plan	Evereth Willis, Equality and Community Cohesion Officer	To comment on progress made with action plan
Performance management	Overview and Scrutiny Annual Report	Report	Cllr Peter Southgate Julia Regan	To approve and forward to Council
	Planning the Commission's 2019/20 work programme	Report	Cllr Peter Southgate Julia Regan	To include proposals for involving young people in scrutiny
Scrutiny review	Safety of young people in Merton – response from Cabinet plus update on action plan	Report	Rachael Wardell, Director Children Schools and Families	To comment on progress made with action plan

Forward plan items relating to the remit of the Overview and Scrutiny Commission

Creation of Holding Company (CHAS 2013 Ltd)

To seek approval of the establishment of a holding company in relation to CHAS 2013 Ltd

Decision due: 25 Mar 2019 by Cabinet

SAN and Backup replacement

This award is to replace the Storage Area network and Backup solution for the Council's data and backup

Decision due: 5 Apr 2019 by Director of Corporate Services

Extension of Contracts for Supply of Electricity and Gas

To agree extensions for the contracts for supply of Electricity and Gas

Decision due: 25 Mar 2019 by Cabinet